No.Kuw/Cons/415/01/2026
Embassy of India, Kuwait
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Tender No.Kuw/Cons/415/01/2026 dated 28 September 2026

Replies to written queries and queries raised in the Pre-Bid Conference on 08 October 2026

S.N	RFP Reference	RFP Statement	Clarification required	Response
1.			The Mission is kindly requested to clarify whether the Technical Bid Presentation before the Tender Evaluation Committee (TEC) is required to be made physically at the Mission/Ministry or whether participation through virtual/hybrid mode may also be permitted. It may also kindly be indicated whether the date, venue/mode and permissible number of representatives will be communicated to the technically responsive bidders sufficiently in advance.	Technical Bid presentation shall be conducted in physical mode at the Ministry. The date, time and venue for the presentation shall be intimated to the eligible bidders in due course.
2.			As the RFP permits the prescribed Securities to be furnished in the form of Bank Guarantee (BG) or Insurance Surety Bond (ISB), as applicable, the Mission is kindly requested to clarify the eligibility requirements applicable to an insurer issuing an ISB and the prescribed/acceptable format of the ISB, so as to enable bidders to arrange the instrument strictly in accordance with the RFP requirements.	Bidder may submit the ISB in Kuwaiti Dinar (KD) issued by an insurance company/Surety duly authorized by the competent regulatory authority to issue such bonds. No separate format for the ISB has been prescribed in the RFP. The bidder/SP may furnish the ISB in a form acceptable to the Mission and compliant with the requirements stipulated in the RFP. The ISB shall be: i. irrevocable and unconditional; ii. be payable on first demand upon

				invocation by the Mission, without requiring the Mission to establish or prove any default or obtain the consent of the Service Provider; iii. be issued for the amount and validity period specified in the RFP; iv. be issued by a Surety acceptable to the Mission and capable of being independently authenticated; and v. not contain any condition that restricts, delays or otherwise impedes invocation by the Mission. The Mission reserves the right to verify the authenticity, validity, enforceability and adequacy of the ISB and to satisfy itself in this regard before accepting the same.
3.			The RFP permits submission of Bank Guarantees through SWIFT/e-Bank Guarantee and also specifies the categories of Indian and foreign banks from which BGs may be accepted. For BGs proposed to be issued by an Indian bank through SWIFT/e-BG, the Mission is kindly requested to provide/confirm the designated bank account details, SWIFT particulars and any specific authentication/advising instructions required for proper issuance of the e-BG.	Details of the bank account will be shared through email with companies who have shared their organizational profile.
4.			The RFP provides for a Security	The actual security amount will be

			equivalent to five days' average daily Government revenue of the Mission/Post from CPV services, based on the average of the preceding two years. Since the amount is dependent upon information available with the Mission/Post, the Mission is kindly requested to provide the applicable/indicative amount, or the relevant average daily Government revenue, so as to calculate the amount.	determined in accordance with the provisions of the RFP and will be intimated to the successful bidder after award of the contract.
5.			The RFP provides that the Ministry/Mission shall have no liability to compensate the SP where the Agreement is annulled due to the outcome of litigation before a Court. In this context, the Mission is respectfully requested to clarify the position where, after acceptance of the Letter of Award and execution of the Agreement, the selected SP has furnished the prescribed BGs/Securities and undertaken mobilisation and establishment activities in accordance with the stipulated implementation schedule, but the Agreement is subsequently annulled pursuant to judicial proceedings arising for reasons not attributable to any act, omission, breach or default of the SP. It may kindly be indicated whether any mechanism is envisaged for the orderly closure of commitments already undertaken in good faith pursuant to the award, including	The provision stipulated under Para 7 of Chapter XII of the RFP shall prevail and remain applicable.

			commitments relating to premises, rentals, manpower, infrastructure and equipment. Such clarification would provide greater contractual certainty to prospective bidders while undertaking the substantial mobilisation required immediately following award.	
6.			While the RFP provides historical annual transaction figures, bidders are required to appropriately plan infrastructure, manpower, counters and processing capacity across the proposed ICAC network. To facilitate realistic capacity planning and efficient deployment of resources, the Mission is kindly requested to provide, if readily available, location-wise and month-wise historical application volumes, together with indicative peak-day/peak-season volumes for the major ICAC locations.	The details are not available with the Mission.
7.			With a view to facilitating efficient and timely delivery of CPV services, the Mission is kindly requested to clarify whether a Service Provider possessing adequate infrastructure, trained manpower, document-processing capability and appointment-handling capacity may, subject to the Mission's requirements and approval, deploy enhanced processing capacity during periods of increased demand or pendency. Where considered appropriate by the Mission, kindly indicate whether such augmentation may extend beyond normal	Any measure proposed or undertaken by the SP for augmentation of processing capacity shall be subject to the prior approval of the Mission.

			processing levels and the operational/approval mechanism that would apply for such deployment.	
8.			Kindly confirm whether all manpower must be employed directly by the Service Provider or whether deployment through approved manpower agencies/subcontractors is permitted, subject to applicable local laws.	All personnel deployed at the ICAC shall be directly employed by the Service Provider. However, security and cleaning services may be outsourced, subject to applicable local laws.
9.			The RFP provides that there shall be no revision in Service Fee during the contract. Kindly clarify whether the Service Fee can be modified if there is a change in Kuwait VAT, tax, government levy or mandatory statutory cost after commencement of the contract?	There shall be no revision in the Service Fee during the entire period of the contract. Bidders may take this into consideration while quoting their Financial Bid.
10.		Total transactions for 2023–2025 are provided.	To enable realistic pricing and staffing, please share the centre-wise number of applications for 2023, 2024 and 2025 , including broken down by type of service (passport, visa, OCI, attestation, PCC, etc.)	Centre-wise details regarding number of applications are not available with the Mission.
11.		Para 5 - E-passport and biometric enrolment; Annex-B	In the event of rollout of chip-enabled e-passports, the SP must procure biometric hardware at its own cost according to NIC standards, with no claim permitted. Kindly provide the indicative hardware specifications/number of enrolment stations to be factored into the bid or confirm that these will	Technical specifications of the hardware may be referred to in Chapter VII and Annexure A-B respectively. Quantity of hardware planning is for the bidder to make, taking into account anticipated applicants to be served daily, number of counters, redundancy etc.

			correspond to the prescribed number of submission counters.	
12.		Para 8 - Application volumes for Jan 2023 to Dec 2025	Please provide month-wise application volumes for 2023-2025 and Jan-Sep 2026, current ICAC-wise volumes, a break-up of Miscellaneous Consular Services, and the split between appointment, walk-in and postal/courier applications. Please also confirm whether 5,07,768 is the number of applications on which the Service Fee is chargeable.	The details provided in RFP may be used. Yes, 5,07,768 for the period Jan 2023-Dec. 2025 is the total number of applications on which the Service Fee is chargeable. ICAC Centre-wise details are not available with the Mission.
13.		Para 11 - Increase/decrease of ICACs at no additional cost; Annex-L, Schedule-II, Para 1.3	The RFP requires four ICACs initially but also provides that the Mission may increase or decrease the number of ICACs and that the SP shall do so without any additional expenditure/charge to the Mission/applicants. Kindly clarify whether any future additional ICAC would be subject to mutually agreed location, minimum area, manpower and implementation timeline, and whether the additional operating cost is expected to be entirely absorbed within the originally quoted Service Fee.	Yes, future additional ICAC would be subject to mutually agreed location, minimum area, manpower and implementation timeline, and additional operating cost is expected to be entirely absorbed by SP within the originally quoted Service Fee.
14.		Para 1(A)(xi)(a), 1(B)(x)(b), 1(B)(xiii), 1(N)(v) - 30-minute TAT	Please confirm that the 30-minute turnaround time (a) applies to applicants arriving within their appointment slot; (b) excludes time taken for ASS provided to the applicant (photographs, form filling)	30-minute turnaround time is the standard requirement for the processing of applications, which includes capturing photographs and form filing, photocopy, photograph services providing photocopies as well. Separate time could be considered for Form filling if required.

			and any time the applicant leaves the counter to obtain missing documents.	
15.		Exclusive counter at HCI	The SP is required to operate an exclusive submission counter at the Mission on a regular basis. Kindly clarify the expected number of personnel, operating hours/days and infrastructure to be provided by the SP at the Mission counter.	Yes, SP is required to operate an exclusive submission counter at the Mission on a regular basis. Expected number of personnel: 03 and operating hours/days as per Mission's requirement.
16.		Para 1(B)(xii)(b), (e) and (f); SLA S.No. 20 and 39; Annex-L, Schedule-II, Para 8.1(a) and (f) - Call centre hours and call charges	Please clarify (a) whether live call-centre service is required from 7 AM to 7 PM on working days and the 24x7 requirement is only for emergency/automated support. (b) Chapter VII allows normal call charges after five minutes, while Schedule-II allows them after three minutes with prior approval. Please confirm which provisions prevail.	Yes, call-centre service is required from 7 AM to 7 PM on working days and the 24x7 requirement is only for emergency/automated support. Yes, normal call charges after five minutes.
17.		Para 1(B)(x)(f) and 1(B)(xi) - Walk-in facility and emergency services	Please confirm which applicant categories may use the walk-in facility, whether there is any limit on the number of walk-in applications, and whether the same 30-minute TAT applies to walk-in and appointment applicants.	There is no limit on the number of walk-in applications and the same 30-minute TAT will apply.
18.		Para 1(D)(xii); Annex-A, Para 2(iv) and 5; Annex-L Clause 11 - Data retention	The RFP prescribes inconsistent retention periods: records not to exceed one month (Chapter VII D(xii)), backup media to be maintained for 12 months (Annex-A 2(iv)), and data to be kept until upload confirmation but not beyond six months (Annex-A 5). The Draft Agreement also provides for inspection of data for five years after	The retention periods specified under the respective provisions of the RFP shall apply to the relevant categories of records/data.

			expiry. Please confirm a single retention schedule/ period for each category (physical documents, scanned data, CCTV footage, financial records, call recordings), consistent with Kuwait's data protection laws and guidelines.	
19.		A dedicated official is required to assist differently abled applicants, but no separate headcount is identified in the staffing table.	Kindly confirm whether an existing staff member may be designated for this function or whether an additional dedicated headcount is mandatory at each ICAC.	An existing staff member may be designated for this function.
20.		The RFP states that non-managerial and managerial ICAC personnel should have a minimum Bachelor's degree, while the staffing table includes Security Guard, Messenger, Despatch Riders, Reception/Customer Care and ASS staff.	Kindly clarify whether support roles such as Security Guard, Messenger, Despatch Riders, Reception/Customer Care and ASS staff need to have minimum bachelor's degree.	The requirement of a Bachelor's Degree shall apply only to managerial and non-managerial staff.
21.		Para (ii); Chapter XI, SLA S.No. 5 - Penalty for lost/damaged passport or document	Chapter XIII states a penalty of KD 330 per lost passport/document, while SLA S.No. 5 states KD 300. Please confirm the condition that applies.	Penalty of KD 300 as mentioned in SLA, Sl. No.5 applies in such case.
22.		B. Stage 2: Financial Bids (e)	The criteria and process for assessing non-viable bids appear to be unclear. We would appreciate further clarification on the parameters that will be used for such an assessment to ensure transparency, consistency, and a level playing field for all bidders.	The RFP provides for an assessment of the viability of the Service Fee quoted by the bidder by the Technical Evaluation Committee (TEC), with reference to the scope, standards, obligations and performance requirements prescribed in

				the RFP. The RFP does not prescribe a fixed numerical threshold for determining whether a quoted Service Fee is abnormally low. Where the TEC considers that the quoted Service Fee appears to be abnormally low and raises concerns regarding the bidder's ability to perform the Contract satisfactorily, the TEC may seek written clarifications from the concerned bidder. Such clarifications may include, inter alia, a detailed price analysis, the methodology adopted for arriving at the quoted Service Fee, allocation of costs, risks and responsibilities, assumptions underlying the bid and any other information considered necessary by the TEC. For the purpose of assessing commercial viability, the bidder's assumptions regarding the anticipated volume of CPV applications and the corresponding revenue during the Contract period shall be reasonable, justifiable and consistent with the historical application volumes. Any assumptions regarding application volumes or revenue that are considered unrealistic or unreasonable by the TEC

