

**REQUEST FOR EMPANELMENT
(RFE)
FOR
EMPANELMENT OF AGENCIES**



Architecting e-Government

**National Institute for Smart Government
Hyderabad**

May 2026

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Version Control:

Document Title	Request for Empanelment of Consultants (RFE)
Issuing Authority	National Institute for Smart Government (NISG)
Purpose	Empanelment of consulting organisations and domain experts for e-Government projects

Version	Date	Modifications
V 1.2	11-05-2026	Initial Version

SECTION I: INVITATION FOR PROPOSALS (IFP)

1. National Institute for Smart Government invites Proposals for the empanelment of Consultants with NISG for e-Government Project assignments in the following categories:

S1	Strategic Planning
S2	Project Consultancy
S3	Project Implementation
S4	Project Management Services
S5	Strategic Human Resources
S6	Emerging Technologies
S7	Any other service

2. The Empanelled Consultants would therefore be categorised as follows:
- Category A:** Large organisations offering turn-key services in Strategic consultancy, IT project Consultancy, IT implementation, Staffing of PMUs, Capacity Building, Research and Technology advisory.
 - Category B:** Individuals with specialised and in-depth knowledge in identified areas.
 - Category C:** Small IT firms, consulting organisations, capacity-building organisations offering non-turn-key services in a niche specialisation.
3. NISG intends to select consulting/implementation organisations/SME through a Process of Empanelment by issuing a Request for Empanelment (RFE).
4. A Company/SME; Limited Liability Partnership Firm/Company, registered/Academic & Research Institutes and Societies, Authorities; Domain Experts and Subject Matter Experts (SME's) are eligible to participate in this empanelment process.
5. The RFE includes the following documents:
- Section I - Invitation for Proposals (IFP)
 - Section II - Instruction to Respondents (ITR)
 - Section III - General Conditions of MoU (GCC)
 - Section IV - Menu of Work (MOW)
 - Section V – Proposal formats
6. The “Request for Empanelment” is available on the website www.nisg.org for free download.

7. The Respondents are free to apply for any or all the categories of assignments related to 'e Government' as mentioned in Clause 1 of Section 1.
7. The empanelment process will be a continuous exercise throughout the year, and the Request for Empanelment (RFE) document will be a live document available on the NISG website. Respondents can submit the proposals anytime.
8. Chief Executive Officer, National Institute for Smart Government reserves the right to reject any or all the Proposals in whole or in part without assigning any reasons.
9. Address for Communication:

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Gachibowli, Hyderabad, Telangana, India - 500 032

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SECTION II: INSTRUCTIONS TO RESPONDENTS (ITR)**1. DEFINITIONS**

Unless the context otherwise requires, the following terms, whenever used in this RFE and MoU, have the following meanings:

- a) **“Applicable Law”** means the laws and any other instruments having the force of law in India as they may be issued and in force from time to time.
- b) **“Proposal(s)”** means a proposal(s) submitted by respondents in response to the RFE issued by NISG for empanelment.
- c) **“Competent Authority”** means the Chief Executive Officer, National Institute for Smart Government, Hyderabad.
- d) **“Committee”** means a committee constituted by CEO, NISG, for the evaluation of Proposals.
- e) **“Consultant”** means any private or public entity, on the panel drawn up by NISG in pursuance of this RFE, which will provide the services to NISG under the MoU.
- f) **“MoU”** means the Memorandum of Understanding signed by the parties for empanelment, after the completion of the empanelment process and the consultant is declared as eligible for empanelment.
- g) **“Day”** means Calendar Day
- h) **“Effective date”** means the date on which the MoU comes into force and effect.
- i) **“GCC”** means General Conditions of MoU, specified in Section III of RFE
- j) **“ITR”** means Instructions to Respondents, specified in Section II of RFE.
- k) **“IFP”** means Invitation for Proposals, specified in Section I of RFE
- l) **“Government”** means Central/ State /UT Government.
- m) **“NISG”** means National Institute of Smart Government, B Block, IIIT Campus, Gachibowli, Hyderabad-500032, (A.P).
- n) **“Personnel”** means professional and support staff provided by the Consultant to perform services to execute an assignment and any part thereof.
- o) **“MOW”** means Menu of Work for the Respondents, specified in Section IV of RFE.
- p) **“Services”** means the work to be performed by the Consultants pursuant to the empanelment by NISG and to the MoU to be signed by the parties in pursuance of any specific assignment awarded to them by NISG.
- q) **“Updating Profile”** means that the existing panel of consultants update their profiles in the format of RFE.

2. INTRODUCTION

The concepts of Good Governance are becoming quite topical across the globe. There is an increasing recognition by Governments of the role e-Government can play in improving public service delivery.

India is gearing to redefine itself. The implementation of the National e-Governance Plan (NeGP) by the Government of India has provided further impetus to the long-term growth of e-Governance and e-Government in the country. By creating the right governance and institutional mechanisms, setting up core infrastructure and policies, and implementing several 'Mission Mode Projects' at the Central, State and Integrated Service levels, it seeks to create a citizen-centric and business-centric environment for good governance.

