REQUEST FOR PROPOSAL (RFP) FOR APPOINTMENT OF STRATEGIC CONSULTING FIRM

Government of Bihar — Bihar State Housing Board

Issued by: Managing Director, Bihar State Housing Board, 6, Sardar Patel Marg, Patna – 800015

Section A: Notice Inviting Tender (NIT)

RFP No.: BSHB/NIT No-02/2026 Date: 05/11/2026-27

Bihar State Housing Board (BSHB) is a statutory body constituted under the Bihar State Housing Board Act, 1982, functioning under the administrative control of the Urban Development and Housing Department (UDHD), Government of Bihar. BSHB is mandated to develop housing schemes and related infrastructure in the State.

1. BSHB invites online proposals from eligible consulting firms for appointment of a Strategic Consulting Firm for Land Monetization, Housing Asset Redevelopment, Affordable Housing Strategy, Policy Review and Organizational Strengthening ("the Assignment").
2. The RFP document may be downloaded from https://eproc2.bihar.gov.in or https://bshb.bihar.gov.in.

S. No.	Particulars	Details
1	Portal for submission of proposal	https://eproc2.bihar.gov.in
2	Mode of submission	Technical and Financial Proposals online only. Physical submission limited to the original EMD Bank Guarantee (if EMD is furnished as BG), Affidavit (Form TECH-6) and Power of Attorney (Form TECH-7)
3	Last date for receipt of pre-bid queries	20.11.2026, 5:00 PM, by e-mail to secretarybshb@gmail.com in the format at Form TECH-9
4	Pre-bid meeting	23.11.2026, 12:30 PM, Conference Hall, Headquarters, BSHB, 6, Sardar Patel Marg, Patna – 800015
5	Last date and time for online submission of proposals	15.12.2026, 3:00 PM
6	Last date and time for physical submission of documents at S. No. 2	15.12.2026, 3:15 PM, at BSHB, 6, Sardar Patel Marg, Patna – 800015
7	Opening of Technical Proposals	15.12.2026 at 3:30 PM
8	Technical presentations	Date to be intimated to responsive bidders
9	Opening of Financial Proposals	Date to be intimated to technically qualified bidders
10	Tender processing fee	Rs. 10,000 (Rupees Ten Thousand only) plus applicable GST, non-refundable, paid online through the e-procurement payment gateway
11	Earnest Money Deposit (EMD)	Rs. 6,00,000 (Rupees Six Lakh only), through the online payment gateway / NEFT, or as a Bank Guarantee from a scheduled commercial bank
12	Method of selection	Quality-cum-Cost Based Selection

S. No.	Particulars	Details
		(QCBS), Technical 70 : Financial 30
13	Validity of proposal	120 days from the last date of submission

3. To participate, bidders must be registered on https://eproc2.bihar.gov.in with a valid Class II/III Digital Signature Certificate. For registration, contact the e-Procurement Helpdesk, Junction Services Limited, RJ Complex, 2nd Floor, Canara Bank Campus, Khajpura, Ashiana Road, P.S. Shastri Nagar, Patna – 800014 (Toll-free: 1800-572-6571; e-mail: eproc2support@bihar.gov.in).
4. Any corrigendum, addendum or extension will be published only on https://bshb.bihar.gov.in and https://eproc2.bihar.gov.in, and not in newspapers. Bidders must check these sites regularly.
5. All uploaded documents shall be signed by the bidder's authorized signatory. Scanned copies shall be of original documents.
6. Evaluation shall be based only on documents uploaded on the portal. Documents submitted physically serve only for verification of the originals listed at S. No. 2.
7. BSHB shall not be responsible for any disruption of the bidder's internet service. Bidders are advised to upload proposals well before the deadline.
8. BSHB reserves the right to postpone or cancel this RFP, or to accept or reject any or all proposals, without assigning reasons and without any liability.

Managing Director
Bihar State Housing Board, Patna

Section B: Introduction

B.1 Background

BSHB holds a land bank of approximately 2,887 acres across 10 districts of Bihar, in varying stages of development, encumbrance and infrastructure readiness. It also administers housing colonies, older residential units and commercial developments, several of which are partly occupied, underutilized or in need of structural redevelopment.

The Board has not yet realized the value of these assets. Limited organizational bandwidth, changing market conditions, outdated policy frameworks and the absence of a structured commercialization roadmap have constrained its ability to attract private investment and fund its own housing pipeline.

B.2 Objectives of the Assignment

The Government of Bihar, in line with national priorities on housing, urban development and the fiscal sustainability of public agencies, intends to engage a Strategic Consulting Firm to provide end-to-end advisory, analytical and implementation support to BSHB across five themes:

1. **Theme A – Land monetization:** unlock the value of BSHB's land portfolio through a phased, market-aligned monetization strategy that attracts quality investors.
1. **Theme B – Housing asset redevelopment:** reposition underutilized or ageing housing and commercial assets through redevelopment models that bring in private capital.
2. **Theme C – Affordable housing:** frame an affordable housing strategy and delivery framework that uses BSHB land and available Central and State support.
3. **Theme D – Policy and process review:** align BSHB's Act, rules, regulations and procedures with contemporary housing-sector practice and investor requirements.
4. **Theme E – Organizational strengthening:** build BSHB's structure, governance and capability to execute its mandate over the medium to long term.