				shall not be taken into account for determining the commercial viability of the quoted Service Fee. The quoted Service Fee shall not be rejected solely on the ground that it is low. The bidder shall be provided an opportunity to furnish the requisite clarifications and supporting information. The TEC shall consider the clarifications furnished by the bidder, including the underlying cost and revenue assumptions, before arriving at a decision on the viability of the quoted Service Fee. Only where, after such examination, the TEC concludes that the quoted Service Fee is not viable for satisfactory performance of the Contract in accordance with the requirements of the RFP, may the Financial Bid be rejected as non-responsive. The decision of the TEC in this regard shall be communicated to the concerned bidder, as stipulated in the RFP.
23.		Annexure: E (s)	Without providing the reasons for disqualification, it would be difficult for any bidding company to understand the basis of its disqualification. We therefore feel that this lack of transparency may affect the level playing field and the principles of fair competition.	Bidders who did not qualify in the Technical Bid stage will be informed of the reason for their disqualification by email. Bidders who do not qualify at the Technical Bid stage, other than on grounds of non-clearance from the security perspective, shall be provided an opportunity to make a representation

				against their disqualification. Such representation shall be submitted to the Ministry within three working days of communication of the decision of disqualification and shall clearly set out the grounds on which the Bidder seeks reconsideration of the decision. The representation shall be duly examined by the TEC, and the decision taken thereon will be communicated to the bidder within three working days of the receipt of the representation. The results of the Technical Bid evaluation shall be finalized after completion of the above process.
24.		Technical scoring for Past Performance with Mission provides 0-1 marks for Serious documented defaults, penalties or unsatisfactory performance.	Kindly clarify whether the imposition of a single penalty on the previous SP will result in the award of 0–1 marks. Since an SP working with the Mission for a long duration may have faced occasional penalties that may not be of serious nature, please confirm whether any specific threshold in terms of the number or cumulative amount of penalties will be considered for such scoring or on what basis the scoring will be done.	Technical Evaluation marking scheme is provided in Part-III Annexure J of the RFP.
25.		Clause 10(iv) - Ownership of material created under the contract	Please confirm that Mission-specific content, branding and applicant data will belong to the Mission, while the SP's existing software platforms and source code will remain the SP's intellectual property. Please also clarify ownership of the website domain and the data-handover requirements at contract end.	RFP provisions are self-explanatory.
26.			If every responsive bidder's Service	Refer to Para B (II) (e) of the RFP.

			Fee is found abnormally low relative to the Mission's internal costing (i.e. none are confirmed viable), does the Mission intend to annul and re-tender, renegotiate with the highest-scoring bidder, or take some other route? The RFP only states the Mission may 'annul the entire bidding process... without assigning any reasons.'	
27.		--	What supporting documentation should a bidder be ready to provide if asked to justify its Service Fee – e.g. a cost breakdown by category (rent, staff, IT, transport, overheads, margin)? Should this be prepared in advance, or will the Mission issue a specific format only if a clarification is triggered?	Refer to Para B (II) (e) of the RFP.
28.		"The Mission handled approximately 5,07,768 no. of services/transactions during the three years from Jan-2023 to Dec-2025…"	Considering the regional geopolitical situation and the impact of the recent war/security situation on travel and consular demand in Kuwait, may the Mission kindly provide the actual category-wise application/transaction count from January 2026 to September 2026? This would enable bidders to assess the current demand pattern and make realistic operational and financial projections.	May refer to para 8 of Chapter I of the RFP.
29.		Chapter-I stipulates that full services at all ICACs shall commence within one month of signing of the Agreement,	There appears to be a discrepancy regarding the prescribed go-live timeline. May the Mission kindly clarify whether the successful	Service Provider will be allowed 45 days from the date of signing of the Agreement for commencement of full services at all ICACs.

		whereas Chapter-XVI provides a period of 45 days for commencement/go-live.	Service Provider will be allowed 30 days (one month) or 45 days from the date of signing of the Agreement for commencement of full services at all ICACs?	
30.		Free Photocopying Service	Kindly confirm whether there is any maximum number of photocopy pages per applicant/application, or whether unlimited photocopies required for processing the application are to be provided free of charge.	Photocopies as required for processing the application are to be provided free of charge.
31.		Free Courier Service	Kindly confirm whether free courier service is limited to one delivery per application and whether any re-delivery due to incorrect address/non-availability of the applicant may be charged separately.	RFP provision shall prevail.
32.		---	Kindly confirm whether the parking spaces required under the RFP are to be provided free of charge to applicants, or whether applicable parking charges may be collected from applicants as per the building/parking operator's prevailing rates.	Applicants shall not be charged any fee for the parking facility. Bidders shall accordingly factor the cost of providing the required parking facility, as specified in the RFP, while quoting their financial bids.
33.		Premises approval	What is the Mission approval process for proposed premises and how many alternatives should ITL submit per ICAC? What happens if the identified premises are no longer available once the contract is awarded	The Bidder shall establish and operate the ICAC at the location specified in its Technical Bid In exceptional circumstances, where the proposed ICAC location becomes unavailable or cannot be utilised due to reasons beyond the control of the SP, the SP may submit a proposal for an alternative location to the Mission/Post

				for consideration. The Mission/Post shall have the discretion to approve or reject such alternative location, taking into account operational requirements and the applicable provisions of the RFP. Any alternative location, if approved, shall meet all applicable requirements of the RFP, including the prescribed location-related criteria. No change in the ICAC location shall be treated as approved unless prior written approval of the Mission/Post has been obtained. The timeline for consideration of any such proposal shall be determined by the Mission/Post based on the circumstances of the case.
34.		Backlog	Please confirm whether the approximately 50,000 passport applications / 8 pages each backlog must be completed within a specified period.	There is no specified period, but this work needs to be completed at the earliest possible.
35.		Consular camps	How frequently and at which locations are Consular Camps expected, and what typical application volumes should be assumed?	To be decided by the Mission as per requirement.
36.		Taxes	Please confirm applicable Kuwait taxes/charges to be included in the service fee and financial bid. In case Kuwait government applies taxes during the contracted period, how will this be factored?	The Service Fee quoted by the Bidder shall be inclusive of all applicable taxes.
37.		CCTV	Please confirm CCTV coverage areas, retention period, resolution and live-feed technical requirements expected by Mission.	The number and placement of CCTV cameras, areas to be covered, recording and retention requirements, and provision of live CCTV feeds shall be as

				specified by the Mission/Post, taking into account the layout, operational requirements and security considerations of the ICAC.
38.		Approval	What is the Mission's pre-verification process and expected turnaround time for staff approvals?	The Service Provider shall submit proposals for new or replacement personnel sufficiently in advance to facilitate timely verification and approval and shall ensure continuity of services through appropriate manpower arrangements pending such approval.
39.		Insurance	Please clarify the exact insurance requirements, including the types, coverage limits, and any other applicable conditions.	The SP shall effect and maintain adequate insurance commensurate with the nature and extent of its obligations and liabilities under the Agreement, including risks relating to the properties of the ICACs, staff obligations and other applicable liabilities in respect of its operations, in accordance with applicable local laws and regulations.
40.		--	If the Annex C is submitted by 2 different companies/organisation individually for pre-verification for the purpose of security verification, as required in RFP; decide to form a consortium or joint venture before the submission date and participate in the tender process. Could you kindly clarify, if that is permissible, as there are no clear instructions available in the RFP for the prospective bidders for such scenario.	Annexure-C is submitted for security verification purpose.
41.		--	Regarding furnishing of Bid security/EMD, can a 100% owned subsidiary of a Bidding company	The Bidder shall furnish the Bid Security/EMD in its own name.

			submit EMD on behalf of the Bidding company.	
42.		--	Regarding furnishing the other Bank Guarantees, can 100% owned subsidiary of a bidding company can submit other BGs on behalf of the bidding company.	All securities required to be furnished under the RFP shall be furnished in the name of the Bidder submitting the bid.
43.		--	**Evidence for current e-Governance/IT experience** The Note under Chapter V permits current experience to be supported by web links and necessary certificates/testimonials. Please confirm whether transaction-volume certification by an independent/statutorily recognised audit agency, read with the relevant Government licence/authorisation and verifiable Government-platform/service records, is acceptable evidence of the prescribed public-interface and average-volume requirements for a current service.	RFP provisions are self-explanatory.
44.		--	**Financial reference periods and currency conversion** Chapter V requires audited financial information for the last three years and separately specifies the turnover period as January 2023–December 2025. For a bidder whose statutory audited financial year runs from 1 April to 31 March, please confirm the audited financial years that should be used for the net-worth and turnover tests, and	Mission shall accept financial statements based on the prevalent statutory accounting year of the country where the Bidder is registered. For the purpose of assessing turnover and net worth eligibility, the Bidder may submit its audited financial statements for the latest completed financial year available as on the last date of submission of bids, and the turnover and net worth shall be assessed on the basis

			whether a certified calendar-year reconciliation is required for the January 2023–December 2025 turnover period. Please also prescribe the exchange-rate source/date to be used for conversion to USD.	thereof.
45.		--	**MSE exemption from Bid Security/EMD** Chapter V expressly exempts eligible registered MSEs from furnishing EMD, whereas Chapters XIV/XV require an EMD BG in Envelope 1 and state that bids received without EMD will be summarily rejected. Please confirm that an eligible MSE claiming the Chapter V exemption will not be rejected for non-submission of an EMD BG and specify the document(s)/declaration that such an exempt bidder should place in Envelope 1 in lieu thereof.	Registered micro and small enterprises (MSEs) (as defined by the Ministry of Micro and Small Enterprises, GoI) are exempt from furnishing Earnest Money Deposit (EMD). Udyam Registration Certificate shall be accepted as valid documentary evidence.
46.		--	**Increase/decrease in number of ICACs — planning assumption** Chapter I/Chapter VII provides that the Mission may increase or decrease the number of ICACs and that any increase is to be implemented without additional charge. **Question:**	The Mission may need to increase or decrease the number of ICACs and/or require relocation of an ICAC based on operational requirements. The Service Provider shall comply with such directions within the timeline specified by the Mission The applicable notice period and implementation timeline shall be communicated by the Mission based on the specific operational requirement.

			For purposes of preparing a financially viable bid, please indicate whether any maximum number of additional ICACs, or any minimum notice/implementation period for establishment of an additional ICAC, is contemplated during the Agreement period. If no quantitative limit or minimum notice period applies, please confirm the same.	
47.		--	**Weekend/holiday opening** The RFP says such opening can be directed by prior written authorisation and must be provided without extra cost. **Question:** *For financial and manpower planning, please indicate the approximate number of weekend/holiday opening days ordinarily anticipated in a year, and the normal advance notice proposed to be given for non-emergency opening.*	Mission cannot anticipate future requirement. Decision will be taken by the Mission as per actual requirement in future.
48.		--	**Premature-Termination Security — average daily application figure:** Chapter X gives the formula, but not the operative "average daily number" to insert into it. **Question:**	Average daily volume for the premature Termination security will be calculated based on the number of working days.

			Please specify the average daily number of CPV applications, that bidders should use for calculating the Security for Premature Termination under Chapter X(1)(iii).	
49.		--	**Mission termination without SP default** The Mission's right is explicit: it may terminate at any time on two months' notice. **Question:** *Where the Mission terminates the Agreement under Chapter XII by giving two months' notice in circumstances not involving any default or breach by the SP, please confirm the treatment of (i) Service Fees accrued up to the effective date of termination and (ii) the release/continuation/invocation, as applicable, of the three Securities furnished under Chapter X.*	Provisions of the RFP in this regard will be followed**.**
50.		--	**Government-system/Mission interruption below 72 hours** The force-majeure provision expressly prevents the SP claiming force majeure unless the event/effect continues for at least **72 consecutive hours**. **Question:**	RFP provisions are self-explanatory.