National Institute for Smart Government (NISG) has been playing a key role in the activities relating to strategic planning and implementation of 'e-Governance' Projects and other DPI projects in the country by providing appropriate advice and implementation support to the respective Governments that engage NISG for specific assignments. As per its corporate policy, NISG has been working with external Consultants to support it in various engagements. In this context, NISG intends to select consulting firms/organizations through the process of empanelment by issuing a Request for Empanelment. The Respondent shall be invited to submit a Proposal. The Proposal will be the basis for the empanelment of consultants. The Panel will be valid for a period of 2 years from the date of empanelment.

2.1 Conflict of Interest

NISG requires that the consultants provide professional, objective, and impartial advice/Services and, always, hold the NISG's interests paramount, strictly avoid conflicts with other assignments/jobs or their own corporate interests and act without any consideration for future work.

2.2 Validity of Proposals

Proposals shall remain valid for a period of 60 (sixty) days after the date of submission of Proposal. A Proposal valid for shorter period may be rejected as non-responsive.

2.3 Right to accept Proposal

NISG reserves the right to accept or reject any Proposal, and to annul the Empanelment process and reject all Proposals at any time prior to award of MoU, without thereby incurring any liability to the affected Respondent(s) or any obligation to inform the affected Respondent(s) of the grounds for such decision.

2.4 Fraud and Corruption

NISG requires that the Consultants empanelled through this RFE must observe the highest standards of ethics during the performance and execution of such a MoU. In pursuance of this policy, NISG:

- (a) defines, for the purposes of this provision, the terms set forth as follows:
 - (i) **"Corrupt practice"** means the offering, giving, receiving or soliciting of anything of value to influence the action of NISG or any personnel of consultant(s) in MoU executions.
 - (ii) **"Fraudulent practice"** means a misrepresentation of facts, in order to influence a procurement process or the execution of a MoU, to NISG, and includes collusive practice among Respondents (prior to or after Proposal submission) designed to establish Proposal prices at artificially high or non-competitive levels and to deprive NISG of the benefits of free and open competition;
 - (iii) **"Unfair trade practices"** means the supply of services different from what is ordered on, or a change in the Scope of Work which was given by the NISG in Section IV.
 - (iv) **"Coercive practices"** means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the execution of a MoU.
- (b) Will reject a proposal for award if it determines that the Respondent recommended for award, has been determined by NISG to having been engaged in corrupt, fraudulent or unfair trade practices.
- (c) will declare a consultant ineligible, either indefinitely or for a stated period of time, for awarding the MoU, if it at any time determines that the Consultant has engaged in corrupt, fraudulent and unfair trade practice in competing for, or in executing, the MoU.

3. CLARIFICATIONS AND AMENDMENTS OF RFE DOCUMENT

3.1 RFE Clarifications

During the evaluation of the Proposals, NISG may, at its discretion, ask Respondents for clarifications on their proposal. The Respondents are required to respond within the time frame prescribed by NISG.

3.2 Amendments in RFE

NISG may, for any reason, modify the RFE from time to time. The version number and the date of validity will be clearly mentioned in the RFE and notification for empanelment. The prospective Respondents having submitted the proposal for the

RFE of the earlier version, shall not be asked to amend the proposal due to amendments in the RFE. The revised version of RFE will be applicable from the date of its issuance.

4. PROCESS FOR EMPANELMENT OF RESPONDENTS

NISG has a panel of Consulting Organisations and Domain Experts empanelled through MoUs, to support itself in the execution of 'e-Government' assignments. NISG intends to add more to the panel of consultants in the background of full-fledged implementation of 'e-Governance' Projects across the country at the level of the Centre/States and UT's and the emergence of a wider spectrum of consulting requirements. The scope of engagement is explained in the later sections.

This enquiry is in the nature of a Request for Empanelment (RFE) intended to result in the selection of a panel of consultants. The responses received pursuant to this RFE will be evaluated as per the criteria specified in this document, and the qualified Consultants will be placed in different categories and domains, as explained in this document. An adequate number of the empanelled Consultants will be invited, as and when projects arise, to submit their Proposals based on detailed Expression of Interest (EOI)/Terms of Reference (TOR) / Request for Proposal (RFP) on a project-to-project basis. The Consultants, to work with NISG on a specific project, will be selected after an evaluation of their techno-commercial proposals received pursuant to such an EOI/TOR/RFP.

The nature, quantum and Scope of work for specific projects will evolve depending upon the requirements of Central /State/UT's government departments and agencies that might result in a demand on the resources of NISG. Under these circumstances, the panel to be selected in pursuance of this enquiry would be utilised for a period of 2 years from the date of empanelment.

NISG calls for proposals for the selection of a panel of consultants who would be involved to undertake the following categories of assignments in association with NISG, and in relation to specific projects that NISG undertakes as part of its business.

Note: The Consultants, who are already empanelled with NISG or have already signed an MoU, need not apply again for empanelment as they will be considered for sending TOR/EOI/RFE as the case may be, for execution of the consulting assignments. However, they are required to update their profiles of Corporate Information, experience, turnover, category etc., by furnishing the same in the Forms attached to this RFE.

Those Consultants who are empanelled and have updated their profiles will be considered for renewal of their MoUs with NISG.

