

Replies to Prebid Queries – Tender No. NHIT/FY26-27/RFP/Organization Review & Design,

Dated: 23-10-2026

Project Title: Request for Proposal (RFP) for Engagement of Agency for Organization Review and Design for National Highways Infra Investment Managers Private Limited (NHIMPL) and SPVs under National Highways Infra Trust, collectively referred as "NHIT-entities".

Sr. N.	Query / Suggestion received from the Bidder's	Authority Response
1.	Please share the approximate headcount for the NHIT entities in scope (NHIMPL, each SPV etc.) split by head office and project sites, and by permanent, contract, deputation and outsourced staff. Please also confirm which entities are in scope, and whether current organization charts, role descriptions, delegation of authority documents and RACI documents exist.	- The total headcount is 325 as on today in all four entities (IM-09, and SPVs - 316) are in scope. - The organization charts, JDs, DoA are in place. - RACI Matrix for some functions are in place.
2.	We understand that the outsourced site workforce (for example toll operations and O&M contractors) are not to be included in the manpower assessment, which will cover only NHIT's own and deputed staff. Please confirm our understanding.	Yes, the outsourced employees are not included in the assessment. However, outsourced resources/Project Management Company should be factored to gain understanding of the particular role, responsibilities and outcome of the role.
3.	Succession and key-person review: We assume that this review is to be carried out at role and structure level and does not include a talent assessment of named individuals. Please confirm our understanding.	Yes, the assessment shall be carried out at a role and structure level for the purposes of succession planning and redundancies.
4.	Governance and conflict-of-interest review: We believe this refers to a review of structures and processes (for example segregation of duties and independence of control functions) and does not extend to specific transactions or individuals. Please confirm our understanding.	Yes, this refers to a review of structures and processes.
5.	Additionally, given the considerable scope of work, we wanted to check if there is an extension to the submission date that is being considered. Please do let us know if yes- would be most appreciated.	Any extension of the bid submission deadline, if approved, shall be notified on the NHIT website. Until such notification is issued, the due date and time currently displayed on the NHIT website shall be treated as final and binding.
6.	Stakeholder interviews: Please indicate the approximate number and categories of stakeholders expected to be interviewed as part of the assessment (e.g., Board/NRC members, senior management, functional heads, site/project personnel etc.).	- Board Members - 4-5 - Senior Management - 5-6 - Functional Heads - 6-8 - Site/Projects - 15-20
7.	Role Architecture, Job Descriptions and Grading: Kindly clarify whether the scope includes development/review of role architecture, job descriptions, role definitions,	The bidder shall clearly define the roles and responsibilities across all levels of the organisation.

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	grading structures, career frameworks, or job evaluation exercises as part of the future-state organization design.	
8.	Travel and Site Visit Expectations: Given the presence of multiple SPVs and project locations, please confirm the expected number and locations of site visits/interactions envisaged under the assignment, along with any mandatory on-site engagement requirements.	If required, the expenses shall be borne by the company with prior approval after commencement of the assignment.
9.	Considering the detailed scope of work and upcoming festive holidays, we request NHIT to kindly consider extending the bid submission date by at least 2 weeks i.e. till 13 November. The extension will also help us in obtaining internal approvals/ certifications required for submission of proposal.	Any extension of the bid submission deadline, if approved, shall be notified on the NHIT website. Until such notification is issued, the due date and time currently displayed on the NHIT website shall be treated as final and binding.
10.	We understand that since its inception, NHIT has undergone various structural and organizational changes in response to the evolving nature and scale of its business. Kindly confirm, if these process-review studies shall be shared with the selected consultant	No. detailed discussion could be had with the selected bidder as part of the assessment of the organisation.
11.	We request you to kindly provide the indicative number of employees, Corporate/SPV/Site locations and outsourced functions/personnel expected to be covered under the assignment, to enable appropriate effort and resource estimation. We also request you to kindly confirm if the selected consultant would be required to make field visit to location beyond Delhi for stakeholder consultations.	Please refer above.
12.	We request you kindly confirm till what level the structure needs to be developed. Please suggest if developing it up to the N-3 level (where N refers to the Managing Director & CEO) will be acceptable. This will enable us to gauge the effort and resource estimation	The structure is required to be developed across all levels of the organization including project sites.
13.	We understand that, to meet the evaluation criterion, the Bidder is required to submit a self-certification from the Authorized Signatory confirming the number of team members employed by the Bidder who possess MBA (HR) or PGDM (HR) qualifications and have relevant professional experience. Kindly confirm whether our understanding is correct.	Yes, the bidder is required to submit a self-declaration confirming the team composition. Please see the corrigendum published on company's website for revision in the qualification.
14.	The Scope of Work requires the consulting firm to undertake an "Organization Resilience Review". We request you to kindly elaborate on the specific scope, key deliverables, evaluation dimensions, and expected outcomes of this exercise	Please refer RFP document.