			Where a verified outage of a Government-controlled platform or a Mission-directed interruption lasts for less than 72 consecutive hours and therefore does not qualify for an SP force-majeure claim, please clarify whether the documented period of such interruption is excluded when assessing an SLA whose performance depends upon availability of that platform/action, provided the SP has complied with the applicable notification and mitigation requirements.	
51.		The SP shall establish 4 (Four) Indian Consular Application Centres (ICACs) for CPV Services as specified in Section 1(A) (xi) of Chapter VII under the jurisdiction of Mission in Kuwait City, Fahaheel, Dajeej and in Jahra,	**Dajeej Center:** Which specific areas will the Dajeej (for example Farwaniya and Jeleeb only?). Center be expected to cater to? This will help us assess public transportation accessibility and availability, especially bus connectivity, and flag any concerns	Dajeej Center is expected to cater to people living in both Farwaniya and Jaleeb.
52.		The RFP states the historical transaction volume for the Mission as 237,295 for the period January 2023 to December 2025, and the quoted Service Fee is subject to viability assessment by the TEC.	The RFP states the historical transaction volume for the Mission as 1671118 for the period January 2023 to December 2025, and the quoted Service Fee is subject to viability assessment by the TEC. In light of this, kindly confirm whether, for the purpose of evaluating and comparing the Financial Bids and of assessing the viability of the quoted Service Fee, this stated historical volume will be adopted as the common and uniform basis for all bidders.	For the purpose of calculating anticipated revenue during the three-year contract period, the Bidder shall assume a total CPV application volume **not exceeding 25 percent** above the total CPV application volume processed by the Mission/Post during the period from January 2023 to December 2025, as provided under Para 8 of Chapter I of the RFP.
53.	The fees	--	In case of late submission of	The existing provision already addresses

	collected on behalf of Mission/Post the same day at the bank designated by the respective Mission/ Post; If the fees could not be deposited in the designated Bank the same day on account of banking hours, it shall be deposited the next day in the first hour of opening of the Bank.		applications post banking hours. It is not possible to submit the fee same day. Additionally, in case of government holidays or weekends the submission can only be done in next working day. Kindly allow the bidders to submit the fee within 2 working days.	situations where the fees cannot be deposited on the same day due to banking hours, by requiring the amount to be deposited on the next day within the first hour of opening of the designated bank.
54.	Minimum parking slots required	--	**Please clarify if the "minimum parking slots" refer to nearby public parking or exclusive parking dedicated to the ICAC property.** While exclusive parking in Kuwait City is normally allocated based on property size, providing the mandatory free parking requested in the RFP (**7 slots in Kuwait City and 6 in Fahaheel**) is technically unfeasible. Securing additional dedicated spaces would require extra procurement costs, directly increasing our pricing and the subsequent service fees for applicants. As the government has transitioned public parking to a paid system, we respectfully ask the Embassy to consider paid parking options.	RFP conditions regarding exclusive parking must be complied with.

55.	Transfer of GOI fee/revenue amounts received from the applicants to the Bank Account(s) of the Mission/Post(s) concerned		Kindly consider the submission fee within 2 working days from the date of collection.	RFP conditions must be complied with.
56.	Postal/ Courier applications		Kindly provide the year wise volume of application received by courier at each location	Year wise numbers of applications are mentioned in the RFP. The details are not available location-wise. As per RFP, Courier service is a mandatory part of Application Support Service (ASS).
57.	Chapter XV clarification of an abnormally low bid		Please confirm that no Financial Bid will be rejected as unviable without first giving the bidder a reasonable written opportunity to substantiate its price through a detailed cost model, efficiencies, group resources, subsidies, existing infrastructure and other legitimate commercial advantages. The RFP permits the Mission to seek a written explanation from a bidder.	May refer to Para B (II) (e) of Chapter XV of the RFP.
58.	Annexure K and Chapter XV		Will the Mission communicate the reasons, calculations and material assumptions used if the lowest Service Fee is rejected? Will the bidder have an opportunity to submit a representation before the next bidder is declared L1? L1 is selected only from bids considered viable and responsive.	May refer to Para B (II) (e) of Chapter XV of the RFP.
59.	Chapter III Determination of Service Fee		Please confirm whether the Service Fee will remain fixed for the full contract term even if statutory wages, localisation requirements, rent, utilities, taxes, insurance,	Yes, Service will remain fixed for the full contract term as mentioned in the RFP.

			technology, security or other mandatory costs materially increase. The Service Fee is fixed, uniform across CPV services and inclusive of applicable taxes and the full RFP scope	
60.	Chapter I historical volumes and Chapter III Service Fee		Do the published historical volumes or the Mission's expected volumes account for the recent increase or revision in passport fees? Will the Mission provide an updated demand assessment showing any observed impact on passport applications? Passport demand may respond to revisions in statutory passport fees and related government charges.	RFP conditions must be complied with. Mission will not provide any updated demand assessment showing any observed impact on passport applications.
61.	Chapter VII Scope of Work and Deliverables		Please confirm whether compliant existing, refurbished or redeployed furniture, IT equipment, security equipment, counters and other assets may be used, provided they meet the required specifications, condition, security and service standards. The RFP requires the SP to establish and equip ICACs but does not clearly state whether every item must be newly purchased.	The Service Provider (SP) shall be responsible for establishing and making operational the new Indian Consular Application Centre (ICAC) at the location approved by the Mission/Post. The SP shall provide all requisite civil, furniture, electrical, IT, communication, security and other supporting infrastructure necessary for the effective, secure and uninterrupted functioning of the ICAC. The infrastructure shall include, inter alia, chairs, tables, workstations, counters, reception and waiting areas, storage, partitions and signage, as well as desktops/workstations, printers, scanners, biometric devices, token/queue management systems, networking and connectivity equipment,

				UPS/power backup and related peripherals. The SP shall also provide necessary power, lighting, air-conditioning, internet connectivity, CCTV, access-control and other utilities and security arrangements as prescribed in the RFP or by the Mission/Post. The ICAC shall be fully equipped, tested and operational before commencement of services.
62.	Chapter VII ICAC premises requirements		Will the Mission permit an ICAC to operate from an Indian community centre, business centre or other shared building, provided the ICAC has exclusive secure areas, separate access where required, compliant data and document controls, CCTV coverage, adequate parking and the prescribed service standards? Community centres and similar collection arrangements are presently permitted in the UAE market. Clarification is required on whether the same operating model will be accepted in Kuwait.	Mission will not permit an ICAC to operate from an Indian Community Centre. ICACs must be set up as per details mentioned in RFP.
63.	Chapters V and XV and Annexures D and J		Please confirm that a bidder currently operating CPV outsourcing contracts in other countries or regions will be made eligible basis their current contracts. The RFP contains mandatory eligibility and Technical experience requirements but does not fully explain how current incumbency	For eligibility criteria, may refer to para (i) of Chapter V of the RFP.

			elsewhere will be assessed	
64.	Chapter XV Technical evaluation		What measures will the Mission use to ensure equal access to material information, including location-wise volumes, transaction patterns, staffing requirements, peak demand, current service arrangements and historical penalty data? Incumbents may possess site-specific information and historical operating data not available to other bidders.	Relevant details have been provided in RFP. Site-specific information and historical operating data is not available with the Mission so it will not be provided to any bidder.
65.	Bidding schedule and Chapter XV		Please confirm the presentation date, reporting time, exact venue, permitted mode of attendance and the minimum notice period that will be provided to Technically responsive bidders. The bidding schedule states that the Technical Bid presentation date is TBD. Chapter XV provides that the Mission will specify the date, time and venue, but the RFP does not identify a default presentation venue.	The presentation shall be made before the Technical Evaluation Committee (TEC), headed by the Joint Secretary (CPV). Each bidder shall be allotted 25 minutes for the presentation, followed by 10 minutes for the Question-and-Answer (Q&A) session.
66.	Ch. I, Para 8 (Volume table)		Kindly provide the volume split ICAC-wise (Kuwait City, Fahaheel, Dajeej, Jahra). Kindly also show Attestation, PCC, Surrender Certificate and GEP Verification separately, as these appear to be included under 'Miscellaneous Consular Services'. Without the split, we cannot plan staff, counters or courier costs for each centre. Miscellaneous services	ICAC-wise details are not available with the Mission.

			grew from about 41,000 (2023) to 66,000 (2025) and need to be understood.	
67.	Ch. III Para (xix) (Determination of Service Fee); Annex-K		Kindly clarify what counts as one 'application' for the single Service Fee. For example: (a) is attestation charged per document or per applicant? (b) Is a family submitting together counted as one application or one per member?	Service fee is charged per document. Family submitting together will not be counted as one application.
68.	Ch. III Para (xix); Ch. VII Para 1(T)		Kindly confirm whether the Service Fee is chargeable on gratis or fee-exempt cases, such as Emergency Certificates for final exit/amnesty cases, ICWF-assisted cases, deportees and applications received at consular camps. Also, provide the month-wise volume of such case in each of the past three years, sss this will be the additional cost to OSP.	Emergency Certificates are issued directly from the Embassy. RFP provisions must be complied with regarding other services.
69.	Ch. III Para (xix)(a),(c); Annex-K Note (iii); Schedule-II Para 4.2		The Service Fee must be inclusive of VAT, although VAT is not currently applicable in Kuwait. Annex-K also refers to 'different provinces of Kuwait'. If VAT or any new tax is introduced in Kuwait during the contract, will the Mission consider a review of the Service Fee? Page 180 states that no revision is allowed even if taxes change. A new 5% VAT would come entirely out of the bidder's fee, so this risk must be priced or clarified.	Service Fee shall be inclusive of VAT and all other applicable taxes. No revision in the quoted Service Fee shall be permitted during the entire contract period. Bidders are therefore advised to quote the Service Fee accordingly, taking into account this provision.

70.	. Ch. VII Para 1(N)(ix); Annex-L Clause 2(xviii)(i)		The SP must digitize a backlog of about 50,000 passport applications (about 4 lakh pages) at no extra payment. Kindly clarify (a) where these records are kept and whether they can be moved to the SP's premises, (b) the deadline for completing this work, (c) the physical condition of the files, and (d) whether delay penalties under Penalty No. 9 apply to this backlog This is a large one-time cost that must be built into the fee. The timeline and location decide how many scanners and staff are needed.	The documents are kept in the Embassy and are in good condition. There is no prescribed timeline for pending digitization work; it must be completed at the earliest possible.
71.	Ch. VII Para 1(G); Para 3(I)(d)		Free courier return applies to all applications. Kindly share the current share of applicants opting for courier delivery versus collection at the ICAC. Free courier is one of the largest hidden costs in the fee. Without the courier ratio, bidders can only guess.	The RFP provisions must be complied with. Courier service is a mandatory part of Application Support Service as mentioned in RFP.
72.	Ch. VII Para 1I and 1(T		Kindly indicate the approximate number of consular camps and weekend/holiday openings held per year in the recent past. These are to be provided at the SP's own cost, so a realistic estimate is needed to include them in the fee.	Consular Camps will be organized when required by the Mission, the Mission cannot project future requirement. ICACs will function as per schedule mentioned in the RFP.
73.	Point d		**We request clarification on the exact scope of services, as there**	OCI/e-OCI has been included in this RFP. Earlier OCI was being issued

			are discrepancies regarding OCI and Surrender Certificate applications. Please confirm if OCI and Surrender Certificate services are included in this tender. If so, kindly provide the **historical year-wise volumes** for both, as this directly impacts our process design, staff training, and system requirements. Additionally, please clarify the following volume-related queries: • **e-OCI Launch:** The upcoming launch of e-OCI services will significantly impact transaction volumes. Will this shift be accounted for in the service fee calculation, and should potential volume reductions be factored into our manpower and ICAC sizing? **e-Visa Volumes:** Kindly provide the projected or historical volume for **e-Visa applications**, as this data is essential for determining accurate manpower allocation and ICAC sizing.	directly by the Mission so historical year-wise volumes are not available. e-Visa is applied online so SP has presently no role to play. The RFP provisions must be complied with.
74.	Ch. V Para (xi); Ch. VII Para 1(H)(i); Annex-D Part III(1); Annex-J Part II(12); Annex-L Clause 2(xix)		• (a) The RFP asks for ISO 9001:2008, but the draft Agreement (Page 156) asks for ISO 9001:2015. Kindly confirm current versions (ISO 9001:2015 and ISO 27001:2022) will be accepted. (b) Kindly confirm whether ISO 23026 is required at bid submission (Pages 19 and 105) or within three months of	ISO 9001:2015 and ISO 27001:2022 will be accepted. A corrigendum is being issued.