S1. Strategic Planning:

- a) Development of e-Government programs, or components thereof, at the national and state levels
- b) Design and development of e-Government strategies, blueprints and roadmaps for Central/State /UT government departments and agencies
- c) Design and implementation of strategic frameworks like Balanced Scorecard and Organisational Reforms
- d) Design and establishment of Program Management Units for major e-Government initiatives and projects.

S2. Project Consultancy:

Undertaking Project Consultancy work in relation to specific e-Government projects handled by NISG at the Central/ State level, projects and other projects covering the following aspects:

S2.1. Project Development work in the following areas-

- a) Project Conceptualisation
- b) Project Architectures including
 - a. Functional Architecture
 - b. Technology Architecture
 - c. Process Architecture
 - d. People Architecture
 - e. Resource Architecture
- c) Designing solutions around COTS (Commercial off the shelf)/Enterprise applications
- d) Preparation of Business Models and Service Level Agreements
- e) Preparation of RFPs and tender documents
- f) Bid Process Management

S2.2. Technology Consultancy in the following areas-

- 1. Enterprise Architecture
- 2. Service Oriented Architecture
- 3. Standards

4. Information Security
5. Emerging Technologies
6. ERP
7. GIS
8. Mobile Technologies
9. Smart Card Technologies
10. Biometrics
11. Audit
12. Additive manufacturing
13. IT Infrastructure
 - i. Data centres
 - ii. Statewide Area Network

S3. Project Implementation:

- a) Implementation of e-Governance Projects
- b) Implementation of Projects in Emerging Technologies
- c) Providing the Post Implementation Support
- d) Providing the O&M support for the projects implemented

S4. Project Management Services:

- a) Project Management
- b) Project monitoring and evaluation
- c) Project Evaluation and Appraisal
- d) Conducting a security audit
- e) Conducting an application audit
- f) Undertaking quality assurance activities
- g) Assessing projects adopting the EAF framework
- h) Third-party audits.

S5. Strategic Human Resources:**S5.1 Strategic Planning for Capacity Building of e Government:**

- a) Capacity assessment
- b) Capacity Gap analysis

- c) Institutional Capacity Building Plan
- d) Training Need Analysis and identification
- e) Training Plan

S5.2 Capacity Augmentation:

- f) Designing methodologies for sourcing highly skilled manpower for e Government efforts
- g) Building or staffing PMUs for e-Government initiatives
- h) Staffing specialised domain experts

S5.3 Knowledge Management**S6. Emerging Technologies:**

- a) Providing Consultancy services in the emerging technologies,
- b) Providing the implementation support for the implementation of emerging technologies
- c) Providing Post Implementation support for emerging technology

S7. Any other services:

Assisting NISG in conducting other services in the following areas:

- a) Assessment of the socio-economic impact of ICT initiatives
- b) Identification of leading Technologies for use in solution design
- c) Study and assessment of large e-Government implementations
- d) Adoption of Open standards
- e) ICT for development
- f) Preparation of case studies
- g) Legal Reform
- h) Any other services that are deemed to be required for the government.

Keeping this in view, the menu of work and the processes followed in the evaluation of responses in Proposals are more in the nature of RFE. The empanelment resulting from this enquiry is not against any commitment of assignment of work by NISG to the empanelled Consultants.

5. ELIGIBILITY

5.1. General Eligibility

- a. This invitation to respond to the RFE is open to any registered company/ firm, Limited Liability Partnership Firms/Small Firms, Academic & Research Institutes and Societies; Domain Experts and Subject Matter Experts (SME's) who have their registered offices in India.
- b. The eligible entities (except individuals, Domain Experts & SME's), must be incorporated or registered under the Indian Companies Act, 1956, the Partnership Act, 1932 and the Registration of Societies Act or any other Act applicable in India.
- c. Government-owned and semi-government enterprises may participate, only if they are legally and financially autonomous and operate under commercial law in the Country.
- d. The parent company of any subsidiary company, which is seeking qualification on the financial strength of its parent, would have to give a written undertaking that it would bear all financial or contractual liabilities of the subsidiary if the work is awarded to the company.
- e. The parent company of any subsidiary company, which is seeking qualification on the technical strength of its parent, would have to give a written undertaking that its technical capabilities/ resources would be available to the subsidiary company as and when required by NISG.
- f. Respondents are eligible to respond based on the other eligibility criteria stated in Clause 5.2 of Section II.

5.2. Eligibility Criteria

Along with the General Eligibility criteria given in Clause 5.1 of Section II, the Respondent must satisfy the following Pre-qualification criteria to apply for empanelment. Limited Liability Partnership Firms/Small Firms; consultancy firms and companies; Academic & Research Institutes and Societies & Domain Experts and Subject Matter Experts (SME's) satisfying the following criteria are eligible to submit a proposal for RFE.

a. Firms/Companies:

- i. The firm/company should have been in existence for a period of at least 3 years as of 31-3-2026.
- ii. The firm/company should have had an average turnover of Rs. 20 crores during the last 3 financial years, as revealed by audited accounts

- iii. The firm/company should have an employee base of more than 50 professionals (in management, IT consulting, economics, including development economics and financial analysis)
- iv. The firm/company should have had experience in handling at least 3(three) e-Government projects, with an aggregate order value of a minimum of Rs. 2 Crores during the last 3 years, in providing any or all the services mentioned in categories A1 to A7 in Clause 5 of MOW.