Rising demand for quality housing, organized townships and commercial real estate in Patna, the State capital and largest urban centre, and in secondary cities such as Muzaffarpur, Gaya, Bhagalpur and Darbhanga makes this assignment strategically important. Effective monetization can generate non-tax revenue, catalyse private investment, accelerate housing supply and make BSHB a financially self-sustaining, professionally managed body.

Section C: Instructions to Bidders

C.1 Place of Work

The Consultant's team shall be stationed at BSHB, 6, Sardar Patel Marg, Patna – 800015, with field work across the districts where BSHB holds assets.

C.2 Eligibility Criteria

A bidder must meet every criterion below. A proposal that fails any criterion shall be treated as non-responsive and rejected without further evaluation. Consortia and joint ventures are not permitted.

No.	Criterion	Supporting document
EC-1	Valid empanelment with NICSI under Category B (e-Governance Program Management) or Category D / Tier 1 (Strategy Consulting) as on the last date of submission	Copy of valid NICSI empanelment letter
EC-2	A company incorporated under the Companies Act, 1956/2013, or an	Certificate of incorporation / registration; PAN; GST registration

No.	Criterion	Supporting document
	LLP registered under the LLP Act, 2008	
EC-3	Average annual turnover of at least Rs. 300 crore from consulting services over FY 2023-24, 2024-25 and 2025-26	Audited financial statements and Statutory Auditor / CA certificate
EC-4	At least 5 Programme Management Unit (PMU) assignments for an Eligible Client	Work order / contract, and completion certificate where completed
EC-5	At least 3 assignments in policy formulation, organizational restructuring or capacity building for an Eligible Client	As above
EC-6	At least 3 assignments in revenue augmentation, land monetization or asset monetization for an Eligible Client	As above
EC-7	At least 3 assignments in PPP / transaction advisory for an Eligible Client	As above
EC-8	Not blacklisted or debarred by any Central or State Government or statutory body as on the last date of submission	Affidavit in Form TECH-6

Notes to the eligibility criteria:

1. **Eligible Client** means a Central Government ministry, a State Government department, a statutory body, a Development Authority, a Housing Board, or an Urban Local Body in India.
1. **Eligible assignment** means an assignment (ongoing or completed) whose work order is dated within the 7 years preceding the date of this NIT. The same 7-year window applies to evaluation in Section D.
2. Each assignment shall be presented in Form TECH-4, with the work order or signed contract. Where a completion certificate is unavailable, a certificate from the client or a self-certification by the bidder's authorized signatory shall be furnished, and BSHB may verify it with the client.

C.3 Tender Processing Fee

A non-refundable fee of Rs. 10,000 plus applicable GST shall be paid online through the e-procurement payment gateway. A proposal without the fee shall be rejected.

C.4 Earnest Money Deposit (EMD)

1. EMD of Rs. 6,00,000 shall be furnished either online (payment gateway / NEFT to Bank of India, A/c No. 442920110000068, IFSC BKID0004429, in favour of Bihar State Housing Board), or as a Bank Guarantee from a scheduled commercial bank in favour of "Bihar State Housing Board", payable at Patna.
1. A Bank Guarantee shall remain valid for 30 days beyond the proposal validity period. Its scanned copy shall be uploaded and the original delivered by the time at S. No. 6 of the NIT.
2. A proposal without valid EMD shall be rejected. No interest is payable on EMD.
3. EMD of unsuccessful bidders shall be returned within 30 days of award of contract. EMD of the successful bidder shall be returned on receipt of the Performance Security.
4. EMD shall be forfeited if a bidder withdraws or modifies its proposal during the validity period, or if the successful bidder fails to sign the contract or furnish the Performance Security within the time allowed.

C.5 Language, Format and Signing

1. The proposal shall be in English and submitted in two parts: Part A – Technical Proposal and Part B – Financial Proposal.

1. Every page shall be signed by the authorized signatory holding a Power of Attorney in Form TECH-7. Any alteration shall be valid only if initialled by that signatory.
2. Any indication of price in the Technical Proposal shall render the proposal liable to rejection.

C.6 Contents of the Proposal

Part A – Technical Proposal shall contain, in this order:

1. Proof of payment of tender fee and EMD
1. Covering letter (Form TECH-1)
2. Bidder's profile with turnover (Form TECH-2), audited financial statements and CA certificate
3. Certificate of incorporation, PAN, GST registration and NICSI empanelment letter
4. Eligibility compliance summary (Form TECH-3)
5. Assignment details with work orders and certificates (Form TECH-4)
6. Approach, methodology and work plan, not exceeding 30 pages
7. CVs of key experts and consultants (Form TECH-5)
8. Undertaking on personnel (Form TECH-8)
9. Affidavit on blacklisting and conflict of interest (Form TECH-6)
10. Power of Attorney (Form TECH-7)

Part B – Financial Proposal shall contain Form FIN-1 and Form FIN-2 only.

C.7 Pre-bid Queries and Meeting

Queries shall reach BSHB by the date at S. No. 3 of the NIT in Form TECH-9. Replies and any resulting corrigendum will be published on the websites in the NIT and shall form part of this RFP.

C.8 Submission, Late Proposals and Modification

1. Proposals shall be submitted online by the deadline. If the deadline falls on a holiday declared for BSHB, it shall stand extended to the same time on the next working day.
1. Proposals not submitted on the portal by the deadline shall not be considered.
2. A bidder may modify or withdraw its proposal on the portal before the deadline. No modification is allowed after the deadline.