			award (Pages 39 and 125).	
75.	Ch. III Para (xvii); Ch. V Para (xiv); Ch. VII Para 1I; Annex-L		Several clauses refer to the 'Post' and 'Mission and Post' (e.g. submission counters 'in the Mission and Post'), although this tender covers only the Embassy of India, Kuwait. Kindly confirm that there is no separate Post and that all such references mean the Mission only. This avoids confusion over whether any additional location or counter is expected.	There is no separate Post, the tender covers only Embassy of India, Kuwait.
76.	Ch. VII Para 1(A)(xi)(a)		Kindly confirm the preferred areas within Kuwait City, Fahaheel, Dajeej and Jahra, and whether any specific zones (e.g. commercial vs. industrial zoning in Dajeej) are acceptable to the Mission.Premises, availability, zoning permits and cost vary greatly between areas.	Preferred area for ICACs has been mentioned in the RFP.
77.	Ch. VII Para 1(A)(xi)(a), Sl. No. 4 (Jahra)		Jahra shows 'IT handler – 0'. Kindly confirm who should handle IT, biometric and scanning issues at this centre, and whether IT support from another centre is acceptable The minimum staffing must be clear, as a shortfall attracts penalties under Penalty No. 17 (Page 65).	Yes
78.	Ch. VII Para 1(A)(xi)(c) and Para S; Annex-L Clause 2(xxiv), 3(i)(b); Schedule-II Para 1.2		Page 27 asks for 'an exclusive submission counter each at the Mission'. Page 157 says the counter is for 'VIPs and other applicants', and Page 158 says it is needed only 'if required by the Mission'. Kindly confirm (a) how many counters are	One Counter with 3 personnel is required at the Mission. Mission will provide space, furniture and internet.

			needed and whether they are mandatory from day one, and (b) whether the Mission will provide the space, furniture and internet. The clauses conflict, and bidders need to know the staffing and setup cost.	
79.	Ch. I Para 2; Ch. XVI Para 1(h) and milestone table		**Please clarify the exact transition and deployment timeline for this contract. Page 3** stipulates a 1-month commencement window, which directly conflicts with the **45-day** period mentioned in RFP. The two clauses conflict, and delay in opening carries a penalty of KD 300 per day per centre (Page 64). **Extension Request:** Concurrently, establishing **15 physical locations** simultaneously within a maximum of 45 days presents extreme logistical and technical challenges. We respectfully request the Embassy to consider adopting the phased or extended rollout framework utilized in the previous **RFP dated 20th November 2025** to ensure seamless operational continuity and compliance	**‘**The selected Service Provider (SP) shall comply with the timelines specified in Chapter XVI of the RFP.

			<table><tr><th>Sl. No.</th><th>Milestone</th><th>Time for Cor</th></tr><tr><td>1</td><td>Signing of the Agreement between the Mission and SP</td><td>Within 30 days Letter of Intent</td></tr><tr><td>2</td><td>Identification & Selection of Premises</td><td>Within 14 Days Agreement.</td></tr><tr><td>3</td><td>Parallel placement of Personnel</td><td>Within 14 Days Agreement.</td></tr><tr><td>4</td><td>IT &Non-IT Infrastructure Installation</td><td>Within 21 Days Agreement.</td></tr><tr><td>5</td><td>Manpower training& handshake with the previous service provider</td><td>Within 21Days Agreement.</td></tr><tr><td>6</td><td>Operations &Implementation</td><td>Within one Mon Agreement</td></tr></table>	
80.	Annex-L Clause 2(ii)(a); Ch. VII Para 1(B)(x)(f)		The draft Agreement refers to a 'minimum number of daily appointments at each centre' but leaves it blank. Kindly share these numbers, along with the categories of applicants eligible for walk-in. These figures are needed to design counters and staff schedules.	Annexure-L contains the draft Agreement. The successful Bidder shall execute the Agreement substantially in the form set out therein. Any modifications to the draft Agreement shall be limited to such changes as may be necessary to give effect to the provisions of the RFP, incorporate Mission-specific particulars or address applicable legal or procedural requirements, and shall be subject to the approval of the Mission.
81.	Ch. XI Sl. No. 5; Ch. XIII Para (ii); Annex-L		The penalty for loss of a passport/document is KD 300 on Pages 60 and 170, but KD 330 on Page 80. Kindly confirm which amount applies. The clauses conflict.	The penalty for loss of a passport may be read as **KD 300**.
82.	Ch. VII Para 1(F)(i); Annex-L; Schedule-II Para 5.1		Kindly confirm whether documents must be delivered to the Mission twice a day (Pages 38 and 150) or at least once a day (Page 181), and whether this applies to all four	Document must be delivered at the Mission twice a day for all ICACs.

			ICACs. Dedicated secured vans from every centre twice a day is a major cost.	
83.	Ch. VII Para 1(D)(iv); Schedule-II Para 7.2		Page 36 requires one receipt per application, while Page 181 allows a bulk receipt for families travelling together. Kindly confirm which rule applies. This is needed to design the receipt system correctly and avoid the 'missing receipt number' penalty.	An individual receipt shall be issued for each application. However, where members of a family are visiting ICAC together, a single bulk receipt may be issued for such applications. The receipt system shall accordingly be designed to ensure proper identification, reconciliation and accounting of each individual application, including those covered under a bulk receipt.
84.	Ch. X Para 1(i) and 1(iii)		Kindly state the actual KD amount of the Security equal to 5 days' average Government revenue. (b) For the Security for Premature Termination, kindly confirm whether 'average daily applications' is based on 250 working days (677 per day, as in Page 6) or 365 calendar days (about 464 per day). Bank Guarantees cannot be arranged without these figures. The basis changes the amount by about 46%.	250 working days.
85.	ICAC Space requirements "The bidder shall furnish documentary evidence		6 marks are awarded where the proposed area merely meets the prescribed minimum, 7 marks where it exceeds the minimum by 10–20%, and 8 marks where it exceeds the minimum by more than 20%. Failure	The bidder shall provide, at the Technical Bid stage, documentary evidence/undertaking demonstrating that the proposed ICAC premises are permissible for the intended use under the applicable local zoning and other

	demonstrating that the area of each proposed ICAC complies with the minimum area prescribed in the RFP."		to meet the minimum gets 0 marks. **What does "documentary evidence" actually mean?** There is an important ambiguity here. The RFPs expressly say **documentary evidence demonstrating the area** must be furnished, but from the provisions I reviewed, they **do not clearly define the exact document that constitutes acceptable documentary evidence** — for example: • executed lease agreement; • title deed; • landlord NOC; • offer letter / Letter of Intent from landlord; • tenancy proposal; • municipality-approved floor plan; • architect's area certificate.	relevant regulations. A landlord's undertaking will be considered at the Technical Bid stage, provided it clearly confirms that the proposed premises are permitted for the intended use under the applicable local regulations. The successful bidder shall, post award of contract, furnish the required certification and supporting documentation from the concerned authorities confirming compliance with the applicable local regulations.
86.	CHAPTER-I: REQUEST FOR PROPOSAL (RFP) — 8.; CHAPTER-X: SECURITIES — 1(i)–(iii)	The Mission handled approximately 5,07,768 no. of services/ transactions during the three years from Jan-2023 to Dec-2025 (equivalent to 677 transactions/services per working day, assuming 250 working days in a year. Details are given below*. This is only an estimate and there may be an increase or decrease in this number due to evolving demand and changes in policy, rules, and	Kindly confirm whether the 5,07,768 historical services/transactions and the stated 677 transactions/services per working day are also the intended application-volume basis for calculating the Performance Security and the Premature Termination Security, and clarify the exact CPV application denominator to be used where "services/transactions" and "applications" differ.	May refer to chapter X of the RFP.

		regulations of either the Government of India or the Government of Kuwait.The SP shall furnish a Security in Kuwaiti Dinar (KD), towards safeguarding the Government funds held temporarily by the SP after collection from applicants and the safety of documents, fixed at 5 days' average daily Government revenue of the Mission from CPV services, as applicable (based on the average of the past two years).The SP shall furnish a Performance Security in Kuwaiti Dinar (KD) fixed @ 5 % of the contract value; Contract value is equal to the Total Service Fee quoted by L1 multiplied by the number of CPV applications processed by the Mission for the last three years. (To be calculated as per L1).Security Amount = Service Fee (as per L1) × 30 (Thirty) days × Average daily number of CPV applications processed by the Mission during the preceding three (03) years.		
87.	CHAPTER-V: MANDATORY ELIGIBILITY CRITERIA — 1(xiv);	The Bidding Company should confirm that it has the capacity to handle higher volumes of consular applications as per the	Kindly clarify whether the Mission has a quantitative surge-volume benchmark or percentage increase against which bidder capacity and appointment-management capability	No quantitative benchmark is prescribed. Bidders are to size surge arrangements on their own assessment and explain them in the Technical Bid, to be evaluated under S.No. 5(a) of Part III of

	ANNEXURE-J: TECHNICAL BID — PART III, 5(a)	requirements of the Mission and Post. The bidder shall explain the proposed appointment management system and demonstrate how appointment slots will ordinarily be made available within five working days, including during periods of increased demand.	will be assessed, or whether bidders are expected to propose their own surge assumptions and capacity model.	Annexure-J. The SP shall in all cases ensure availability of appointments within five working days.
88.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xi)(a)	The SP is required to set up a new Indian Consular Application Center (ICAC) in prominent locations as specified in the following table under the jurisdiction of Mission, in well-connected commercial complexes with ample parking facilities for applicants. The proposed locations for the ICACs should have an area of minimum office space as specified in the table below sufficient for Reception desk/counters/workstation/walk-in applicants, seating of waiting people, space for smooth movement of incoming and outgoing visitors, separate exit/entry to ensure smooth flow of people, etc. At all times SP shall facilitate the availability of appointment slots for submission of application	Kindly clarify, when the Mission increases or decreases the number of ICACs, which corresponding resource requirements will be revised or added beyond the location table, including backend coordination, Mission submission-counter staffing, IT/non-IT infrastructure, and any additional operating resources.	Number of ICACs will be increased as per requirement with the approval of the Mission.

		within FIVE working days. The SP shall maintain a turnaround time of 30 minutes for each application processed at the ICAC. The Embassy of India Kuwait may need to increase or decrease the number of ICACs if deemed necessary, and the SP shall be required to increase or decrease the number of ICACs at no additional expenditure/charge to be borne on such account by GoI/Mission/applicants:		
89.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xi)(b)	Apart from the minimum staff strength mentioned in the above table, the SP shall also provide a minimum of 3 (Three) staff to facilitate the backend coordination and to ensure the smooth functioning of ICACs.	Kindly clarify whether the three backend coordination staff are to be deployed centrally for all ICACs or at specified ICACs, and specify their required working hours and whether the Mission expects any particular roles or functions from these staff.	Deployment of three coordination staff to be decided as per requirement. Working hours as mentioned in RFP.
90.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xi)(c)	The SP shall operate, on a regular basis, an exclusive submission counter each at the Mission with adequate number of staff, for processing the applications of special cases, as decided by the Misson. The SP should quote financial bid keeping in mind this aspect and the SP will not be allowed to charge any additional cost other than the Service Fee quoted in its	Kindly specify the minimum staff deployment required for the exclusive Mission submission counter and confirm whether this staffing is additional to the ICAC-wise and backend coordination staffing.	As mentioned in RFP.

		financial bid, from anyone [either from the applicant or Mission].		
91.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xi)(c)	The SP shall operate, on a regular basis, an exclusive submission counter each at the Mission with adequate number of staff, for processing the applications of special cases, as decided by the Misson. The SP should quote financial bid keeping in mind this aspect and the SP will not be allowed to charge any additional cost other than the Service Fee quoted in its financial bid, from anyone [either from the applicant or Mission].	Kindly provide indicative average and peak volumes of special-case applications expected at the Mission submission counter so bidders can size the separately mandated resource.	The volume of special cases depends on exigencies and is decided by the Mission from time to time; no figure can be indicated.
92.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xiii)	All terms and conditions of payment of fees, refund, and cancellation requests of any service are to be displayed prominently in the public area of ICAC.	Kindly clarify the operational workflow for cancellation requests, including who authorizes cancellation, when a cancellation becomes effective, and how the Service Fee refund is to be processed where the RFP does not otherwise specify the cancellation procedure.	RFP Provisions regarding Refund Service Fee must be complied with.
93.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — (xii) Enquiry and Grievance redressal mechanism —	The SP shall provide a complaint & feedback mechanism on the website where customers can convey their complaints/grievances and feedback. The same shall be shared with Mission to the prescribed mail ID	Kindly clarify the grievance escalation hierarchy and define what will constitute a “serious complaint or grievance” requiring immediate escalation to the Mission.	The grievance escalation levels, response and resolution timelines, and reporting requirements shall be prescribed by the Mission and communicated to the successful bidder. The SP shall comply with the grievance redressal mechanism and related

	(j)–(k)	through an automated mechanism in real-time. The SP shall provide the status and action taken report on all the complaints and grievance mechanisms on a weekly basis, including the complaints received through Mission. Any serious complaints or grievances must be brought to the attention of the Mission immediately. The SP shall act on all complaints/grievances raised within one working day.		requirements prescribed by the Mission.
94.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xvi)–(xvii)	The SP shall, in the ICAC, display the details of the service level matrix along with penalties as provided in Chapter XI of the RFP A monthly compliance report of all the above items with respect to ICAC must be sent to the Missions, with pictures depicting such displays.	Kindly confirm the prescribed format and submission mechanism for the monthly compliance report, including whether the Mission requires a fixed checklist, specific photographs, date-stamped evidence, or any other supporting records.	There is no prescribed format; it may be decided in consultation with the Mission. RFP Provision must be complied with.
95.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — B. Acceptance and forwarding of application to Mission — (I)	The SP is required to accept applications for the following services: (a) Passport(b) Visa(c) OCI(d) PCC(e) Surrender Certificate(f) Misc. consular Services viz., Certificate of Birth(g) Attestation Services (Guidelines for attestation of documents are provided at	Kindly clarify how a new CPV/consular service introduced by the Mission during the contract period will be incorporated into the operating model, including applicable Service Fee treatment, systems/process changes and resource implications.	The list of services can be modified by the Mission as and when required. The service fees for an additional CPV service will remain the same.