b. Limited Liability Partnership Firms/ Small Firms:

- i. The Limited Liability Partnership and Small Firms should have been in business for a period of at least 1 year as of 31-3-2026.
- ii. The Limited Liability Partnership firms and Small Firms are required to mention their Area of Specialisation in the proposal such as: ERP, Security, Network and domains like Healthcare, Education, Agriculture, etc.,
- iii. The Limited Liability Partnership firms and Small Firms should have an employee base of more than 10 professionals.

c. Academic & Research Institutes and Societies:

- i. The Academic & Research Institutes and Societies should have been in existence for a period of at least 1 year as of 31-3-2026.
- ii. The Academic & Research Institutes and Societies should have an employee base of more than 10 professionals (in management, IT consulting, technology, economics, including development economics).
- iii. The Academic & Research Institutes and Societies should have had experience and expertise in handling at least 2 relevant projects, with an aggregate order value of a minimum of Rs. 20 Lakhs during the last 3 years, in providing any or all the services mentioned in categories A1 to A7 in Clause 5 of MOW.

d. Domain Experts (DE's) & Subject Matter Experts (SME's):

The rationale behind the empanelment of Domain Experts & Subject Matter Experts is as follows:

- i. For providing support during preliminary study and scoping of the project (Pre Proposal Stage)
- ii. For providing support during the study of the project
- iii. A group of DE's/SME's can take up medium-sized projects

- iv. For providing support to NISG as an adviser in bigger projects
- v. Work as domain experts in the projects

The Eligibility criteria of Domain Experts & Subject Matter Experts are as follows:

- i. The Domain Experts & Subject Matter Experts must have a minimum of 10 years of experience and at least 5 years of experience in the domain/subject they are applying.
- ii. The indicative list of domains and subjects for which Consultancy assignments can be given to DE's /SME's are as follows:
 - a. Domain/subjects related to eGovernance and other projects like eProcurement, Agriculture, Transportation, Urban and Local Governance, PPP Models, Insurance, Banking, Financial Modelling, Healthcare, Education, Legal, Organisational Restructuring, Quality Assurance (Six Sigma etc.), Security Architecture, Enterprise Architecture, SOA, ERP, Data Centre, Mobile or any other domain that the SME feel that it is fit for the delivery of the services to the Government.

Note: If a Respondent wants to apply for some other domain related to 'e-Governance' which is not mentioned above, then they can do the same. However, the final decision will be taken by the Evaluation Committee to consider it as a domain for empanelment.

5.3 Disqualifications

NISG may, at its sole discretion and at any time during the evaluation of Proposal, disqualify any Respondent, if the Respondent has:

- a. Made misleading or false representations in the forms, statements and attachments submitted in proof of the eligibility requirements;
- b. Exhibited a record of poor performance such as abandoning works, not properly completing the contractual obligations, inordinately delaying completion or financial failures, etc. in any project in the preceding three years;
- c. Submitted a proposal that is not accompanied by required documentation or is non-responsive;
- d. Failed to provide clarifications related thereto, when sought;
- e. Submitted more than one Proposal;
- f. Declared ineligible by the Government of India/State/UT Government for corrupt and fraudulent practices or blacklisted.
- g. Submitted a proposal with price adjustment/variation provision.

6. REQUEST FOR EMPANELMENT

The Respondent is expected to examine all the instructions, guidelines, terms and conditions, and formats in the RFE. Failure to furnish all the necessary information as required by the RFE on submission of a proposal not substantially responsive to all the aspects of the RFE shall be at the Respondent's own risk and may be liable for rejection. The entire set of RFE is available for a free download at: <http://www.nisg.org>.

7. PRE PROPOSAL QUERIES

The prospective Respondent, requiring any clarification on RFE, may notify the same in the form of a query to NISG by email sent to empanelment@nisg.org NISG response, as well as the clarifications sought, will be sent to the Respondents interested in submitting the Proposal through email.

8. PREPARATION OF PROPOSAL

The Respondents shall comply with the following related information during preparation of the Proposal-

- a. The Proposal and all associated correspondence shall be written in English and shall conform to prescribed formats. Any interlineations, erasures or overwriting shall be valid only if they are initialled by the authorised person signing the Proposal.
- b. The Proposal shall be typed or written in indelible ink (if required) and shall be signed by the Respondent or duly authorised person(s) to bind the Respondent to the MoU. The latter authorisation shall be indicated by a written power of attorney and shall accompany the Proposal.
- c. In addition to the identification, the covering letter (Form 1) shall indicate the name and address of the Respondent to enable the proposal to be returned in the case it is declared late pursuant to, and for matching purposes.
- d. Proposals received by facsimile shall be treated as defective, invalid and rejected. Only detailed, complete proposals in the form indicated above shall be taken as valid.
- e. Respondents are not permitted to modify, substitute, or withdraw Proposals after their submission
- f. As the proposals are invited in soft copy, wherever the signed document is a requirement for preparation of the proposal, the Respondent may use the scanned copy.

9. SUBMISSION OF PROPOSALS

The Respondent shall submit the proposal **in soft copy only**. The covering letter (Form 1) shall be in hard copy. However, during the course of evaluation of the

proposal, as well as during the period of the MoU, the Evaluation Committee has the right to carry out due diligence in a fashion relevant to understanding the facts.