C.9 Opening of Proposals

Technical Proposals shall be opened online at the time in the NIT, in the presence of bidders' representatives who choose to attend at the BSHB Conference Hall. Financial Proposals of technically qualified bidders only shall be opened, at a date and time intimated to them.

C.10 Clarifications and Verification

BSHB may seek clarification on any proposal, but no change in substance or price shall be sought or permitted. BSHB may verify any claim with the client concerned. Any false or misleading information shall lead to rejection and forfeiture of EMD.

Section D: Evaluation Methodology

D.1 Stages of Evaluation

1. **Responsiveness:** fee, EMD, forms and eligibility criteria in C.2 are checked. Non-responsive proposals are rejected.
1. **Technical evaluation:** responsive bidders are scored out of 100 marks under D.2, including a presentation to the Evaluation Committee.
2. **Technical qualification:** a bidder must secure a raw technical score (T) of at least 75 out of 100. Only technically qualified bidders proceed.
3. **Financial evaluation:** Financial Proposals of all technically qualified bidders are opened and scored under D.4.

4. **Combined evaluation and award:** the bidder with the highest combined score under D.5 is selected.

D.2 Technical Evaluation Criteria (100 marks)

All assignments are counted only if they are Eligible Assignments for Eligible Clients as defined in C.2.

Ref.	Criterion	Basis of marking	Max. marks
A	**Firm's experience**		**60**
A1	PMU assignments	5–6 assignments: 6; 7–9: 8; 10 or more: 15	15
A2	Policy formulation / organizational restructuring / capacity building assignments	3 assignments: 6; 4–7: 8; 8 or more: 15	15
A3	Revenue augmentation / land or asset monetization assignments	3 assignments: 9; 4: 12; 5 or more: 15	15
A4	PPP / transaction advisory assignments	3 assignments: 6; 4–5: 8; 6 or more: 10 Additional 1 mark per PPP / Transaction Advisory assignments with Housing Board/Housing Corporation with a capping of 5 marks	15
B	**Key experts**		**40**
B1	Team Leader	Qualification 2 + Experience 4 + Government advisory assignments in urban / infrastructure sector 4 (1 per assignment, max. 4)	10
B2	Real Estate Planning Expert	Qualification 2 + Experience 4 + Public-sector land monetization / land planning projects 2 (1 per project, max. 2)	8
B3	Real Estate Transaction Expert	Qualification 2 + Experience 3 + Government land transaction / PPP projects 2 (1 per project, max. 2)	7
B4	Housing Expert	Qualification 2 + Experience 1 + Affordable housing / housing-sector projects 2 (0.5 per project, max. 4 projects)	5
B5	Policy and Regulatory Expert	Qualification 2 + Experience 1 + Policy reform projects 2 (0.5 per project, max. 4 projects)	5
B6	Organization and Capability Expert	Qualification 2 + Experience 1 +	5

Ref.	Criterion	Basis of marking	Max. marks
		Organizational transformation projects 2 (0.5 per project, max. 4 projects)	
	Total		**100**

D.3 Financial Evaluation

The Financial Proposal is a man-month fee for the 24-month Assignment, exclusive of GST, as quoted in Form FIN-1. GST is not considered in evaluation and shall be paid extra at the applicable rate. If the total in Form FIN-1 differs from Form FIN-2, the amount in Form FIN-1 shall prevail; if words and figures differ, the amount in words shall prevail.

D.4 Combined Score and Award

Technical scores of qualified bidders are normalized against the highest raw technical score (T_{high}):

$St = 100 \times T / T_{high}$

The lowest quoted fee (F_{low}) receives a financial score of 100; other fees (F) are scored as:

$Sf = 100 \times F_{low} / F$

The combined score is:

$S = 0.70 \times St + 0.30 \times Sf$

The bidder with the highest combined score shall be selected. If combined scores are equal, the bidder with the lower fee shall be selected. The second- and third-ranked bidders may be invited in that order if the selected bidder withdraws or fails to meet the conditions of award.

Section E: Scope of Work

The scope is organized under five themes. The Consultant shall carry out all activities in close coordination with BSHB's nodal officer, the concerned State Government departments and other stakeholders as directed by BSHB.

Theme A: Land Parcel Assessment and Monetization Strategy

A.1 Baselining, inventory validation and mapping

- Collect, collate and validate geo-referenced data on all BSHB land parcels across 10 districts, covering area, land-use category, ownership and encumbrance status, existing development and infrastructure availability.
- Consult BSHB officials, District Collectors, ULBs, infrastructure agencies and planning authorities to verify land status, encumbrances, dependencies and priority parcels.
- Prepare a GIS-based visualization of the land bank and assess the feasibility of a web-enabled GIS dashboard for periodic updates.
- Review historical auction and allotment data to identify asset classes, locations and parcels with weak demand, and assess the role of reserve pricing, marketing approach and structural barriers.

A.2 Micro-market and demand assessment

- Map current and pipeline supply across residential (affordable, mid-income, premium), commercial, retail, hospitality, institutional, logistics/industrial and mixed-use segments in the concerned districts and growth corridors.
- Benchmark prices, absorption, transaction volumes and development activity in comparable centres in Bihar and neighbouring states, and assess demand anchors for each parcel cluster (connectivity, institutions, employment hubs).