		Annexure-I of this RFP) h) Any other service prescribed by the Mission.		
96.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — B. Acceptance and forwarding of application to Mission — (iv)	The SP shall be responsible for the correctness of the factual information in the application form and for matching with the identity of the applicant as per the details in the Passport, address proof, and other documents of the application.	Kindly clarify the extent of the SP's responsibility where factual information supplied by the applicant conflicts with the applicant's supporting documents, and whether the SP is expected to amend such information or only identify and flag the discrepancy.	SP is expected to assist the applicant in submission of correct application form with correct information.
97.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — B.	The SP shall be responsible to accept application forms after due scrutiny as per the checklist approved by the Mission. The SP shall verify such original documents enclosed with the application which are not required to be sent to Mission. A certification marking on the photocopy of the original document "Original Seen and Returned" / "OSR" is to be made by the Service Provider's official followed by signature and date.	Kindly clarify whether the SP's scrutiny is limited to completeness, checklist compliance, fee availability and physical/original-document verification, or whether the SP is also expected to assess the substantive authenticity or genuineness of supporting documents.	SP's responsibility is to submit correct applications form with requisite documents.
98.	CHAPTER-I: REQUEST FOR PROPOSAL (RFP) — 7(x); CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES	Scheduling of personal interviews of the applicants at the Consular Wing of the Mission(s), if required. Whenever the Mission requires any applicant to come for an interview, the SP should coordinate with	Kindly provide indicative historical and peak volumes of applicants requiring personal interviews and clarify whether any appointment scheduling, reminder or coordination SLA is expected from the SP.	No such details are available with the Mission.

	REQUIRED — B. (ix)	the applicant for the same.		
99.	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — D. Issue of bar-coded receipt for applicants — (iv); CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 2	The SP shall issue one receipt for all payments received from the applicant per application, and there should not be any missing serial number. No handwritten receipt or miscellaneous receipt should be issued by the Service Provider. The SP agrees to collect the fee as per Chapter VII: Scope of Work and issue a single Receipt of the total amount received from the applicant for each CPV Service availed in that regard. The Receipt numbers shall be continuous, and there shall be no unexplained missing Receipt numbers.	Kindly clarify which receipt rule governs where a single applicant submits one application covering more than one CPV service: one consolidated receipt per application or a separate receipt for each CPV service availed.	Separate receipt for each CPV Service availed.
100	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — G. Return of documents to the applicants — (i)(c); 3. Applicant Support Services (ASS) at ICACs — I)(d)	The security and timely delivery/dispatch of documents will be the responsibility of the SP, and in case of any loss of documents or delay in returning documents/passports, penalty as indicated in Chapter XI shall be levied. It is the SP's sole responsibility to ensure the delivery standards as prescribed by the Mission.	Kindly specify the delivery standards prescribed by the Mission, including the applicable delivery timelines/geographies and whether any different standards apply to local versus intercity deliveries.	RFP Provision must be complied with.

		Upon receipt of the processed application and document(s)/Passport/PCC/ OCI/SC from the Mission, the SP shall dispatch the same to the applicant by courier in a secure manner and in accordance with the delivery standards prescribed by the Mission.		
101	CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 20. Waiting time at the call center for telephonic queries	The SP agrees to ensure that the telephonic queries shall be responded to from 7 A.M. to 7 P.M. on all working days with updated information on a real-time basis. Waiting time shall not exceed 3 minutes.	Kindly provide indicative average and peak call volumes, including emergency calls, or another call-traffic benchmark, and confirm whether bidders are expected to derive the required number of call lines and agents from their own traffic model.	No such details are available with the Mission.
102	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — 3. Applicant Support Services (ASS) at ICACs; ANNEXURE-J: TECHNICAL BID — PART III, 4(a)	The Service Provider (SP) shall provide the following Applicant Support Services (ASS) to applicants submitting consular applications at the ICACs without levying any additional charge on the applicant.Photocopy: SP shall provide/arrange photocopies of the requisite documents to be submitted by applicants along with the consular applications.Form filling: SP shall provide, on request of the applicant, form filling and document upload services for filling Consular applications. Courier Services: The	Kindly provide indicative historical utilization volumes for the ASS components, particularly photocopying, form-filling/document-upload assistance and courier services, so bidders can size dedicated support resources and equipment for peak periods.	No such details are available with the Mission.

		Service Provider (SP) shall provide courier services for the secure return of processed document(s)/Passport/PCC/ OCI/SC to applicants.		
103	CHAPTER-VIII: SERVICE STANDARDS — 1(a); ANNEXURE-J: TECHNICAL BID — PART III, 5(a)	The SP shall establish an efficient online appointment system, which will ensure the availability of appointments within 5 working days. The SP shall also ensure adequate measures to eliminate no-shows and prevent bulk/fake booking of appointments in the system.The bidder shall explain the proposed appointment management system and demonstrate how appointment slots will ordinarily be made available within five working days, including during periods of increased demand.	Kindly clarify whether the Mission will apply any quantitative KPI or reporting threshold for no-shows, bulk bookings and fake bookings, or whether bidders are expected to propose the control measures and monitoring metrics in their Technical Bid.	No. Bidders are expected to propose the controls and metrics in their Technical Bid [Annexure-J, Part III, S.No. 5(a)].
104	CHAPTER-VIII: SERVICE STANDARDS — 1(d); CHAPTER-XVII: VALIDITY OF AGREEMENT — 1; ANNEXURE-1: SLA — 3. Periodic Review	The services provided by SP will be regularly monitored and reviewed by the Mission on a bi-monthly basis. Any deficiencies/shortcomings in the services rendered shall be resolved by the SP to the satisfaction of the Mission. The Agreement shall be valid for three years from the date of signing of the Agreement. There shall be a review of the performance of	Kindly clarify whether the bi-monthly Mission review, the six-month performance/Agreement review and the three-month SLA periodic review are separate review cycles, and define the meaning of “bi-monthly” for contractual and performance-management purposes.	Yes. Once every two months.

		the SP and the agreement after every six months. The performance of the Service Provider in respect of the terms of this SLA is subject to periodic review every three months, or earlier if required by the Mission, to increase the efficiency of the services and enforce the responsibilities and obligations of the Service Provider as provided for in the Main Agreement.		
105	CHAPTER-V: MANDATORY ELIGIBILITY CRITERIA — 1(xii)	The Bidding Company must deposit a Bid Security Deposit (EMD) for Kuwaiti Dinar (KD) 25,388/- (Kuwaiti Dinar Twenty-Five Thousand Three Hundred Eighty-eight) (approximately @ 5% of the tender value) in the form of Bank Guarantees (BGs) drawn in favor of Embassy of India Kuwait (as per Proforma at Annexure-H). [Tender value is the average annual service fee of the last three-year period, multiplied by the total period of the contract (ie. three years). The EMD should be valid for 45 days beyond the final bid validity period [i.e. last date of bid submission + six months + forty-five days].	Kindly provide the historical annual Service Fee figures or the tender-value calculation used to arrive at the stated EMD amount of KD 25,388, and confirm whether the reference Service Fee is the historical incumbent Service Fee for each of the three years.	As per details provided in RFP.

106	CHAPTER-V: MANDATORY ELIGIBILITY CRITERIA — 1(iii)	The average annual turnover of the Bidding Company during the three-year period (Jan 2023-Dec 2025) must be at least USD 5,00,000. The Bidding Company shall provide audited information certified by an external auditing agency to substantiate the claim of its turnover.	Kindly confirm the exchange-rate methodology and reference date/rate to be used when converting audited financial figures denominated in currencies other than USD for the USD 500,000 turnover requirement.	Exchange rate published by the Central Bank/official monetary authority of the country concerned as on the last day of the relevant financial year may be used.
107	CHAPTER-VI: JOINT VENTURE/CONSORTIUM — 1(a)	Joint Venture (JV): If the Bidding Company proposes to implement the project in collaboration with a local business partner, the type of JV, including a copy of the Agreement, must be provided. The maximum number of partners in JV should not be more than two and the lead member of the JV/consortium should meet at least 75% and other member should meet at least 50% of criteria of Annual Turnover and Net Worth criteria as mentioned in paras 1 (ii) and (iii) in Chapter V: Mandatory Eligibility Criteria. The lead member should also meet the conditions mentioned in para 1(i) in Chapter V: Mandatory Eligibility Criteria.	Kindly clarify whether the lead member's 75% and the other member's 50% thresholds are assessed independently for each financial eligibility criterion and whether any aggregation of financial strength between JV members is permitted.	RFP Provision must be complied with.
108	CHAPTER-VI: JOINT VENTURE/CONS	A local partner, in a JV, is a company which has been working in the said country	Kindly specify the documentary evidence that will be accepted to demonstrate that a proposed local	The Bidder shall submit documentary evidence establishing that the proposed local JV partner has been operating in

	ORTIUM — 1(b)	for at least three years and is registered as a Company as per the local laws. Any company which has been registered only for the purpose of taking part in the present tender process, will not be eligible for consideration as a local partner.	JV partner has been operating in Kuwait for at least three years and is registered as a company under local law.	Kuwait for at least three years and is duly registered as a company under the applicable local laws. Such evidence may include, inter alia, the certificate of incorporation/registration, trade licence(s) and other relevant statutory or regulatory documents indicating the date of establishment/registration and continued operation of the company in the Kuwait. The Mission reserves the right to seek such additional documentary evidence as may be considered necessary to verify the eligibility of the proposed local JV partner.
109	CHAPTER-VI: JOINT VENTURE/CONSORTIUM — 1(f)	The Lead Member of JV should be directly involved in providing outsourcing services and should not leave it to the member of JV on a royalty or commission basis or any other such arrangement.	Kindly clarify the minimum operational functions or responsibilities that the Lead Member must perform directly to satisfy the requirement that it be “directly involved” in providing the outsourcing services.	The Lead Member shall have substantive and demonstrable involvement in the core operational functions relating to the delivery of outsourcing services under the Contract and shall not merely provide its name, credentials, or financial/administrative support while leaving the actual provision of outsourcing services to another JV member on a royalty, commission or similar basis. The Lead Member shall accordingly be responsible for and directly oversee such core functions as may be necessary for effective delivery of the outsourced services, including operational management, supervision of manpower, service quality, compliance with the requirements of the RFP, and coordination with the Mission/Post. The

				precise allocation of functions between the JV members shall be set out in the Technical Bid, and the Lead Member shall remain accountable for its obligations under the Contract.
110	CHAPTER-V: MANDATORY ELIGIBILITY CRITERIA — 1(xvi)	The Bidding Company and, in case of a Joint Venture, each partner company, shall disclose its shareholding financial interest in any other company entity providing/handling citizen-centric services across the globe, including, but not limited to visa, passport, attestation, travel or any other citizen-centric services.	Kindly clarify whether this disclosure has a minimum ownership threshold, whether direct and indirect interests are included, and the relevant cut-off date for the disclosure.	RFP provisions are self-explanatory
111	CHAPTER-V: MANDATORY ELIGIBILITY CRITERIA — 1(xi); CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — H. Quality Control and Assurance — (i)	The Bidding Company must have ISO-9001-2008 (or equivalent) certification for quality management and ISO-27001-2013(or equivalent) certification for IT-related services and ISO 23026-2015 (or equivalent) for website quality certification at the time of submitting Technical and Financial Bids.The SP shall have ISO-9001-2008 certification for quality management; ISO-27001-2013 certification for IT-related services (to be submitted along with the tender documents), and	Kindly clarify which ISO 23026-2015 submission requirement governs: Chapter V requires the certification at Technical/Financial Bid submission, while Chapter VII, section H, states that it may be submitted within three months from award or before commencement of outsourcing operations, whichever is earlier.	The relevant ISO certification shall be submitted along with the Technical Bid or, where applicable, prior to commencement of outsourcing operations.