9.1 List of documents to be submitted as part of the Proposal

9.1.1 Form I: Covering Form

- i. Covering letter for empanelment of Consultants in Form 1.
- ii. Covering letter for the existing panel / signed MoU of Consultants of NISG for updating of their Profile - in Form 1A.

9.1.2 Form II: Pre-qualification Proposal-General Information

- i. General information related to pre-qualification of the Respondent as specified in Form II.
- ii. Certified copies of Audited Balance Sheets of the preceding 3 years, wherever applicable. (scanned copies of original statements) iii. Any other supporting information that is relevant to the pre-qualification proposal.

9.1.3 Form III: Proposal –Category-based details

- i. Proposal related to Category-based details in Forms III.
- ii. Any other supporting information and documents that are relevant to the Proposal

9.1.4 Form IV: Memorandum of Understanding (MoU)

- i. Draft MoU for Empanelment with Consultants

9.2 Submission of Proposals by Respondents

- i. Respondent shall submit responses (referred to as 'Proposals' herein) in softcopy only to the contact person mentioned in Clause 9 of Section 1.
- ii. The list of documents to be submitted as part of proposals is provided in Clause 9.1 in Section II.

10. EVALUATION CRITERIA AND EVALUATION OF PROPOSALS

NISG will constitute an Evaluation Committee to evaluate the Proposals submitted by Respondents for a detailed scrutiny. During the evaluation of Proposals, NISG may, at its discretion, ask the Respondents for clarification of their Proposals. The process for the evaluation of Proposals is as follows-

- a) **Preliminary Scrutiny:** Preliminary scrutiny of the Proposals for eligibility will be done to determine whether the Proposals are complete, whether the documents have been properly signed, whether any computational errors have been made, and whether the Proposals

are generally in order. Proposals not conforming to such preliminary requirements will be *prima facie* rejected.

- b) **Conformance to eligibility criteria:** Proposal responses conforming to preliminary scrutiny requirements will be checked for conformance to the eligibility criteria stated in ITR Clause 5. Non-conforming Proposals will be rejected.
- c) **Evaluation:** Proposals would be evaluated only for those Respondents who are qualified during the qualification of Proposals. If a Proposal is determined as not substantially responsive, NISG will reject it. Proposals conforming to the eligibility criteria will be taken up for detailed evaluation. The **parameters and weightages** to be used for detailed evaluation will be based upon:
- d) **Qualified Respondents:** All the qualified (Category-wise) will be recommended by the committee for the empanelment with NISG.

11. Signing of Memorandum of Understanding

On acceptance of the proposal, NISG will notify the successful Respondents in writing that their proposals have been accepted. NISG and successful Respondents may sign an MoU or NISG may issue a communication. After signing the MoU, no variation or modification of the terms of the MoU shall be made except by a written amendment signed by the parties. The draft MoU Agreement is enclosed as Form IV.

12. CONFIDENTIALITY

Information relating to the examination, clarification, and comparison of the Proposals shall not be disclosed to any Respondents or any other persons not officially concerned with the process until the empanelment process is complete. The undue use by any Respondent of confidential information related to the process may result in rejection of its Proposal.

During the execution of the project, except with the prior written consent of the NISG/Government, the Consultant and its personnel shall not at any time communicate to any person or entity any confidential information acquired during the MoU.

SECTION III: GENERAL CONDITIONS OF MOU (GCC)**1. APPLICATION**

These general conditions shall apply to the extent that provisions in other parts of the MoU do not supersede them. For the interpretation of any clause in the RFE or MoU Agreement, the interpretation of the NISG shall be final and binding on the Consultants.

2. RELATIONSHIP BETWEEN THE PARTIES

Nothing mentioned herein shall be construed as a relationship of master and servant or of principal and agent as between the 'NISG' and 'the Consultant'. The Consultant subject to this MoU for empanelment has complete charge of its personnel in performing the services under the Project executed with NISG from time to time. The Consultants shall be fully responsible for the services performed by them or on their behalf hereunder.

3. STANDARDS OF PERFORMANCE

The Consultant shall perform the services and carry out their obligations under the MoU with due diligence, efficiency and economy in accordance with generally accepted professional standards and practices. The Consultant shall always act in respect of any matter relating to this MoU as a faithful advisor to NISG. The Consultant shall always support and safeguard the legitimate interests of NISG in any dealings with the third party. The Consultant shall abide by all the provisions/Acts/Rules, etc. of Information Technology prevalent in the country. The Consultant shall conform to the standards laid down in the RFE in totality.

4. CONSULTANT PERSONNEL

The Consultant shall employ and provide such qualified and experienced personnel as may be required to perform the services under the specific project assigned by NISG. There are specialised domains of 'e Government' mentioned as categories in Clause 5 of Section IV (Menu of Work), and it is desirable for the Consultant to deploy the personnel who have adequate experience in the domain related to the project. It is desirable that for Domain/Subject-specific Projects, the consultants must hire the services of Domain Specialists, on a case-by-case basis, to work on the Project effectively.

5. FINANCIAL ASPECTS

The MOU has no financial bearing, and NISG is not legally bound to offer any projects or assignments.