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15.	We understand that the Consultant is required to identify material process improvement and business process re-engineering opportunities as part of the study. We request you to kindly clarify the expected outputs and deliverables under this requirement	The Consultant is required to highlight material process improvement and re-engineering that could be achieved as result of the redesigned organisation.
16.	The Financial Proposal format seeks separate quotes for three phases of a single study. Since all the three phases are interconnected, it is suggested that a lumpsum quote covering all the three phases should be submitted by the bidder.	The financials are required to be quoted in lump sum and not in phase-wise. The corrigendum is issued and published on the website including the payment milestones.
17.	We request you to kindly clarify the milestone-based payment schedule applicable to the three stages/deliverables. Clarity on the proposed payment structure and milestone-wise fee release mechanism will facilitate efficient project planning and resource deployment. We request you to kindly consider linking payments to the successful completion of key project milestones and deliverables, as detailed below: a. Organization Review and As-Is Assessment - 30% b. Submission of Draft Organization Design, Manpower Assessment and Optimization Recommendations - 50% c. Preparation of Final Report and Implementation Roadmap, Management Presentations and Stakeholder Consultation – 20%	Please refer corrigendum issued in this regard. Balance 10% shall be released after 4 months from the date of submission of final report and resolution of all queries.
18.	We request you to kindly add the Limitation of Liability to the RFP. Limitation of Liability: "Neither party will be responsible for any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, exemplary, punitive or special damages in connection with claims arising out of this agreement or otherwise relating to the services, whether or not the likelihood of such loss or damage was contemplated." "NHIT may not recover from the consultant, in contract or tort, under statute or otherwise, aggregate damages in excess of the fees actually paid for the services that directly caused the loss in connection with claims arising out of this agreement or otherwise relating to the services."	No Change.
19.	We request you to kindly add the Termination Clause to the RFP. Termination Clause: "NHIT reserves the right to terminate the consultancy service at any stage of the project, at its discretion and without assigning any reason. In such an event, payment for the work completed to a reasonable extent will be made to the consultant basis mutual agreement."	No, payment shall be released based on the milestone.

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	<i>"The Consultant may terminate this contract or any particular services immediately upon written notice to NHIT, if Consultant reasonably determines that it can no longer provide the services in accordance with applicable law or its professional obligations."</i>	
20.	We understand that the Final Report is to be submitted by 28 February 2027, with a one-month buffer provided within the current financial year. However, the timelines outlined for the study appear to be contradictory. We therefore request that the Final Report submission timeline should be dependent on initiation date of the study.	Please refer corrigendum issued in this regard.
21.	Kindly confirm the total number of SPVs, locations, toll plazas, project offices, and employees (on-roll, contractual, outsourced) to be covered under the assignment for effort estimation and resource planning purposes.	Please refer above.
22.	Kindly share the current organization charts for NHIMPL and all SPVs, including sanctioned strength, current manpower, reporting structures, and functional hierarchies.	Please refer above, further information may be shared with selected bidder.
23.	Please confirm whether employee-wise data, job descriptions, competency frameworks, manpower costs, productivity metrics and workforce analytics will be made available by NHIT.	Please refer above, further information may be shared with selected bidder.
24.	Kindly clarify whether NHIT expects benchmarking only against InvITs/asset-management entities or also infrastructure, logistics, EPC, and transportation organizations.	Any relevant benchmarking could be considered with appropriate justification.
25.	Kindly provide the anticipated growth strategy, portfolio expansion assumptions, new asset additions, and operating model assumptions underlying the target EV of ₹1 lakh crore.	Will be discussed with the selected consultant.
26.	Please clarify the expected level of process assessment and whether detailed process mapping, RACI design, SOP review, or workflow redesign forms part of the engagement.	RACI and SOP would be shared to the extent required for the exercise.
27.	Kindly provide details of key enterprise systems, digital platforms, ERP applications, and outsourced technology arrangements that are expected to be assessed.	Considering that the organisation structuring would involve all the key functions and it's processes, the current as-is state would have to be assessed by the consultant.
28.	Kindly specify the expected number of workshops, leadership interviews, management interactions, NRC sessions, and Board presentations to be covered under the assignment.	The selected bidder to advise.
29.	Kindly confirm the required format of deliverables, including report templates, presentation formats, editable files, and submission requirements.	It should be in the format and templates of the selected bidder. However, the company will advise for any changes in the same, if required.
30.	Kindly define the acceptance mechanism, review process, approval authorities, and acceptance timelines applicable for interim and final deliverables.	Can not be disclosed.