		ISO-23026-2015 for website quality certification (to be submitted within three months from the date of awarding of the Contract or before the starting of outsourcing operations, whichever is earlier.		
112	CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 31; ANNEXURE-J: TECHNICAL BID — PART I, ii(f)	The SP agrees to ensure that it shall not further outsource any CPV services to any person/company or entity on commission or royalty or on any other basis. No sub-contracting is permitted.Provide a detailed sub-contract plan, if any, within the limits permissible under the terms of this RFP. (Copies of all sub-contracts entered into by the Service Provider to implement obligations under this Agreement should be provided).	Kindly clarify whether any subcontracting is permitted under the RFP. Chapter XI states “No sub-contracting is permitted,” while the Technical Bid requirements request a subcontract plan “if any” within the permissible limits.	Subcontracting is not permitted under the RFP. However, non-core services, such as courier, security and cleaning services, may be subcontracted with the prior approval of the Mission, subject to applicable local laws and regulations.
113	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — 2. Operational Systems and Infrastructure — a.; ANNEXURE-L (DRAFT CONTRACT AGREEMENT) — v)	Complete details of personnel, including their qualifications and experience, to be deployed in the ICACs shall be sent to the Mission for pre-verification purposes for seeking the approval of the Mission concerned.The Service Provider shall provide details of the personnel to be deployed in the ICACs for pre-	Kindly specify the expected turnaround time for Mission/Post approval of new and replacement personnel submitted for pre-verification, so that recruitment, deployment and replacement planning can be aligned with the mobilization and SLA requirements.	The Service Provider shall submit proposals for new or replacement personnel sufficiently in advance to facilitate timely verification and approval and shall ensure continuity of services through appropriate manpower arrangements pending such approval.

	RECRUITMENT AND STAFF REQUIREMENT — vii	verification purposes and approval by the Mission. Persons not cleared by Mission shall be replaced immediately at the Service Provider's cost and liabilities.		
114	ANNEXURE-L (DRAFT CONTRACT AGREEMENT) — 3. INFRASTRUCTURE AND FACILITIES — i) INDIAN CONSULAR APPLICATION CENTRE (ICAC) — f.	The staff of the ICAC shall be well-versed in English and the local language, besides the availability of facility for Hindi and/or the prominent local Indian community language.	Kindly specify the local-language requirements by ICAC, including whether any particular Indian-community language is mandatory at Kuwait City, Fahaheel, Dajeej or Jahra.	Knowledge of English, Hindi and local languages like Malyalam, Tamil and Telugu will be helpful in functioning.
115	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. R. Opening of ICACs during weekends/holidays; T. Consular Camps	The staff of the ICAC shall be well-versed in English and the local language, besides the availability of facility for Hindi and/or the prominent local Indian community language.	Kindly provide indicative frequency and volume assumptions, minimum advance notice and any standard mobilization/logistics requirements for weekend/holiday openings and Consular Camps, since these services must be provided at no additional cost and need to be factored into the Service Fee.	Future projections cannot be provided by the Mission.
116	CHAPTER-XVI: TIMELINES AFTER AWARD OF CONTRACT — 1(c)	21 days after signing of the Agreement, the Mission will evaluate the situation. The Mission must be provided with the status of progress achieved every other day in writing in accordance with the timeline of	Kindly specify the objective readiness criteria, documents/milestones and acceptance conditions that the Mission will use for the 21-day evaluation, including what would constitute satisfactory progress.	The 21 day evaluation shall be undertaken by the Mission to assess the overall readiness and progress of the Service Provider towards commencement of the services, with reference to the requirements of the RFP, the Agreement and the

		implementation set by the Service Provider. If not satisfied with the progress made by the Service Provider to commence the services, the Mission will have the right to terminate the Agreement and invoke the security provided for premature termination of the Contract.		implementation timeline.
117	CHAPTER-XVI: TIMELINES AFTER AWARD OF CONTRACT — 1(f)–(g)	Personnel selected for ICAC must be available to the Mission for training for 5 days in the Mission. The SP may endeavor to get their personnel trained from the outgoing SP at the Mission.	Kindly clarify whether the five-day Mission training is required for all ICAC personnel or designated personnel only, who will set the training dates, and the scope and expected duration of the outgoing-SP handover/handshake. Please also confirm who bears any travel and accommodation costs for personnel attending Mission training.	Training required for all ICAC personnel.
118	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — 2. OPERATIONAL SYSTEMS AND INFRASTRUCTURE — j.	The Bidding Company should provide a viable and effective security system for premises, personnel and data relating to the ICAC in full compliance with the relevant local laws and provisions prescribed by the Mission. An effective security system for access control of applicants and safe custody of documents collected, including information held on IT systems. These include control of entry to the ICAC	Kindly specify the minimum CCTV technical standard and recording-retention period, including whether the live feed is required 24x7 or only during ICAC operating hours, and the minimum recording/storage specifications to be maintained.	The number and placement of CCTV cameras, areas to be covered, recording and retention requirements, and provision of live CCTV feeds shall be as specified by the respective Mission/Post, taking into account the layout, operational requirements and security considerations of the ICAC.

		both electronically and manually, CCTV System with recording and review facilities, transportation of documents in closed containers with appropriate security lock and key system, security staff as required, and fully secured area/rooms for storage of documents and IT related biographic and biometric data and other related measures. The SP is required to make available a live hunting CCTV feed online (IP based) to the Mission pertaining to the visitors and counters area, for monitoring by the Mission. Penalties, as specified in Chapter XI, will be levied for failure to do so.		
119	Chapter V – Mandatory Eligibility Criteria, Clause (xii)	The Bidding Company must deposit a Bid Security Deposit (EMD) for Kuwaiti Dinar (KD) 25,388/- (Kuwaiti Dinar Twenty Five Thousand Three Hundred Eighty-eight) (approximately @ 5% of the tender value) in the form of Bank Guarantees (BGs) drawn in favor of Embassy of India Kuwait (as per Proforma at Annexure-H).	Kindly clarify whether the Bid Security Deposit (EMD) may be submitted in USD instead of Kuwaiti Dinar (KD), for an equivalent amount based on the applicable exchange rate. If yes, please confirm the exchange rate/date to be considered for determining the equivalent USD amount.	Bid Security Deposit (EMD) must be submitted in Kuwaiti Dinar as mentioned in RFP.
120	Chapter VII + Annexure-J	Minimum parking Slots required	Kindly clarify how the Mission will support the SP in addressing	RFP Provisions regarding parking must be complied with.

			parking requirements, given that dedicated parking is generally unavailable in buildings in Kuwait.	
121	Chapter VII 1.A(xi)(a)	Indian Consular Application Center (ICAC)(a)	For smaller ICACs, can counter staff perform combined duties (e.g., reception, application scrutiny, and ASS) provided the overall 30-minute turnaround time SLA is met	RFP Provisions regarding staff must be complied with.
122	Chapter VII:Appointment System Para (x)(f)	The SP shall provide Walk-in facility for the specific category of applicants, prescribed by the Mission.	Please clarify the specific categories of applicants eligible for walk-in services and whether daily capacity limits apply to protect center operations.	The SP shall provide Walk-in facility for the specific category of applicants, prescribed by the Mission. No cap is prescribed for such walk-ins and the same will be decided by the Mission. The SP shall provide a specific time slot for walk-in applicants and plan its capacity accordingly. No exemption from the service standards is provided. Applicants may not be redirected by the SP to the counters at the Mission/Post, which are meant for special cases as decided by the Mission
123	Chapter VII – Applicant Support Services Para 3(I)(b) – Photographs	SP shall provide 4 photographs (as per the prescribed specification) to applicants submitting consular applications. SP shall arrange facilities within the ICAC for capturing photographs of applicants	Under GPSP 2.0 and online portals allowing direct digital photo uploads, please confirm if physical photographs are still mandatorily required for all passport/consular streams	The requirements relating to physical photographs/forms and digital uploading shall be governed by the applicable CPV service and portal requirements. The Service Provider shall provide the prescribed ASS without any charge to applicants, as specified in the RFP.
124	Chapter VII – Para 3(I)©	Applicant Support Services	Does form filling cover end-to-end data entry from scratch on Government of India online portals (e.g., Passport Seva/GPSP 2.0, IVFRT for Visas, OCI portal, and Miscellaneous Attestation portals)	RFP Provisions must be complied with.

			for walk-in applicants who have not completed an online application prior to visiting the ICAC	
125	Chapter VII Para 3(I)(c) +	Operational Systems 2(g)	Does "document upload services" include scanning, resizing, and uploading all supporting enclosures (e.g., address proofs, passports, marriage/birth certificates, affidavits) directly onto the respective Government portal during counter interaction. Does "document upload services" include scanning, resizing, and uploading all supporting enclosures (e.g., address proofs, passports, marriage/birth certificates, affidavits) directly onto the respective Government portal during counter interaction.	Yes, RFP Provisions must be complied with
126	Point no ii sub clause c	The SP shall not indulge in the sale, marketing, solicitation, or promotion of any value-added services, including premium lounge services, within the ICAC premises or in the immediate vicinity thereof, including any area outside or adjacent to the ICAC premises, whether directly or through its employees, agents, or representatives.	If an independent third party, such as a typing center, travel agency, documentation agency, or similar service provider, operates in the immediate vicinity of the ICAC and offers services connected to CPV/consular applications, what measures will the Mission take to prevent such third-party activities from creating confusion among applicants or adversely affecting the SP's operations and reputation?	The obligation in the clause relates to the SP, its employees, agents and representatives. Activities of independent third parties are outside the scope of the Agreement. The SP may bring any instance of misrepresentation to the notice of the Mission, which may take such action as it considers appropriate. The SP shall ensure that information on services and fees, including that ASS are free of charge, is prominently displayed at the ICAC and on its website [Chapter VII, Paras 1(A)(xii)–(xv) and 3(IV)].
127	CHAPTER XI: SERVICE LEVEL METRICS/PENALTIES Location of the ICAC	The SP agrees to ensure that as specified in the RFP, the location of the ICAC must be as per the information submitted in the RFP. Approval of	If, after award of the contract, the proposed ICAC location becomes unavailable or operational requirements necessitate relocation, would the SP be permitted to propose an alternative location,	Yes, with the approval of the Mission.