6. APPLICABLE LAW

Applicable Law means the laws and any other instruments having the force of law in India as they may be issued and in force from time to time. The MoU shall be interpreted in accordance with the laws of the Union of India.

7. INTELLECTUAL PROPERTY RIGHTS

No services covered under the MoU shall be sold or disposed of by the Consultant in violation of any right whatsoever of a third party, and but without prejudice to the generality of the foregoing, of any patent right, trademark or similar right, or any charge, mortgage or lien. The Consultant shall indemnify the NISG from all actions, costs, claims, demands, expenses and liabilities, whatsoever, resulting from any actual or alleged infringement as aforesaid and at the expenses of the Consultant, NISG shall be defended in the defence of any proceedings which may be brought in that connection.

8. GOVERNING LANGUAGE

The MoU shall be written in the English Language. The English version of the MoU shall govern its interpretation. All correspondence and other documents pertaining to the MoU, which are exchanged between the parties, shall be written in the English Language.

9. PERFORMANCE ASSESSMENT

This RFE is for the empanelment of consultants for the execution of the assignments from time to time. If, during execution of the Project, the following problems are found, then a penalty as defined in the MoU may be imposed by NISG, which will be part of the Project-specific RFP and Terms of Reference:

- i. Quality of deliverables is not up to the mark (till the quality is improved to the required extent)
- ii. Delays in deliverables
- iii. Not assigning adequate resources in time
- iv. Not engaging resources on a dedicated basis, even when required
- v. Assigning resources that do not meet the client's requirements vi. Inadequate interaction with the client department.
- vi. The work is either not complete or not completed satisfactorily as per the approved time schedule or the quality of deliverable,

10. TERMINATION OF ASSOCIATION WITH NISG

The empanelled Consultant's association with NISG will terminate in the following two ways:

- a. The term of the MoU expires
- b. Termination of MoU by NISG due to non-performance during the execution of Project
 - Performance is below expected level
 - Non-adherence to the timelines of the Project
 - Quality of work is not satisfactory

11. Resolution of Disputes

If any dispute arises between the parties, then there would be two ways for the resolution of the dispute under the MoU.

10.1 Amicable Settlement

Performance of the MoU is governed by the terms and conditions of the MoU; however, at times disputes may arise about any interpretation of any term or condition of the MoU, including the scope of work, the clauses of payments, etc. In such a situation, either party to the MoU may send a written notice of dispute to the other party. The party receiving the notice of dispute will consider the Notice and respond to it in writing within 30 days after receipt. If that party fails to respond within 30 days, or the dispute cannot be amicably settled within 60 days following the response of that party, then Clause 10.2 of GCC shall become applicable.

10.2 Resolution of Disputes

In case a dispute arises between NISG and the Consultant, which has not been settled amicably, the Consultant can request the NISG to refer the dispute for Arbitration under the Arbitration and Conciliation Act, 1996. Such disputes shall be referred to an Arbitral Tribunal. The Indian Arbitration and Conciliation Act, 1996 and any statutory modification or enactment thereof, shall apply to these arbitration proceedings.

Arbitration proceedings will be held in India at Hyderabad, and the language of the arbitration proceedings and that of all documents and communications between the parties shall be in English. The decision of the majority of arbitrators shall be final and binding upon both parties. All arbitration awards shall be in writing and shall state the reasons for the award. The expenses of the arbitrators as determined by the arbitrators, shall be shared equally by the NISG and the Consultant. However, the expenses incurred by each party in connection with the preparation and presentation shall be borne by the party itself.

11. LEGAL JURISDICTION

All legal disputes between the parties shall be subject to the jurisdiction of the Courts situated in India only.

SECTION IV: MENU OF WORK (MOW)

1. BACKGROUND

This section deals with the selection of a panel of consultants who would be involved to undertake the following categories of assignments in association with NISG, and in relation to specific projects that NISG undertakes as part of its business.

The empanelled Consultants will then be invited, as and when projects arise, to submit their proposals based on an Expression of Interest (EOI), Terms of Reference (TOR) or Request for Proposal (RFP) on a project-to-project basis. The final assignment of work would be based on a techno-commercial evaluation of the responses received for the EOI/TOR/RFP for the specific project.

2. ABOUT NISG

With over two decades of experience in technology advisory and strategic consulting for Government-led initiatives, the National Institute for Smart Government (NISG) has established itself as a trusted and capable institution for driving Digital Public Infrastructure, ICT governance models, and large-scale transformation programs across sectors.

Incorporated in May 2002, NISG was promoted by the Ministry of Electronics & Information Technology (MeitY), Government of India, as a not-for-profit entity under Section 25 of the Companies Act, 1956 (now Section 8 of the Companies Act, 2013). NISG functions as one of the Heads of Departments under MeitY.

NISG's stakeholders include MeitY; the Ministry of Personnel, Public Grievances and Pensions through the Department of Administrative Reforms and Public Grievances (DAR&PG); State Governments of Andhra Pradesh, Meghalaya, and Chhattisgarh; Visakhapatnam Municipal Corporation; NASSCOM; National Internet Exchange of India (NIXI); CSC e-Governance Services India Limited; and IL&FS.