- Identify sectoral opportunities such as integrated townships, warehousing and logistics parks, health and wellness districts, education campuses and IT clusters, and evaluate their locational feasibility.
- Hold structured interactions with developers, investors, financial institutions and operators to capture demand, preferred transaction models, risk perceptions and feedback on past BSHB processes.

A.3 Economic planning and asset recommendations

- Benchmark land monetization programmes of DDA, MMRDA, HMDA, CIDCO, other State housing boards and relevant international examples on packaging, pricing, transaction formats and investor engagement.
- Review zoning and land-use designations for each parcel and recommend modifications or overlays, where feasible, to raise development potential.
- Recommend clustering and precinct strategies (mixed-use nodes, affordable housing clusters, commercial zones, institutional campuses, greenfield precincts).
- Propose changes to plot sizes, configuration or amalgamation to improve investor appeal and transaction feasibility.
- Develop parcel-level and portfolio-level financial models estimating value range, revenue potential, sensitivity to development intensity and timing of realization under different transaction structures.

A.4 Commercialization roadmap and transaction strategy

- Classify parcels into short-term (0–6 months), medium-term (6–18 months) and long-term (18–36 months) tranches based on infrastructure readiness, demand maturity, legal clarity and strategic priority.
- Recommend transaction modalities for each parcel category: freehold sale, long-term lease, joint development, revenue sharing, PPP concession or hybrid structures.
- Draft selection parameters, bidding conditions, bundling logic and payment structures for priority transactions.
- Evaluate the effect of packaging, phased release, infrastructure-linked incentives and reserve-price calibration on participation and revenue.

A.5 Investor outreach and marketing

- Define the land value proposition and marketing narratives for priority clusters, tailored to target investor segments.
- Prepare teasers, information memoranda, investor FAQs, pricing reference sheets and presentation decks for roadshows and investor meets.
- Build a segmented investor and developer database by asset-class preference, financial capacity and geography.
- Support outreach campaigns, including meetings in Patna, Delhi, Mumbai, Bengaluru and other cities as agreed with BSHB, and manage follow-up and lead conversion.
- Maintain an investor engagement tracker and report regularly on pipeline, interest levels and transaction likelihood.

A.6 Transaction support for land parcels

- Advise on structure, reserve-price basis, investor targeting and process design for priority parcels or clusters.
- Support investor queries, site visits, technical clarifications, bid evaluation and post-bid engagement.
- Prepare transaction documents, including notice inviting bids, information document, draft allotment conditions and draft agreements, in coordination with BSHB’s legal team.

Theme B: Redevelopment and Monetization of Existing Housing Assets

B.1 Portfolio diagnostic and condition assessment

- Assess BSHB's built portfolio, including housing colonies, flatted and multi-storeyed blocks, commercial complexes and staff accommodation.
- Evaluate each asset on structural condition and residual life, occupancy status (sold / allotted / vacant / disputed), FAR utilization against current norms, market value, legal clarity, and maintenance and revenue status.
- Classify assets as (i) perform and maintain, (ii) redevelopment candidates with viable economics, (iii) priority redevelopment with a public-housing or social mandate, or (iv) assets needing legal resolution before monetization.

B.2 Redevelopment strategy and feasibility

- Develop asset-specific strategies covering densification through enhanced FAR, change of use or mixed use where permissible, integration of affordable and market-rate housing, and commercial components that cross-subsidize affordable units.
- Benchmark programmes such as those of MHADA and CIDCO and relevant international examples.
- Develop a framework for prioritizing and phasing redevelopment projects.
- Develop a resident engagement and rehabilitation strategy, covering consent management, temporary relocation, rehabilitation entitlements and grievance redressal.
- Prepare detailed financial feasibility models for three priority redevelopment projects, covering construction cost, revenue from sale or lease, PPP contribution, financing and IRR/NPV under base and stress scenarios.
- Recommend redevelopment models such as developer-led joint development, build-and-transfer, in-situ redevelopment with rehabilitation, or phased slum-free township development.

B.3 Investment structuring

- Define PPP or joint development frameworks for the three priority projects, including draft agreements, developer selection criteria and bid parameters.
- Identify potential investors and prepare outreach collateral.
- Prepare transaction documents for the three priority projects in coordination with BSHB's legal team.
- Develop a post-award monitoring framework with KPIs, milestone reviews and escalation protocols.

Theme C: Affordable Housing Strategy and Delivery Framework

C.1 Demand assessment and housing gap analysis

- Assess district-wise demand across EWS, LIG, MIG, rental and special-needs housing.
- Assess the affordable housing stock built by BSHB and other public and private agencies for occupancy, affordability, market acceptance and beneficiary satisfaction.
- Identify underserved geographies, beneficiary segments and product typologies.

C.2 Development strategy

- Prepare an Affordable Housing Strategy aligned with State priorities and national housing schemes.
- Identify BSHB parcels suitable for affordable housing on location, infrastructure, connectivity, demand and social priority.
- Recommend delivery models: public-sector led, PPP, cross-subsidized, rental, employer-linked and transit-oriented housing.
- Recommend product mix: unit sizes, pricing, amenities, density norms and design standards by income category.
- Propose ways to integrate affordable housing within townships and mixed-use developments.

C.3 Financing and implementation framework

- Review housing finance mechanisms, subsidy programmes, institutional financing and private participation models relevant to Bihar.

- Assess opportunities under Central and State schemes, viability gap funding, credit-linked subsidies and innovative financing.
- Prepare financial models for representative projects covering capital need, subsidy, financing structure and long-term sustainability.
- Recommend incentives to attract credible developers and housing finance institutions.