		Mission/Post(s) concerned is required in each such case.	subject to prior approval of the Mission/Post?Could the RFP clarify the process and timeline for obtaining such approval?	
128	Point no 3-sub clause II	SP shall be responsible for providing the aforesaid 'Application Support Services' viz. photocopying, printouts, photographs, Form filling, and Courier services, to applicants at no additional charge/cost to be borne by applicants. Failure of SP to provide Applicant Support Services (ASS) to applicants submitting consular applications at ICACs would lead to a penalty as prescribed under Chapter XI of the RFP.	1.Could you please clarify whether printing services (black & white or color) are also included under the no-cost Application Facilitating Services? 2.Additionally, since GPSP 2.0 allows digital uploading of photographs and documents directly to the portal, what is the rationale for still requiring physical photographs and physical application forms from applicants when all documents can be uploaded either by the applicant or at the ASS counter?	ICAO compliant photographs will be clicked at the ICACs. SP shall capture photographs of applicants/ provide physical photographs and scan relevant documents, as applicable, in accordance with the requirements of the system. The modalities and operational procedures in this regard shall be communicated to the SP by the Mission/Ministry, as and when applicable. The SP shall comply with such requirements accordingly.
129	Point No. 9(2)	Period of referred service should not be more than five years old with the length of service being minimum of two years. 3.The services under reference should pertain to categories of services eligible for the present tender process	Kindly clarify whether the requirement that the "period of referred service should not be more than five years old" means that the service must have commenced within the last five years, or whether a reference will also be considered eligible if the service commenced more than five years ago but continued into or was completed within the last five years, provided that the minimum length of service is two years. For example, if a bidder provided the relevant service to a client from 2018 to 2024, would such a reference be considered eligible	RFP Provision is self-explanatory.

			under this criterion?	
130	CHAPTER VIII: SERVICE STANDARDS	The SP shall also ensure adequate measures to eliminate no-shows and prevent bulk/fake booking of appointments in the system.	1.Since the RFP permits submission of applications through representatives, should these submissions also be routed strictly through the appointment system? 2.Additionally, how will the Mission/Post support the SP in managing bulk appointment requests submitted by companies handling large volumes of blue-collar workers, to ensure compliance while preventing no-shows and fake bookings?	RFP Provisions must be complied with. The facility for submission of an application through a representative shall be available only in cases where the applicant has a genuine difficulty in personally visiting the ICAC. The representative shall be a person duly authorised by the applicant to submit the application on the applicant's behalf. For the avoidance of doubt, travel agents, agencies, intermediaries or any other third party acting in a commercial or professional capacity shall not be considered as authorised representatives for this purpose.
131	CHAPTER XI: SERVICE LEVEL METRICS/PENALTIES	1. Any violation of the terms and conditions mentioned in this RFP / agreement signed after the conclusion of the RFP shall entail the imposition of penalties on the SP by the Mission. For violation of any terms and conditions of the Agreement, unless otherwise specified, the SP shall be liable for a penalty, if two warnings given to the SP remain unheeded: @ AED 800 for the first time of such violation, AED 1900 for the second violation, AED 3700 for the third violation and any further violation	1.Could the Mission clarify whether the two warnings will be issued for the same violation or for any violations, and whether the SP will be given a reasonable opportunity to provide an explanation and/or corrective action before a penalty is imposed? 2.Additionally, will the applicable penalty be determined per incident or per violation, and will there be a defined process for review or representation against the penalty?	RFP Provisions must be complied with.

		may lead to invocation of relevant security(ies), as applicable, and termination of the Agreement		
132	Chapter I: Para 11	The Mission/Post may need to increase or decrease the number of ICACs if deemed necessary, and accordingly, the SP shall be required to increase or decrease the number of ICACs at no additional expenditure/charge to be borne on such account by the Ministry/Mission/Post/ applicants. SP should quote financial bid keeping in mind this aspect and SP shall not be allowed to charge any additional cost from anyone [neither from the applicant nor from Mission/Post/Ministry]	If the Mission requires an increase or decreases in the number of ICACs post-award, or if an approved ICAC requires relocation, please clarify the binding timelines and notice period provided to the Service Provider.	To be decided by the Mission when such situation arises.
133	Chapter VII: Para (xii) – Enquiry & Grievance Redressal, particularly (a)–€	The SP shall provide an efficient and courteous telephonic inquiry system through Toll-free numbers/Voice Over Internet Protocol (VoIP) and shall maintain a chatbot in the website and a dedicated What's App bot.	Please provide daily/monthly call volume benchmarks so bidders can appropriately size call lines, VoIP channels, and agent capacity to meet the 3-minute wait time SLA	No such details are available with the Mission.
134	Chapter VII – Applicant Support Services	General	For complex attestation, power of attorney, or sworn affidavit applications requiring customized drafting, is form filling restricted to standard online fields, or does it extend to drafting legal/affidavit	Form filling, as per requirement of the applicant.

			text?	
135	Chapter VII – Applicant Support Services	General	To enable bidders to accurately size counter, staffing, and equipment capacity across all ICACs, kindly provide indicative service-wise (Passport, Visa, Attestation, etc.) counts for Applicant Support Services (ASS) delivered by the outgoing Service Provider since July 2026.	No such details are available with the Mission as Service Provider deals with these issues.
136	Chapter VII – Applicant Support Services	General	What is the average or total counts of (a) Photocopies/Printouts, (b) 4-Passport Photographs, (c) Form Filling/Document Uploads, and (d) Courier Dispatches delivered by the outgoing Service Provider since July 2026 Absence of the required counts data will give an undue advantage to the incumbent Service Provider. Providing this information is therefore essential to ensure a transparent and level playing field for all bidders.	No such details are available with the Mission.
137	Chapter VII – Applicant Support Services	General	What percentage of total daily applicants (walk-in vs. appointment) utilized the Form Filling service at the ICACs Absence of the required counts data will give an undue advantage to the incumbent Service Provider. Providing this information is therefore essential to ensure a transparent and level playing field for all bidders.	No such details are available with the Mission.
138	CHAPTER-I: REQUEST FOR PROPOSAL (RFP) Sub point 3	The proposal may form part of the final contractual documentation	Kindly clarify whether the proposal submitted by the successful bidder will form an integral part of the final contractual documentation. Or it shall be the same	Yes

139	CHAPTER- II: BIDDING SCHEDULE AND PROCESS	General	What is the stage at which security verification will happen?	Security verification will be done by Ministry after submission of Organization Profile.
140	Point Iv	The SP shall be responsible for the correctness of the factual information in the application form and for matching with the identity of the applicant as per the details in the Passport, address proof, and other documents of the application	Kindly clarify the scope of the SP's responsibility for the "correctness of factual information" in the application form. Since the accuracy of the information provided is primarily dependent on the applicant, please specify whether the SP's responsibility is limited to verifying the information against the passport, address proof, and other supporting documents submitted by the applicant, rather than independently validating the factual accuracy of the information provided.	The Service Provider shall be responsible for verifying the completeness and factual particulars of the application to the extent prescribed in the RFP, the applicable checklist and the instructions of the Mission/Post, including cross-checking the information provided in the application against the documents submitted by the applicant.
141	Point (A)	The Bidding Companies that did not qualify in the Technical Bid stage will be informed of the reason for their disqualification by email.	Kindly clarify whether the Mission will provide a detailed explanation of the reasons for disqualification, including the specific technical evaluation criteria that were not met; to enable the disqualified bidders to understand the basis of the decision and when will the decision be sent to the bidder. Please explain the timeline for the same.	May refer to para B (II) (a) &(b)
142	Point 9 sub point 3	Market Reputation and Client Reference The services under reference should pertain to categories of services eligible for the present tender process	Kindly clarify the scope of service categories considered eligible under this clause. Will experience in similar or allied services, such as passport, visa, consular, attestation, document verification, and other Government-to-Citizen (G2C) services, be accepted as relevant experience, or must the references	RFP provision is self-explanatory

			pertain strictly to the specific category of services covered under the present tender?	
143	Point III	SP shall not be allowed to charge applicants any additional cost other than the Service Fee quoted in its financial bid for providing ASS at ICACs. Unauthorized collection of any additional charge/ fee from applicants would invite penalties as prescribed under Chapter XI of the RFP.	Kindly clarify whether the restriction on collecting any additional charges from applicants applies exclusively to the Service Provider (SP) in respect of the services covered under the present tender, and whether any separately authorized charges for services outside the scope of the tender are excluded from this provision.	The SP shall not collect, demand or accept any charges, fees or payments from applicants, directly or indirectly, other than the single Service Fee specified in the RFP, including by way of any Value Added Service or other ancillary service. Any such collection, demand or acceptance shall constitute a breach of the Agreement and shall attract penalty in accordance with the provisions of the
144	Point 2(A) - scoring	ICAC Space requirements the bidder shall furnish documentary evidence demonstrating that the area of each proposed ICAC complies with the minimum area prescribed in the RFP.	Kindly clarify whether the requirement for the proposed ICAC area to exceed the prescribed minimum area by more than 20% is applicable to each individual ICAC location separately or is assessed based on the aggregate area of all proposed ICACs across the designated locations.	RFP provisions are self-explanatory.
145	Point C Acceptance of Fee	The SP shall collect bank/agency charges for such transactions from the applicants on an actual basis. The SP must provide rates of such bank/agency charges on the letterhead duly certified by the Bank/agency receiving the bank/agency charges.	In view of the applicable local laws and regulations, under which the Service Provider (SP) may be prohibited from passing certain bank/agency transaction charges on to applicants, the above clause appears to permit the collection of such charges on an actual basis. Kindly clarify whether the SP is permitted to recover these charges from applicants under the present RFP, and confirm how this provision is to be interpreted and implemented in compliance with the	Provisions in the RFP regarding bank/agency charges must be complied with.

			applicable local laws and regulations.	
146	CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 17; ANNEXURE-J: TECHNICAL BID — PART II, 4	[Minimum Staff Required table, e.g. Kuwait City: 16 counters, Counter Staff-16; Fahaheel: 14 counters, Counter Staff-14; Dajeej: 14 counters, Counter Staff-14; Jahra: 3 counters, Counter Staff-3] In case, a staff member is on leave, a substitute shall be provided and the Mission shall be kept informed. Number of staff offered by bidding company which should not be less than the Minimum prescribed for each role.	The table shows one counter staff member per counter at every ICAC (for example, 16 for 16 counters at Kuwait City), but each ICAC must work six days a week with at least 48 working hours and 39 submission hours per week, and a substitute must be provided when a staff member is on leave. Kindly confirm whether the table figures are (a) the minimum number of staff who must be present at any given time (i.e., per shift), or (b) the minimum total employees to be on the SP's payroll for that ICAC. If (a), kindly confirm that the additional relief staff needed to cover annual leave, sick leave, public holidays and other approved leave are over and above the table figures, and whether such relief staff will be counted in the "number of staff offered" in the Technical Bid.	Provisions in the RFP must be complied with.
147	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xi)(a), Indian Consular Application Center (ICAC) [Minimum Staff Required table]; CHAPTER-XI: SERVICE LEVEL	[Minimum Staff Required table: "Country Manager-1" and "ICAC Manager-1" shown at Kuwait City; "ICAC Manager-1" at each of Fahaheel, Dajeej and Jahra] Each ICAC should have a designated Centre Manager who is responsible for the functioning of the ICAC. The SP shall also ensure that a Country Manager responsible for the	Parameter 18 asks for one designated Centre Manager at each ICAC and a Country Manager as Head of all ICACs, while the table lists the Country Manager only against Kuwait City, together with a separate ICAC Manager. Kindly clarify: (1) whether the "ICAC Manager" shown at each ICAC is the "Centre Manager" for Parameter 18, and whether the Country Manager is a separate person who is counted	Country Manager is one for Kuwait. ICAC Managers are different, one for each ICAC.

	METRICS/PENALTIES — 18; ANNEXURE-1: SLA — 3. Periodic Review	operations of all the ICACs in the country is appointed as Head of the ICACs. The Country Manager based in the place of operations, or any other person approved by Mission in consultation with the OSP, is responsible for facilitating such regular reviews.	within the Kuwait City total of 27; (2) whether the Country Manager must be based in Kuwait City and may also act as the Kuwait City ICAC Manager, or must be in addition to the ICAC Manager shown; and (3) at the smaller ICACs, particularly Jahra with only 3 counters and one ICAC Manager, whether that manager may also operate a counter or must be additional to the counter staff.	
148	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xi)(a), Indian Consular Application Center (ICAC) [Minimum Staff Required table]; P. Facilities at the ICAC — vii	[Minimum Staff Required table: "IT handler" 1 each at Kuwait City, Fahaheel and Dajeej and 0 at Jahra; "Messenger" 2 each at Kuwait City, Fahaheel and Dajeej and 1 at Jahra; "Staff for Applicant Support Services" 4, 3, 3 and 1; "Security/Usher" 2 (1-Male/1-Female) at every ICAC] Minimum submission hours per day* : 6½ Hours Minimum working hours per day : 8 Hours *Exact timings will be decided by Mission(s).	Kindly clarify the working-hour and work-allocation expectations for the non-counter roles in the table: (1) whether the IT handler, Applicant Support Services staff, Messenger and Security/Usher must be present for the full working day (minimum 8 hours) or only during the 6½ hours of submission time, and, since only one IT handler is listed at each ICAC, who covers that role during meal breaks, leave and sickness; (2) for Jahra, where no IT handler is listed, whether the SP may cover this function through a visiting or remote IT support team (for example, from Kuwait City or Fahaheel) without being treated as non-compliant with Parameter 17; and (3) whether, within the same ICAC, listed non-counter staff may support one another during quiet periods (for example, ASS staff helping at the reception desk) without this being	Provisions in the RFP must be complied with.