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31.	Kindly provide the expected timeline and milestone schedule for submission of interim report, benchmark report, draft recommendations and final deliverables.	Please refer RFP Document & Corrigendum thereof.
32.	Kindly confirm the anticipated date of commencement of services upon award of contract.	Tentatively, work will commence from 1 st December 2026, LoA shall be released before the commencement.
33.	Kindly confirm the definitive project duration and precedence between the six-month engagement period and the final submission requirement of 28 February 2027.	Please refer corrigendum.
34.	Please clarify the meaning of the statement "with a buffer of one month during the current financial year" and whether this extends project timelines.	The selected consultant is expected to complete the assignment on or before 28 th February 2027. Only in a case of deviation or unforeseen reason it gets delayed the same is required to be completed on or before 28 th of March 2027.
35.	Kindly clarify how payments will be linked to the fee heads mentioned in Section 5 and corresponding deliverable acceptance	Payment will be milestone basis, same shall be communicated through corrigendum issued on NHIT website.
36.	Kindly confirm whether travel to project locations, toll plazas and SPV offices across India is required and whether all such costs are to be included within the quoted fees.	If required, the expenses shall be borne by the company with prior approval after commencement of the assignment.
37.	Kindly clarify whether the award shall be based on L1 among technically qualified bidders or on highest combined QCBS score.	Please refer RFP.
38.	In case NHIT expands the scope beyond the defined assignment, kindly clarify the mechanism for pricing and approving additional services.	Will be discussed separately with the selected bidder.
39.	In the event of termination for convenience, kindly confirm whether the Agency/Firm will be compensated for completed work, work-in-progress, and committed costs incurred up to the termination date.	Payment shall be done on Milestone basis, please refer corrigendum issued in this regard.
40.	Kindly clarify whether NHIT will provide a reciprocal indemnity for claims arising from inaccurate or incomplete information supplied by NHIT.	No Change, as per RFP.
41.	Kindly confirm whether the consultant may retain copies of non-confidential deliverables and reference the engagement in credentials and experience disclosures.	The selected bidder may refer the engagement in their credential and experience disclosures without sharing the data and any other confidential information with anyone. Non-Disclosure Agreement will be signed by the selected bidder.
42.	Kindly clarify whether specialist subcontractors, affiliates, or subject matter experts may be engaged with NHIT approval notwithstanding the restriction on consortium participation.	Consortium participation is not permitted under this RFP. However, the selected bidder may engage specialist subcontractors, affiliates, or subject matter experts for specific activities, subject to prior approval from NHIT. The bidder shall remain solely responsible for the overall