C.4 Policy and regulatory recommendations

- Review affordable housing policies, allocation frameworks, eligibility norms and processes applicable to BSHB.
- Benchmark practices of leading housing boards, development authorities and urban housing agencies in India.
- Recommend improvements in beneficiary selection, digital allotment, affordability criteria, rental and transit housing and social housing.
- Suggest measures for transparency, efficiency and inclusiveness in delivery and allotment.

C.5 Pilot projects and implementation roadmap

- Identify and prioritize a pipeline of affordable housing projects on BSHB land for near-term implementation.
- Prepare concept plans for priority projects covering land use, phasing, project economics, financing, implementation model and beneficiary coverage.
- Prepare a phased roadmap from project preparation and approvals to allotment and post-occupancy management.
- Define indicators for delivery, occupancy, beneficiary outcomes and financial sustainability.

Theme D: Policy, Rules, Regulations and Process Review

D.1 Policy and regulatory audit

- Review the Bihar State Housing Board Act, 1982 and its amendments, rules and regulations, allotment policies, transfer and mutation procedures, lease and freehold conversion norms, maintenance and recovery rules, and internal financial and administrative regulations.
- Review processes for allotment, auctions, registration, payment collection, NOC issuance, transfers, grievance redressal and project approval, and identify bottlenecks and discretionary points.
- Document gaps and inconsistencies with market practice, investor expectations and judicial or regulatory precedent.

D.2 Benchmarking

- Benchmark against at least five comparable State housing boards and development authorities on allotment norms, pricing, transaction structures, grievance mechanisms and digital governance.
- Review alignment with national frameworks, including the Model Tenancy Act, PMAY guidelines, RERA and urban mission frameworks.
- Identify relevant international practices from public housing authorities.

D.3 Reform recommendations and support

- Prepare a prioritized Policy Reform Roadmap covering legislative amendments, rule changes, new schemes, process simplification and digital governance.
- Draft policy notes, amendment proposals, scheme guidelines and SOPs for priority recommendations.
- Support consultations, preparation of Cabinet notes and official communications, and liaison with departments as directed by BSHB.
- Recommend a mechanism for periodic policy review.

Theme E: Organization Strategy and Capability Building

E.1 Organizational diagnostic

- Assess BSHB's structure, staffing, roles, decision-making and delegation of powers.
- Interview BSHB leadership and functional heads on capability gaps, operational challenges and coordination bottlenecks.
- Assess financial management, IT/MIS, project management, legal compliance and stakeholder engagement systems.
- Benchmark against comparable housing boards, development authorities and professional real estate organizations.

E.2 Organization strategy and restructuring

- Articulate a strategic vision for BSHB in line with the State's vision.
- Recommend an optimized structure, including realignment and new units (such as a Land Management Cell, Investment Promotion Unit and Project Management Office), role profiles, reporting lines and staffing norms.
- Define KRAs and KPIs for senior roles and departments, aligned with monetization, housing delivery and financial sustainability.
- Prepare a change management and transition plan.

E.3 Capability building

- Identify training needs in asset management and valuation, transaction structuring and PPP, financial modelling, project management, investor relations, digital tools and legal compliance.
- Design a capacity building programme with training modules, exposure visits, on-the-job mentoring and knowledge documentation.
- Deliver priority modules through workshops and coaching, using the Consultant's experts.
- Help BSHB identify external or deputation-based resources for gaps training cannot fill.

Cross-cutting: Integrated Roadmap and Implementation Support

- Prepare a consolidated Implementation Roadmap across all five themes, with prioritized actions, responsible owners, timelines, resources and early indicators.
- Design a Performance Management Framework for BSHB leadership to track monetization, housing delivery, policy reform and organizational change.
- Provide hands-on implementation support in the second year across all five themes.

Section F: Duration, Deliverables and Payment

F.1 Duration

1. The Assignment shall run for 24 months from the date of commencement (T0), being the date of signing of the contract or a later date stated in the Letter of Award.
2. **Year 1 (T0 to T0+12 months)** covers diagnosis and strategy. **Year 2 (T0+12 to T0+24 months)** covers implementation and transaction support.
3. The contract may be extended by up to 12 months on the same terms by mutual consent. The fee for any extension period shall be the average monthly fee of the original contract escalated by 8%.

F.2 Deliverables and Timelines

No.	Deliverable	Key contents	Tentative Due (months from T0)
D1	Inception Report	Understanding of the Assignment; methodology; stakeholder consultation plan; data requirements; detailed work plan and deployment schedule; preliminary land inventory summary	T0 + 1