The NISG Board is chaired by the Secretary, MeitY, Government of India, and includes as its Directors: Secretary (Personnel), Secretary (Department of IT), President (NASSCOM), CEO (NIXI), Managing Director (CSC e-Governance Services India Limited), and the CEO of NISG.

Over the past twenty years, NISG has successfully implemented more than 200 eGovernance projects, trained over 30,000 officials, and deployed thousands of IT professionals across India. NISG is also designated as the Nodal Agency by MeitY and the Ministry of External Affairs (MEA) for implementing India Stack applications under the Digital Public Infrastructure framework for the Global South.

As per its foundational policy, NISG serves only Government clients, including Central Ministries and Departments, Defence establishments and DRDO laboratories, State Government Departments, and Public Sector Undertakings. It

also works closely with International Development Agencies—such as the World Bank, UNDP, and DFID—when the end recipient of services is a Government body. NISG collaborates with State Administrative Training Institutes and has MoUs with several across the country. While NISG leverages the private sector for industry and academic expertise when required, it does not undertake any revenue-generating engagements with private-sector entities.

All assignments executed by NISG to date have been awarded on a nomination basis by various Central and State Government Departments. NISG is associated with Mission Mode Projects under the National e-Governance Plan and Digital India Programme and continues to support multiple Governments in their digital transformation initiatives. NISG has also established Programme Management Units for several Ministries and Departments, including the Unique Identification Authority of India, CERT-In, Ministry of Corporate Affairs (MCA-21), Ministry of Posts, Ministry of Urban Development, GSTN, MyGov (MeitY), Defence Organisations, ECIL, the Comptroller General of Defence Accounts, Comptroller and Auditor General (CAG), and numerous State Governments.

Service Offerings of NISG currently include the following:

<p>STRATEGIC ADVISORY</p>	<ul style="list-style-type: none"> • Strategy Planning for e-Governance • Designing e-Governance Roadmaps • Designing of IT Roadmaps • Design of SMART Projects with emerging Technologies
<p>PROJECT MANAGEMENT</p>	<ul style="list-style-type: none"> • Project strategy planning and development • Decision-making support systems • Project technical and financial appraisal • Technology and process assessment/ review • IT procurement - Bid Process Management
<p>CAPACITY BUILDING</p>	<ul style="list-style-type: none"> • Project strategy planning and development • Decision-making support systems • Project technical and financial appraisal • Technology and process assessment/ review • IT procurement - Bid Process Management
<p>HUMAN CAPITAL AUGMENTATION</p>	<ul style="list-style-type: none"> • Human Resource Planning & Requirement • Manage HR life cycle of resources deployed • Industry best practices in employment life-cycle

3. FORGING PARTNERSHIPS

As part of its operational strategy, NISG works on specific project engagements in association with external consultancy organisations, best suited to meet the requirements of the projects on hand. With a rapidly growing portfolio of projects and responsibilities (especially domain-specific), NISG is finding it difficult to identify domain specialists’ Consultant-partners for NeGP and other projects related to Government ministries and agencies.

Keeping the above-stated facts in view, NISG intends to empanel a set of consultancy organisations to work with it in the areas of strategic planning, conceptualisation, architecture, design and support for various e-Government projects to be implemented across the country under NeGP and otherwise also. The involvement of private sector resources and expertise can provide great thrust to e-Government project development and implementation. NISG hopes to prepare a panel of Consultants covering the entire spectrum of consultancy services relevant to e-Government sector, to quickly meet the requirements of all the upcoming projects.

Apart from projects related to Central/State/Integrated Citizen Services related MMP's under NeGP, the empanelled Consultant may be required to support NISG in the assignments relating to other 'e Government' Projects in the Government also. We require that the organisations have some prior experience in working with governments, in all/some of the areas mentioned as categories in Clause 5 of Menu of Work (MOW).

4. ROLE OF NISG

NISG intends to play the following role in relation to the empanelment of Consultants:

- a. NISG will maintain the panel of consultants.
- b. NISG will use the panel for the selection of Consultants to work on projects.

5. MENU OF WORK

The 7 broad categories of work assignments are as specified in Section 1.

SECTION IV: PROPOSAL FORMATS

National Institute for Smart Government (NISG) invites proposals from Consultants for the execution of 'e Government' projects. The selection of consultants for empanelment would be done by examining the qualification criteria and Proposals only. Techno – Commercial Proposals would be called for during the execution of a specific project, as and when it comes to NISG during the MoU period. The following are the response formats to be used by Consultants for Proposals related to the empanelment of Consultants for 'e Government' projects:

S.No	FORM	DETAILS
1	Form I	Covering Letter for the Empanelment of Consultants
2	Form IA	Covering Letter for the existing panel of consultants for updating their profiles
3	Form II	General Information for <ul style="list-style-type: none"> • Firms/Companies • Limited Liability Partnership firms/Small Firms • Academic and Research Institutes and Societies • Domain Experts and Subject Matter Experts (SME's)
4	Form III	Category-based Details
5	Form IV	Draft MoU Agreement

FORM I: Cover Letter (on Respondent’s letterhead)

Date:

To

The Chief Executive Officer,
 National Institute for Smart Government,
 2nd Floor, TSIIIC Zonal Office, Financial District, Nanakramguda, Gachibowli,
 Hyderabad, Telangana, India - 500 032