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		performance, quality, compliance, and contractual obligations under the contract.
43.	Kindly confirm whether NHIT intends to execute a mutually acceptable Non-Disclosure Agreement prior to commencement of the engagement.	Yes, NDA will be signed by the selected bidder.
44.	Kindly provide a detailed definition of "Organization Review and Design Assignment or similar HR Consulting Assignment" for eligibility and evaluation purposes.	Please refer Scope of work in the RFP.
45.	Kindly provide the detailed evaluation matrix and scoring methodology applicable to presentations.	Not to be disclosed.
46.	Kindly confirm whether client references, completion certificates, will form part of technical evaluation.	Only Issued Work/Service Orders and Completion Certificates shall be accepted as part of technical evaluation under eligibility criteria.
47.	Kindly provide current employee strength by entity, function, grade and employment category to facilitate sizing of the engagement.	Please refer above.
48.	Kindly provide a detailed project milestone schedule including kickoff, diagnostics, benchmarking, interim review, NRC interaction and final submission stages.	Please refer above.
49.	Kindly provide the list of documents, policies, organization data and governance materials that will be shared with the successful bidder.	The same may be shared with Selected bidder.
50.	The Authority is requested to provide adequate time to the bidders for incorporating the clarifications / amendments issued pursuant to the pre-bid meeting and for accordingly finalizing the technical and financial proposals.	Please refer corrigendum issued in this regard
51.	The Authority is requested to revise the QCBS weightage from 70:30 to 80:20, i.e., 80% weightage to the Technical Score and 20% weightage to the Financial Score	No Change.
52.	The Authority is requested to amend the clause as follows: "The Consulting agency / firm shall undertake a detailed diagnostic review of NHIT's existing corporate and project-site organization structures as currently defined in the scope. In addition, the Consultant shall assess operating model, governance arrangements and consequent delegation framework, decision rights, workforce deployment, functional ownership, reporting relationships, organizational resilience, succession readiness, leave-cover arrangements and interactions between Corporate, SPVs, Sites and outsourced service providers.	While the detailed scope is mentioned in the RFP, the consultant is expected to undertake the Review of key processes, decision rights, roles, responsibilities and operating interfaces may include review of available process documentation and responsibility matrices where required by the consultant for completing the assignment.
53.	The Authority is requested to amend the clause as follows "3. Operating Model and Business Process Implications Assessment	The intent of the assignment is organisation review and design. The Consultant shall justify its proposed organisation structure and

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	The Consulting agency/firm shall assess the organizational, governance and operating-model implications of key processes including procurement, contract management, budgeting, capex approvals, treasury, risk management, reporting, asset management and technology governance. The assignment is not intended to be a detailed end-to-end BPR exercise but shall identify material process improvement and re-engineering opportunities arising from organizational recommendations.	operating model by demonstrating how the recommended changes are expected to improve organisational effectiveness, decision-making, accountability, coordination and operational efficiency. In this context, the Consultant may identify high-level process improvements and efficiency gains that are expected to arise from the proposed organisation design. However, detailed process mapping, workflow redesign and business process re-engineering (BPR) are outside the scope of this assignment.												
	The Authority is requested to amend the clause as follows: <table><tr><th>No.</th><th>Deliverable</th><th>Contents (deliverables covered)</th><th>Timeline</th></tr><tr><td>D1</td><td>Interim Report: Current-State Diagnostic and Benchmarking</td><td> - Current-State Assessment, covering the mandates of the different entities, existing process flows and RACI matrices, roles and responsibilities at each layer of the organization, and workload analysis - Workforce Effectiveness Assessment; Benchmarking Report (with relevance to NHIT and adaptation to its context); Functional Ownership Assessment; Key gaps and preliminary recommendations </td><td>M3</td></tr><tr><td>D2</td><td>Business Process Redesign Report</td><td> - Operating Model & Business Process Implications Assessment - Redesigned (to-be) process flows for prioritised processes, with revised RACI matrices, approval paths, embedded controls and process performance indicators - Opportunities for digitization and AI-enabled processes, where relevant </td><td>M4</td></tr></table>	No.	Deliverable	Contents (deliverables covered)	Timeline	D1	Interim Report: Current-State Diagnostic and Benchmarking	- Current-State Assessment, covering the mandates of the different entities, existing process flows and RACI matrices, roles and responsibilities at each layer of the organization, and workload analysis - Workforce Effectiveness Assessment; Benchmarking Report (with relevance to NHIT and adaptation to its context); Functional Ownership Assessment; Key gaps and preliminary recommendations	M3	D2	Business Process Redesign Report	- Operating Model & Business Process Implications Assessment - Redesigned (to-be) process flows for prioritised processes, with revised RACI matrices, approval paths, embedded controls and process performance indicators - Opportunities for digitization and AI-enabled processes, where relevant	M4	Payment related milestones are specified in the corrigendum. Deliverables are expected to include current-state assessment, future-state organisation design, governance review, workforce assessment, implementation roadmap and management/NRC presentations. The selected consultant may propose intermediate working papers and milestone submissions.
No.	Deliverable	Contents (deliverables covered)	Timeline											
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D2	Business Process Redesign Report	- Operating Model & Business Process Implications Assessment - Redesigned (to-be) process flows for prioritised processes, with revised RACI matrices, approval paths, embedded controls and process performance indicators - Opportunities for digitization and AI-enabled processes, where relevant	M4											