No.	Deliverable	Key contents	Tentative Due (months from T0)
D2	Diagnostic and Baseline Report	Validated land inventory (about 2,887 acres) with GIS mapping; built-asset portfolio assessment; micro-market analysis; organizational diagnostic; policy and process gap analysis	T0 + 3
D3	Theme A: Land Monetization Strategy	Parcel classification and prioritization matrix; precinct and clustering plan; transaction modalities; 0–36 month commercialization roadmap; financial models; draft transaction documents for priority parcels	T0 + 6
D4	Theme B: Housing Asset Redevelopment Strategy	Portfolio classification; asset-specific strategies; feasibility models and PPP / JDA term sheets for three priority projects; developer shortlist; resident rehabilitation framework	T0 + 7
D5	Theme C: Affordable Housing Strategy and Delivery Framework	Demand and gap assessment; priority parcels; development and financing strategy; project pipeline and concept plans; policy recommendations; implementation roadmap	T0 + 8
D6	Theme D: Policy Reform and Regulatory Review	Audit of Act, rules and processes; benchmarking findings; prioritized reform roadmap; draft policy notes, amendments and SOPs	T0 + 8
D7	Theme E: Organization Strategy and Capability Building Roadmap	Recommended structure; role profiles; KRAs and KPIs; change management plan; capacity building programme and priority modules	T0 + 9
D8	Investor Outreach and Marketing Package (Themes A and B)	Investor database; teasers, information memoranda, FAQs and brochures; pipeline tracker; outreach report	T0 + 10
D9	Year 1 Consolidated Report and Implementation Roadmap	Integrated summary of Year 1 outcomes; 12-month Implementation Roadmap for Year 2 across all five themes; Performance Management Framework	T0 + 12
D10	Quarterly Implementation	Progress on transactions, redevelopment,	T0 + 15, 18 and 21

No.	Deliverable	Key contents	Tentative Due (months from T0)
	Reports	affordable housing pilots, policy reforms and organizational change against the D9 roadmap	
D11	Final Completion Report	Outcomes achieved against targets; status of every transaction and reform; handover of models, databases, GIS files and documents; recommendations for continuation	T0 + 24
—	Monthly Progress Report (MPR)	Work done, deliverable status, issues needing BSHB decision, team attendance	By the 5th of each following month

F.3 Submission and Approval of Deliverables

1. Deliverables shall be submitted to BSHB's nodal officer in editable digital form (Word / Excel / PDF / GIS files as applicable) and in hard copies, and presented to BSHB where required.
1. BSHB shall give its observations within 2 weeks of submission. The Consultant shall resubmit, addressing the observations, within 1 week of receiving them.
2. If BSHB gives no observations within 2 weeks of submission, or within 1 week of a resubmission, the deliverable shall be deemed approved.

F.4 Payment Terms

1. Payment to the Consultant shall be made on a periodic basis at the end of every month after the submission of the Monthly Progress Report. Invoices will be due at the end of every month along with submission of the Monthly Progress Report.
2. The fee is fixed and covers all remuneration of experts and local travel within accommodation. No other payment shall be made, except that travel regarding outreach events in cities outside Patna, the venue costs of investor meets and roadshows shall be borne by BSHB.

Section G: Team Composition and Minimum Requirements

The Consultant shall deploy the following team, stationed full-time at the BSHB office in Patna for the contract period.

Position	Minimum qualification	Minimum experience	Key responsibilities	Man-months
Team Leader (1)	MBA / PG Diploma in Management / Infrastructure Management, or M.Plan, from a recognized institution	12 years, including at least 3 years leading engagements with Central / State Government agencies in urban or infrastructure development	Overall quality and timeliness; primary interface with BSHB leadership and Steering Committee; integration across all five themes	24
Real Estate Planning Expert (1)	MBA, or Master's in Urban Planning / Real Estate / Architecture	8 years in urban / real estate planning, land-use strategy, precinct development or master planning; at least 2 public-sector	Land bank analysis, micro-market assessment, precinct strategy, zoning review, redevelopment strategies	24

Position	Minimum qualification	Minimum experience	Key responsibilities	Man-months
		land monetization projects in India		
Real Estate Transaction Expert (1)	MBA / PG in Finance, Real Estate or Management, Master's in Architecture, or equivalent	8 years in real estate transaction advisory, PPP structuring, joint development or real estate investment banking; at least 2 government land transaction or PPP projects	Transaction structuring, financial modelling, PPP design, investor targeting, transaction documents and bid process	24
Housing Expert (1)	Master's in Planning / Urban Governance / Public Policy with specialization in housing, or equivalent	8 years in affordable housing, housing policy, urban housing programmes, housing finance or residential development; at least 2 relevant projects for public agencies or multilateral institutions	Housing demand and gap assessment, affordable housing strategy, financing framework, pilot projects (Theme C)	24
Policy and Regulatory Expert (1)	MBA / PG Diploma in Management, or Master's in Public Policy / Law / Urban Governance / Economics, or equivalent	8 years, with at least 2 projects in policy analysis, regulatory reform or drafting of legislation, rules or policy notes for government	Policy and regulatory audit, benchmarking, draft amendments, policy notes and SOPs (Theme D)	24
Organization and Capability Expert (1)	MBA / PG Diploma in Management, or Master's in Planning	8 years in organizational transformation, capability building or institutional strengthening for government or large public-sector bodies	Organizational diagnostic, structure, KRA / KPI framework, change management, capacity building (Theme E)	24
Consultants (3)	Graduate / Postgraduate from a recognized institution	2 years in consulting, real estate, urban development or related fields	Research, data compilation, financial models, market research, collateral and investor database across all five themes	72 (24 each)
			Total	**216**

Notes:

1. One person may not be proposed for more than one position.
2. A key expert shall not be absent from Patna for more than 4 working days in a month without BSHB's prior approval, except on Assignment-related travel.
3. Team members shall be allowed to avail two (2) leaves in a month in addition to government holidays.

Section H: Key Conditions of Contract

These conditions shall form part of the contract to be signed with the selected bidder. The draft contract shall be issued with the Letter of Award.

