

No. 35-05/2025-PO
Government of India
Ministry of Communications
Department of Posts

Dak Bhawan, Sansad Marg
New Delhi – 110 001

Date: 09.06.2025

Subject: Minutes of the Meeting of Technical Evaluation Committee (TEC) held on 09.06.2025 for evaluation of technical bid(s) submitted by IIM(s) for assistance in preparation of Concept Paper and Detailed Paper of Proposed Scheme for Digital Address Ecosystem

The Meeting of Technical Evaluation Committee (TEC) (constituted vide letter no. 35-05/2025-PO dated 16.05.2025) was held on 09.06.2025 for evaluation of technical bid(s) submitted by IIM(s) with respect to the RFP Document bearing Tender Reference Number: 35-05/2025-PO and Tender ID: 2025_DOP_858199_1, published on 30.04.2025, for assistance in preparation of Concept Paper and Detailed Paper of Proposed Scheme for Digital Address Ecosystem.

2. The following Members of Tender Evaluation Committee (TEC) attended the meeting:

- | | |
|--------------------------------------|-------------------|
| (i) Shri Nirmal Singh, DDG (VP) | – Chairperson |
| (ii) Shri Gokul C V, ADG (DAC) | – Member Convenor |
| (iii) Shri Ashutosh Gupta, ADG (T&C) | – Finance Member |

3. ADG (DAC) gave a brief background about the proposals submitted by the IIM(s) as under:

(i) Earlier, the Bid Opening Committee opened the technical bid on the CPP Portal on 02.06.2025 and found that, out of 7 eligible IIMs, one (01) bidder i.e. IIM Bangalore had participated in this bid.

(ii) Further, the Technical Proposal Presentation was held on 05.06.2025 for conducting a detailed presentation by the Indian Institutes of Management (IIMs) on the proposal submitted by the IIMs. Representatives of IIM, Bangalore made a detailed presentation covering all the relevant aspects of the Project, detailed work plan, profiles and work experience of the proposed Key Experts.

(iii) The Committee reviewed the proposal and the presentation made by IIM Bangalore and observations as under:

- (a) There is a mention of the Global Centre of Excellence on Digital Public Goods (CDPG) working under IIM Bangalore, in the proposal submitted by IIM Bangalore. A clarification regarding detailed status of its formation along with background information may be required.

(b) Para 2 of Form T-3: Consultant's Organisation and Experience, of the proposal submitted by IIM Bangalore includes a list of similar assignments completed over the past 10 years. However, this list could not provide the list of such detailed project reports, research papers, or impact assessments related to projects or schemes of Central Ministries/Departments/Statutory or Constitutional Bodies. A clarification may be required in this regard.

A detailed clarification on the above was sought by the Committee.

4. In this regard, the requisite clarifications were submitted by IIM Bangalore vide email dated 06.06.2025 wherein Minutes of the Board of Governors for setting up the CDPG and list of selected consulting and sponsored projects awarded to IIM Bangalore by Central Ministries/Departments/Statutory Body/Constitutional Body was conveyed.

5. The Committee reviewed the Minutes of the Board of Governors for setting up the CDPG and list of selected consulting and sponsored projects awarded to IIM Bangalore by Central Ministries/Departments/Statutory Body/Constitutional Body submitted by IIM Bangalore, and found that the Global Centre of Excellence on Digital Public Goods (CDPG) at IIM Bangalore, already set up in partnership with iSPIRT, is a dedicated Centre which serves as a hub for research, documentation, and thought leadership on Digital Public Infrastructures (DPIs). Also, The Committee analysed the list of detailed project reports, research papers, or impact assessments related to projects or schemes of Central Ministries/Departments/Statutory or Constitutional Bodies as mentioned at para 2 of Form T-3: Consultant's Organisation and Experience; compared it with the list of selected consulting and sponsored projects awarded to IIM Bangalore by Central Ministries/Departments/Statutory Body/Constitutional Body submitted by IIMs and found that only one detailed project report/research papers/impact assessments is eligible to be considered as an experience relevant to the scope of work.