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D3	Future-State Organization Design Report • Future-State Organization Structure (corporate, functional and site-level), including evaluation of centralized, decentralized and hybrid models • Future-State Operating Model; Capability Development Roadmap • Recommendations on functional ownership, governance and conflict-of-interest, and organizational resilience and succession	M5
D4	Final Report with Implementation & Transition Roadmap • Final recommendations consolidating D1 to D3, incorporating feedback from Management and the NRC • Implementation & Transition Roadmap, with key milestones and transition plan	M6

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55.	the Authority may consider revising the Technical Evaluation Criteria as follows and including the detailed key-personnel scoring mechanism as mentioned in Annexure-2 <table><tr><th>Sr. No.</th><th>Criterion</th><th>Evaluation Description</th><th>Maxim um Score</th></tr><tr><td>1</td><td>Experience of the Bidder (General)</td><td> Relevant assignments completed in the last 10 years • Less than 3 assignments – 0 marks • 3 assignments – 10 marks • +5 marks for each additional assignment upto 4 additional assignments *Relevant assignments shall include assignments relating to Organization Review and Design Assignment, or similar HR consulting assignments. </td><td>30</td></tr><tr><td>2</td><td>Turnover of the Bidder</td><td> Average Turnover of the Bidder in Last 3 Financial Years • Less than 100 Crores: Not Eligible • 100 Crores to less than 250 Crore: 10 marks • 250 Crores or More: 15 marks </td><td>15</td></tr></table>	Sr. No.	Criterion	Evaluation Description	Maxim um Score	1	Experience of the Bidder (General)	Relevant assignments completed in the last 10 years • Less than 3 assignments – 0 marks • 3 assignments – 10 marks • +5 marks for each additional assignment upto 4 additional assignments *Relevant assignments shall include assignments relating to Organization Review and Design Assignment, or similar HR consulting assignments.	30	2	Turnover of the Bidder	Average Turnover of the Bidder in Last 3 Financial Years • Less than 100 Crores: Not Eligible • 100 Crores to less than 250 Crore: 10 marks • 250 Crores or More: 15 marks	15	Please refer corrigendum issued in this regard.
Sr. No.	Criterion	Evaluation Description	Maxim um Score											
1	Experience of the Bidder (General)	Relevant assignments completed in the last 10 years • Less than 3 assignments – 0 marks • 3 assignments – 10 marks • +5 marks for each additional assignment upto 4 additional assignments *Relevant assignments shall include assignments relating to Organization Review and Design Assignment, or similar HR consulting assignments.	30											
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3	Key Personnel Team Members with relevant exposure as detailed out in Annexure • Team Leader: 8 marks; • Organization Expert: 7 marks • Project Manager: 5 marks 2 junior consultants (with minimum 2-year experience) along with the Project Manager shall be deployed full time at NHIT office	20
4	Presentation / Understanding of Assignment Bidders to be scored based on presentation across the following areas • Understanding of the Need - 10 marks, • Approach and methodology – 15 marks, • Workplan and Staffing Schedule – 5 marks, • Quality of discussion with the team and Q&A – 5 marks	35

Thank you,

For and on behalf of
National Highways Infra Trust

Sandeep Khosa

GM Procurement
NWPPL (Unit under NHIT)