H.1 Award and Performance Security. BSHB shall issue the Letter of Award (LoA) and draft contract within 15 days of financial evaluation. Within 15 days of the LoA, the selected bidder shall furnish a Performance Security of 5% of the contract value as a Bank Guarantee from a scheduled commercial bank, valid until 60 days after the end of the contract period (including any extension), and sign the contract. Failure shall lead to cancellation of award and forfeiture of EMD.

H.2 Key experts. Key experts evaluated in the Technical Proposal shall be deployed as proposed. No replacement is allowed in the first 6 months except for death, serious illness, resignation from the firm or other reasons beyond the Consultant's control. Any replacement requires BSHB's prior written approval and shall have equal or better qualifications and experience, scored on the same criteria. Unauthorized replacement shall attract a deduction of 10% of that expert's total fee as quoted in Form FIN-2. BSHB may require replacement of any team member for unsatisfactory performance, misconduct or misrepresentation, and the Consultant shall replace that person within 60 days at its own cost, ensuring full handover.

H.3 Absence deduction. Absence of a key expert beyond the limit in Section G, or a vacant position, shall attract a deduction at the monthly rate for that position in Form FIN-2, pro rata for the days absent.

H.4 Liquidated damages. For delay in submission of any deliverable attributable to the Consultant, liquidated damages of 0.1% of the annual contract value per week of delay shall be levied, subject to a cap of 10% of the contract value. If the cap is reached, BSHB may terminate the contract for default.

H.5 Termination.

1. *For default:* BSHB may terminate by 30 days' written notice if the Consultant fails to perform, does not cure the failure within that notice period, becomes insolvent, or is found to have engaged in corrupt, fraudulent or collusive practices. The Performance Security shall be forfeited.
2. *For convenience: BSHB may terminate by 30 days' written notice. The Consultant shall be paid for services rendered up to the termination date.*
3. *By the Consultant: only if BSHB fails to pay undisputed amounts for 60 days after written notice.*
4. *On termination or expiry, the Consultant shall hand over all work, data, models and documents to BSHB within 30 days.*

H.6 Ownership of work and data. All reports, models, databases, GIS files, collateral and other work products prepared under the contract shall be the property of BSHB. Data provided by BSHB shall be used only for this Assignment and returned or destroyed at the end of the contract.

H.7 Confidentiality. The Consultant shall keep all information and work products confidential and shall not disclose or publish them without BSHB's prior written consent. This obligation survives the contract.

H.8 Conflict of interest.

1. The Consultant shall disclose any past or ongoing relationship with any developer, investor or other party with an interest in BSHB's land or assets, in Form TECH-6. Non-disclosure may lead to disqualification or termination.
1. During the contract and for 12 months after it, the Consultant and its affiliates shall not advise, bid for or act for any party in any transaction, development or construction arising from BSHB assets covered by this Assignment.

H.9 Liability and indemnity. The Consultant's aggregate liability shall not exceed the amount paid by BSHB to the consultant, except for liability arising from fraud, wilful misconduct, gross negligence, breach of confidentiality or infringement of third-party intellectual property, which shall be uncapped.

The Consultant shall indemnify BSHB against claims arising from its acts or omissions on the same basis.

H.10 Force majeure. Neither party shall be liable for delay or failure caused by events beyond its reasonable control, notified in writing within 7 days. Timelines shall be extended accordingly. If force majeure continues beyond 90 days, either party may terminate by notice.

H.11 Dispute resolution. Disputes shall first be resolved by mutual discussion within 30 days. Failing that, they shall be referred to arbitration by a sole arbitrator under the Arbitration and Conciliation Act, 1996, with the seat and venue at Patna. Courts at Patna shall have exclusive jurisdiction.

H.12 Integrity. The bidder shall not engage in corrupt, fraudulent, collusive or coercive practices in the bid process or the contract. Any such practice shall lead to rejection or termination, forfeiture of EMD or Performance Security, and debarment as per applicable rules.

H.13 Governing law. The contract shall be governed by the laws of India.

Section I: Forms

All forms shall be on the bidder's letterhead and signed by the authorized signatory. Text in square brackets is to be filled in by the bidder.

Form TECH-1: Covering Letter

To
The Managing Director, Bihar State Housing Board, 6, Sardar Patel Marg, Patna – 800015

Sub: Proposal for RFP No. [RFP No.] dated [date] – Appointment of Strategic Consulting Firm

Sir / Madam,

1. We have examined the RFP, including all corrigenda, and submit our Technical and Financial Proposals. We accept all its terms and conditions without any deviation.
1. We have paid the tender fee through [transaction reference] and the EMD of Rs. 6,00,000 through [transaction reference / BG No., date, bank].
2. Our proposal is unconditional and valid for 120 days from the last date of submission.
3. During the last three years we have not failed to perform any contract, as evidenced by a penalty imposed by an arbitral or judicial authority, nor been expelled from any project, nor had any contract terminated for breach.
4. All information furnished is true and correct. We understand that any misrepresentation will lead to rejection or termination and forfeiture of EMD or Performance Security.
5. We understand that BSHB may accept or reject any proposal without assigning reasons.