6. Based on the technical proposal, technical Proposal Presentation and other requisite information/clarifications submitted by IIM Bangalore, the Committee found that the technical proposal was found to be complete and compliant with the terms and conditions of the RFP. Further, the Committee evaluated the technical proposal based on the evaluation criteria specified in the RFP and awarded the technical scores (marks) to IIM Bangalore as given below:

Sr. No	Criterion	Max. Marks (100)	Marks given to IIM Bangalore
(1)	Specific experience of the IIM relevant to scope as above: 5 marks per detailed Project report / detailed paper/ impact assessment of Central Ministries /Departments/Statutory Body/Constitutional Body projects or schemes completed within last 10 years from the issue date of this RFP, on the basis of its relevance to the scope outlined in this RFP.	20	5

(2)	<p>Adequacy and quality of the proposal in response to the scope of work outlined as above: Evaluation will be based on the quality of the document submission and the presentation to the committee. The bidder must demonstrate the following:</p> <p style="text-align: center;">(Based on Presentation)</p>	25	22	
	<p>(i) Demonstration of past experience on Digital Public Infrastructure (DPI) for central ministries/departments/Statutory body/constitutional Body and of understanding of global best practices and implications for DPI in Government working.</p> <p style="text-align: center;">(Based on Presentation)</p>	5	4	
	<p>(ii) Understanding of the Digital Address Ecosystem and how the DPI approach is best suited for a scalable, inter operable, citizen centric, privacy respecting, agile, self-sustainable Digital address ecosystem.</p> <p style="text-align: center;">(Based on Presentation)</p>	5	5	
	<p>(iii) Understanding of how the initiative of Digital Address Ecosystem can enable the transformation in service delivery and ease of living.</p> <p style="text-align: center;">(Based on Presentation)</p>	5	4	
	<p>(iv) Practicality of the suitable governance structure and relevance of the execution approach and methodology for the implementation of the Digital Address Ecosystem</p> <p style="text-align: center;">(Based on Presentation)</p>	5	4	
	<p>(v) Understanding of the deliverables addressing the scope of work in this document.</p> <p style="text-align: center;">(Based on Presentation)</p>	5	5	
(3)	Key experts' qualifications and competence for the assignment	30	29	
	<p>(i) Team Lead – 16 Marks</p> <p>(a) Should be a professor in IIM</p> <p>(b) Minimum 10 years' experience in work related with the field with strategy & transformation for ease of living & ease of doing business, e governance, public policy in India.</p> <p>(c) Breakdown of marks-</p>			
	Experience of more than 12 years in strategy & transformation for ease of living & ease of doing business, e-governance, public policy in India	6	6	

	Assessment of relevance of experience by committee	10	10	
	(ii) 2 Subject Experts – 14 Marks (a) List of subject experts to be proposed by the Bidder relevant to this assignment may include a combination of Subject Matter Experts relevant to the Digital Address Ecosystem / Experts in DPI and associated policy. (b) Subject Experts proposed by the bidder should be an associate professor of the IIM and experience in relevant field and a minimum work experience of 8 years (excluding internships) (c) Subject Experts will be assessed basis on the relevance of their past experience for the scope of this work (d) Breakdown of marks:			
	Experience more than 10 years	4	4	
	Assessment of relevance of experience by committee.	10	9	
(4)	National Institutional Ranking Framework (NIRF): (1) Eligible IIMs which held an average rank score below or equal to 2 in NIRF Ranking for the years 2022, 2023 and 2024 – 20 points (2) Eligible IIMs which held an average rank score greater than 2 and less than or equal to 4 in NIRF Ranking for the years 2022, 2023 and 2024 – 15 points (3) Eligible IIMs which held an average rank score greater than 4 and less than or equal to 6 in NIRF Ranking for the years 2022, 2023 and 2024 – 10 points (4) Eligible IIMs which held an average rank score greater than 6 in NIRF Ranking for the years 2022, 2023 and 2024 – 5 points	20	20	
(5)	Digital technical Infrastructure: Dedicated Cell/Unit/Centre/ Research Lab available in bidder IIM for research on Digital Public Infrastructure (DPI)	5	5	
	Total	100	81	

7. Since the minimum criteria of 75 marks (pre-normalized) out of 100 marks, as mentioned in the RFP, is required to be met in order to qualify in the technical bids, the

Committee recommended that IIM Bangalore has qualified in the technical evaluation and is eligible for the financial proposal opening.

8. The meeting ended with the vote of thanks to the Members of the Committee.



Shri Gokul C V
ADG (DAC)
Member Convenor



Shri Ashutosh Gupta
ADG (T&C)
Finance Member



Shri Nirmal Singh
DDG (VP)
Chairperson