Dear Madam/Sir,

Sub: Proposal for Empanelment of Consultants

1. Having examined the RFE, we, the undersigned, offer to propose for the Empanelment of Consultants with NISG, in full conformity with the said RFE.
2. We have read the provisions of RFE and confirm that these are acceptable to us. We further declare that additional conditions, variations, deviations, if any, found in our proposal shall not be given effect to.
3. We agree to abide by this Proposal, consisting of this letter, the Pre-qualification and Proposal, the duly notarized written power of attorney, and all attachments, for a period of 60 days from the date fixed for submission of Proposals as stipulated in the RFE and modifications resulting from MoU negotiations, and it shall remain binding upon us and may be accepted by you at any time before the expiration of that period.
4. Until the formal final MoU is prepared and executed between us, this Proposal, together with your written acceptance of the Proposal and your notification of award, shall constitute a binding MoU between us.
5. We hereby declare that all the information and statements made in this proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.
6. We understand you are not bound to accept any proposal you receive.

Signature.....

In the capacity of.....

Duly authorised to sign Proposal for

And on behalf of.....

Date.....

Place.....

FORM I.A: Cover Letter for updating Profile for existing Empanelled Consultants/MoU signed consultants

Date:

To

The Chief Executive Officer,
National Institute for Smart Government,
2nd Floor, TSIIIC Zonal Office, Financial District, Nanakramguda, Gachibowli,
Hyderabad, Telangana, India - 500 032

Dear Madam/Sir,

Sub: Updation of profiles

1. Having examined the RFE, we, the undersigned, offer to update our profiles.
2. We are updating the following formats, whichever is applicable:
 - i. **General Information of the Consultants in Form II**
 - ii. **Category related Details in Form III.**
3. We hereby declare that all the information and statements made in this proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

Signature.....**In the capacity of.....****Duly authorised to sign Proposal for****And on behalf of.....****Date.....****Place.....**

FORM II: GENERAL INFORMATION

- A. Eligibility (Please specify)
- a. Firm/Company;
 - b. Limited Liability Partnership Firms/Small Firms;
 - c. Academic & Research Institutes and Societies;
 - d. Domain Experts and Subject Matter Experts(SME's)
- B. Name
- C. Contact
- a. Address
 - b. Telephone Number
 - c. Fax
 - d. Mobile
 - e. Email
 - f. Website
- D. Locations and Addresses of office
- a. Indian
 - b. Overseas
- E. Turnover (wherever it is applicable)
- a. Financial Turnover-2023-24,2024-25& 2025-26
 - b. Consultancy related Turnover-2023-24,2024-25& 2025-26
 - c. Net worth of the Company as on 31st March 2026
- F. Number of Professionals in an Organization
- a. Management
 - b. IT Consulting

- c. Development Economics
- d. BPR
- e. Financial Analysis

G. Details of Authorized Person

H. Legal Status

I. e Government Project Experience (wherever applicable)

- a. Name of Department/Ministry;
- b. Address
- c. Contact Person
- d. Project name and scope
- e. Duration of Assignment-Start date /End date
- f. Order value of the project

J. Past Consulting Experience (wherever applicable)

- a. Name of Department/Ministry/Agency
- b. Address
- c. Contact Person
- d. Project name and scope
- e. Duration of Assignment-Start date /End date
- f. Order value of the project

Signature.....

In the capacity of.....

Duly authorised to sign Proposal for

And on behalf of.....

Date..... Place.....

FORM III: CATEGORY BASED DETAILS

The following formats are based on the 7 categories of consultancy requirements for this Proposal.

- a. Respondents are required to indicate the categories for which they wish to apply for empanelment, in the format shown below. Respondents can choose to apply for any/all the categories depending on their experience and profile.
- b. Empanelled Consultants with NISG are required to update their profiles (category-wise) in this form.

Respondents are required to submit information for all the chosen categories.

Category	Apply for Empanelment (Yes/No)
A1 - Strategic Planning	
A2 - Project Consultancy	
A3 - Project Implementation	
A4 – Project Implementation Services	
A5 - Strategic Human Resource	
A6 – Emerging Technologies	
A7- Any Other Services	

Category A1-A7: Respondent is required to submit the category-related details (to be filled separately for each of the category) in the following format

1	Understanding of the work involved in category:
	Provide details of your understanding of the work involved in the category for e-Government, based on the broad areas of work outlined in the Proposal

2	Relevant experience in category:
	Provide details of consulting experience relevant to category

3	Domain specific experience in category:
Provide details of category related experience in government related domains mentioned in ITR 5.2 d (iii)	

4	Methodology for execution:
(Describe a specific methodology to address this area)	

5	Profiles of key people involved in the category:
Provide the profiles of key people/core members who will be involved in the assignments like Strategic Planners and Domain Experts & Subject Matter Experts. (Having relevant experience] in the following format:	

S. No.	Name	Designation	Date of joining the Organization	Educational Background	Certifications	Summary of Professional/domain experience	Significant accomplishment	Specific role to be played in the category of assignment

Signature.....

In the capacity of.....

Duly authorised to sign Proposal for

And on behalf of.....

Date.....

Place.....

FORM IV: DRAFT MOU AGREEMENT

Memorandum of Understanding