Yours faithfully,
[Signature, name, designation, seal, firm, date]

Form TECH-2: Bidder's Profile

S. No.	Particulars	Details
1	Name of firm	
2	Legal status and year of incorporation	
3	Registered office address	
4	PAN and GST registration number	
5	NICSI empanelment category and validity	
6	Contact person, telephone and e-mail	

S. No.	Particulars	Details
7	Years of experience in similar services	
8	Turnover from consulting services, FY 2023-24 (Rs. crore)	
9	Turnover from consulting services, FY 2024-25 (Rs. crore)	
10	Turnover from consulting services, FY 2025-26 (Rs. crore)	
11	Average annual turnover (Rs. crore)	

Attach audited financial statements for the three years and a Statutory Auditor / CA certificate of turnover.

Form TECH-3: Eligibility Compliance Summary

Criterion	Requirement	Bidder's compliance (Yes / No)	Page reference
EC-1	NICSI empanelment		
EC-2	Legal entity		
EC-3	Average turnover Rs. 300 crore		
EC-4	5 PMU assignments		
EC-5	3 policy / restructuring / capacity building assignments		
EC-6	3 monetization assignments		
EC-7	3 PPP / transaction advisory assignments		
EC-8	Not blacklisted (Form TECH-6)		

Form TECH-4: Assignment Details (one form per assignment)

Particulars	Details
Criterion claimed (EC-4 / EC-5 / EC-6 / EC-7; A1 / A2 / A3 / A4)	
Name and category of client (as defined in C.2)	
Name of assignment	
Location	
Date of work order and period of service (start and end)	
Status (ongoing / completed)	
Consultancy fee (Rs.)	
Description of services relevant to the criterion claimed	
Documents attached (work order, contract, completion certificate)	

Form TECH-5: Curriculum Vitae

Particulars	Details
Proposed position (mandatory)	

Particulars	Details
Name and date of birth	
Nationality	
Total years of relevant experience	
Education (degree, institution, year)	
Professional memberships	
Employment record (latest first: employer, position, period)	
Languages (speaking, reading, writing: Excellent / Good / Fair / Poor)	

Relevant assignments:

S. No.	Client	Sector	Period	Position held	Key responsibilities
1					
2					

Certification: I certify that this CV correctly describes my qualifications and experience, and that I will be available for the Assignment for the full period if the contract is awarded.

[Signature of expert, date] [Signature of authorized signatory, date]

Form TECH-6: Affidavit on Blacklisting and Conflict of Interest

(On non-judicial stamp paper of appropriate value, duly notarized. Original to be submitted physically.)

I, [name], [designation] of [firm], solemnly affirm that:

1. The firm is not blacklisted or debarred by any Central or State Government, or statutory body as on the last date of submission of this proposal.
1. The firm has disclosed below every past or ongoing advisory or other relationship with any developer, investor or party with an interest in BSHB's land or assets: [details, or "None"].
2. The firm and its affiliates shall not provide transaction execution, development or construction services in respect of any BSHB asset covered by this Assignment during the contract and for 12 months after it.
3. All information in the proposal is true and correct.

[Deponent's signature, verification and notarization]

Form TECH-7: Power of Attorney

(On non-judicial stamp paper of appropriate value, duly notarized. Original to be submitted physically.)

By this Power of Attorney, [firm], having its registered office at [address], authorizes Mr. / Ms. [name], [designation], to sign, submit and correspond on the proposal for RFP No. [RFP No.] of Bihar State Housing Board, attend meetings and presentations, and sign the contract if awarded. All acts done by the attorney under this Power of Attorney shall bind the firm.

[Signed by the person authorized by the firm's Board resolution, with the resolution attached; accepted by the attorney; witnesses; notarization]

Form TECH-8: Undertaking on Personnel

We undertake that:

1. The key experts whose CVs are submitted shall be deployed as proposed for the full contract period, stationed at Patna.
1. No key expert shall be replaced except as permitted under clause H.2, and any replacement shall have equal or better qualifications and experience.
2. BSHB may require replacement of any team member under clause H.2, and we shall replace that person within 30 days at our cost.
3. We shall ensure full knowledge transfer at our own cost whenever any team member is replaced.

[Signature, name, designation, seal, firm, date]

Form TECH-9: Format for Pre-bid Queries

S. No.	RFP section / clause	Page	Existing provision	Query or clarification sought
1				
2				

Form FIN-1: Financial Proposal

To
The Managing Director, Bihar State Housing Board, 6, Sardar Patel Marg, Patna – 800015

Sub: Financial Proposal for RFP No. [RFP No.] – Appointment of Strategic Consulting Firm

We offer to provide the services in accordance with the RFP for a total man-month fee, for the 24-month contract period, of:

Item	Amount (Rs.) in figures	Amount in words
Total fee, exclusive of GST (equal to Total A in Form FIN-2)		

GST shall be paid extra at the applicable rate. This fee covers remuneration of experts, local travel in Patna, and local accommodation in Patna. Our Financial Proposal is unconditional and valid for 120 days from the last date of submission.

[Signature, name, designation, seal, firm, date]

Form FIN-2: Breakdown of Fee

S. No.	Position	No. of persons	Man-months	Monthly rate per person (Rs.)	Amount (Rs.)
1	Team Leader	1	24		
2	Real Estate Planning Expert	1	24		
3	Real Estate Transaction Expert	1	24		
4	Housing Expert	1	24		
5	Policy and Regulatory Expert	1	24		
6	Organization and Capability Expert	1	24		
7	Consultants	3	72		
	Total A (exclusive of GST)				

The monthly rates in this form shall be used for deductions under clauses H.2 and H.3, and for any additional personnel BSHB may require during the contract. Total A shall equal the amount in Form FIN-1.