			treated as a deviation from the staffing table.	
149	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — P. Facilities at the ICAC — vii; CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 14; ANNEXURE-J: TECHNICAL BID — PART II, 8; ANNEXURE-L (DRAFT CONTRACT AGREEMENT) — Clause 2: xxi; SCHEDULE-II — 2.1	ICAC should remain open for six days a week from Saturday to Thursday. Acceptance of application at the counters of ICAC should be at least 39 hours per week and Back Office working time should be at least 48 hours per week. (Working hours/submission hours can be modified by Mission). The SP shall ensure that there shall be 48 working hours per week and 39 working hours for submission/collection of applications at each ICAC While the ICAC shall operate at least 48 hours (with a minimum eight hours per day) per week excluding public holidays, it shall have at least 39 hours per week for submission of applications (with a minimum six-and-half hours per day) at the counters of ICAC. The exact timings will be decided by the Mission concerned.	The RFP describes the 48 hours in different ways: Chapter VII and Annexure-J call it “Back Office working time”, whereas Parameter 14 and Schedule-II say the ICAC shall “operate” 48 hours. The RFP also gives no opening or closing time, only that the exact timings will be decided by the Mission. Kindly confirm: (1) the daily opening and closing times, or when and how the Mission will fix them, since shifts and rosters cannot be planned without them; (2) whether the 48 hours means the ICAC must be open and staffed for applicants (e.g., enquiries, ASS, collection of passports), or only that back-office staff must be at work, and whether the “minimum eight hours per day” is counted with or without staff meal and prayer breaks; and (3) which activities are expected in the time between the 6½-hour submission window and the 8-hour working day, and whether collection/delivery of documents falls inside the 39 hours.	Provision in the RFP stands as such.
150	CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 14	Any violation may lead to a penalty of KD 150 per day, unless commuted or decided otherwise by the Mission concerned in special circumstances.	Kindly clarify how compliance with Parameter 14 will be measured: (1) whether the KD 150 per day penalty applies per ICAC per day, and whether any tolerance applies for delayed opening, early closing or	The relevant provision of the RFP is self-explanatory.

			a counter opening late; (2) whether compliance is assessed on daily hours or on the weekly 39/48-hour totals (so that a shortfall on one day can be made up on another day of the same week); and, (3) what evidence the Mission will use to establish a violation (e.g., token/appointment system logs), whether it will be shared with the SP, and whether the penalty will be waived when the closure is for reasons outside the SP's control (for example, a power cut or a holiday announced at short notice).	
151	CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 17	each counter shall, at all times, be manned by staff with appropriate qualifications.	Kindly confirm whether "at all times" under Parameter 17 means during the submission hours only, and whether short staggered breaks (meal, prayer and rest breaks) are permitted, with a counter briefly unmanned or covered by a floating staff member, without being treated as a breach. Kindly also specify the longest break duration that will be accepted.	During the submission hours
152	CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 17	Any discrepancies on this account, unless specifically approved by the Mission concerned shall be rectified by the SP within a period of 30 days, failing which, a penalty of KD 300 per day for the next 30 days will be levied. Any delay beyond a period of 60 days will result in levying of penalty at the	Kindly clarify the basis on which Parameter 17 penalties are calculated: (1) whether the KD 300 / KD 600 per day is levied per ICAC, per vacant counter, or per vacant staff position; (2) whether the 30-day rectification period starts only after the Mission notifies the shortfall in writing; (3) for a vacancy arising from	Provision of the RFP is self-explanatory.

		rate of KD 600 per day.	resignation, termination, work-permit or residence-visa processing, or a Mission-requested removal, whether the time taken by the Mission to clear the replacement is excluded from the 30/60-day periods; and (4) whether short-term absences covered by an approved substitute fall outside this parameter.	
153	CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 18	Any violation would lead to a penalty of KD 60 per week till the matter is rectified. A part of the week will be taken as a full week.	Kindly clarify how the Parameter 18 penalty of KD 60 per week will be applied: (1) whether it is levied per ICAC without a Centre Manager (or for each week the Country Manager post is vacant), and whether a manager on approved leave, covered by an acting manager whose name is given to the Mission, is treated as compliant; and (2) whether the weekly penalty starts only after the Mission notifies the vacancy, and whether the time taken for Mission clearance of the new manager is excluded.	Provisions in the RFP must be complied with. Mission will decide about penalty as per RFP.
154	CHAPTER-XI: SERVICE LEVEL METRICS/PENALTIES — 17; CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — 2. Operational Systems and Infrastructure — a, b; ANNEXURE-L	In case, a staff member is on leave, a substitute shall be provided and the Mission shall be kept informed. Complete details of personnel, including their qualifications and experience, to be deployed in the ICACs shall be sent to the Mission for pre-verification purposes for seeking the approval of the Mission concerned. Persons not cleared by the Mission	Kindly clarify how the requirement to provide a substitute for staff on leave is intended to work alongside the pre-verification requirement. Specifically: (1) whether the SP may obtain Mission clearance in advance for a standing pool of relief staff who can then be deployed at short notice (including same-day cover for sick leave) without fresh approval; (2) whether such a pool may be shared between the four ICACs (Kuwait City, Fahaheel, Dajeej and Jahra) and moved temporarily from one	To be decided in consultation with the Mission.

	(DRAFT CONTRACT AGREEMENT) — Clause 3: v) Recruitment and Staff Requirement — vii	shall not be appointed in the ICAC.	ICAC to another, with the Mission informed; and (3) the form and timing in which the Mission is to be "kept informed" of each substitution (e.g., daily roster, prior notice for planned leave, same-day notification for unplanned absence).	
155	SCHEDULE-II — 2.2	Extended hours/additional staff for peak periods/seasons shall be arranged by the Service Provider in coordination with the Mission to facilitate the applicants without any additional charges.	Kindly clarify the scope of the extended-hours obligation: (1) how "peak periods/seasons" will be identified and notified (e.g., by the Mission in writing with a minimum notice period) and the expected number of such periods per year; (2) the maximum extension to daily/weekly hours the Mission may require, and whether it must remain within the limits permitted by Kuwait's labor law on working hours and overtime; and (3) whether extended hours may be met by existing staff working compensated overtime or taking time off in lieu, or must be met by additional staff.	RFP provision is self-explanatory.
156	Clause 2: xxiii and Clause 3: Infrastructure and Facilities — (n); SCHEDULE-II — 2.3	The SP should also have arrangements to provide emergency CPV services outside office hours as well as on weekends/holidays: modalities in this regard will need to be worked out in coordination with the Mission. Provisions shall be made for emergency visa/passport/consular services after office hours,	Chapter VII refers to arrangements to "provide emergency CPV services" outside office hours, whereas Schedule-II and Annexure-L refer only to designating one person to coordinate with the Mission. Kindly clarify: (1) whether the SP's obligation is limited to one on-call coordinator, or also includes making counter staff available to receive emergency applications after hours and on	Emergency CPV services outside normal working hours, including weekends and public holidays, shall be provided as directed by the concerned Mission/Posts. The scope, response time and operational arrangements shall be determined by the concerned Mission/Post based on the requirements of each case. No additional fee or separate reimbursement shall be payable

		weekends and holidays by the Service Provider by designating one person to coordinate with the Mission without any additional charges. Nominate a person who will be reachable during weekends/holidays or after office hours, for coordination with the Mission to deal with any emergency situation.	weekends/holidays; (2) the expected response time, and the location (the Mission or a specified ICAC) where such applications will be processed; and (3) whether one coordinator for the whole country is sufficient, and whether the on-call duty and any after-hours attendance are to be covered within the SP's existing staffing.	
157	— Clause 3: Infrastructure and Facilities — (k); SCHEDULE-II — 8.1(a)	maintenance of 24*7 emergency calling assistance and grievance redressal registration mechanism the telephone enquiries shall be attended to from 7 AM to 7 PM on all working days. An automatic answering system shall be functional outside the above period, including holidays. Establishing a separate 24x7 helpline number/Call Centre; The Toll-free numbers/Voice Over Internet Protocol (VoIP) Calls should preferably, be handled locally from Kuwait.	Chapter VII provides for live telephone enquiries from 7 AM to 7 PM on working days with an automatic answering system outside those hours, whereas Chapter I refers to "24*7 emergency calling assistance" and Schedule-II, para 8.1(a) refers to a "24x7 helpline number/Call Centre". Kindly clarify: (1) whether live agents are required 24x7 or only 7 AM–7 PM on working days; (2) if live 24x7 agents are required, whether this applies on weekends and holidays and in which languages; and (3) whether call-center agents are part of the ICAC staffing table or additional to it (noting that 7 AM–7 PM is longer than the minimum 8-hour ICAC working day), and whether they need Mission pre-verification.	The telephone enquiry service shall operate from 7:00 AM to 7:00 PM on working days, with an automated answering system outside these hours, as prescribed in Chapter VII. The OSP shall also provide 24*7 emergency calling assistance
158	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES	The ICAC must have the infrastructure /facilities like ramp/lift/wheelchair to facilitate the entry of	Kindly clarify whether the "dedicated official" to assist differently-abled applicants must be an additional resource at every ICAC over and	Differently-abled applicants must be attended to as and when they arrive.

	REQUIRED — P. Facilities at the ICAC — xii	differently-abled applicants. There shall be a dedicated official to assist the differently abled applicants.	above the minimum staff in the staffing table, or whether a designated ASS, Messenger or Security/Usher staff member may perform this role alongside primary duties. Kindly also confirm whether the role is required for the entire submission window at all four ICACs, including Jahra with only 3 counters, and whether any specific training is expected.	
159	ANNEXURE-J: TECHNICAL BID — PART III (Technical Bid Evaluation Proforma) — b. Organizational Capacity and Resource Planning	[Evaluation criterion, 6 marks: The bidder shall furnish a detailed organizational structure covering: Country-level management; ICAC-wise staffing; Reporting hierarchy; Supervisory arrangements; Shift management; Backup manpower; Leave replacement mechanism; Training programme; Business Continuity Plan (BCP); Disaster Recovery]	Kindly clarify how this criterion will be assessed: (1) whether the Mission expects a duty roster, relief-staff plan and leave calendar by ICAC as part of the Technical Bid, and in what format; (2) how marks will be awarded for shift management, backup manpower and leave replacement, and in particular whether relief staff offered over and above the minimum staffing table will be credited, given that the staff offered must not be less than the minimum for each role and no charge beyond the quoted Service Fee is allowed; and (3) whether the roster and relief plan submitted in the bid will become binding after award or may be adjusted with Mission approval as volumes change.	The technical evaluation criteria are self-explanatory.
160	ANNEXURE-L (DRAFT CONTRACT AGREEMENT) —	The SP should not utilize NGOs to recruit/hire staff for the ICACs without explicit approval of the Ministry. The	Kindly clarify: (1) what the Ministry means by “NGOs” in the recruitment restriction, and whether recruitment through licensed local	The relevant provision of the RFP is self-explanatory.

	Clause 1: Provision of Services and Fee — (x)–(xi); SCHEDULE-II — 11. Outsourcing	SP should ensure that the minimum wages of the staff are as per the local law in Kuwait and in the absence of minimum wage rules, wages should be at market rates. The Service Provider may outsource some of the non-core services it provides to the Mission. For example, the Service Provider may use a reputable courier, security guards, etc.	manpower/recruitment agencies, or through the SP's own group companies and offices in other countries (e.g., India), is permitted without Ministry approval; (2) how "market rates" will be judged where no minimum wage rule applies to a role, i.e., which benchmark the Mission will use; and 3) if security guards, ushers or messengers are supplied by a licensed outside company as Schedule-II para 11 suggests, whether such staff count toward the staffing table and need Mission pre-verification.	
161	ANNEXURE-L (DRAFT CONTRACT AGREEMENT) — Clause 3: v) Recruitment and Staff Requirement — viii	The Service Provider shall ensure that all his / her employees are paid salary at or above the minimum wage as per local laws. The salary slips of each of the employees at respective ICACs shall be shared with the Mission every month.	Kindly clarify how the monthly salary-slip requirement will work in practice: (1) whether it covers all staff at the ICACs, including managers and relief staff, and whether the Mission wants the slips themselves or a payroll summary/bank wage-transfer record as proof; (2) whether personal details such as bank account and ID numbers may be masked, and whether the Mission will keep the slips confidential and use them only to verify wage compliance, since the SP will need employee consent under local privacy rules; and (3) the date by which each month's slips must reach the Mission, and the consequence if payment of a particular employee is delayed for reasons outside the SP's control.	Provisions of the RFP must be complied with.

162	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED — A. (xi)(a), Indian Consular Application Center (ICAC) [Minimum Staff Required table]	[Minimum Staff Required table: "Security/Usher-2 (1-Male/1-Female)" at each of Kuwait City, Fahaheel, Dajeej and Jahra]	Kindly clarify the intended duty arrangement for the Security/Usher role: (1) whether both the male and female staff must be present for the entire working day, or only during the submission hours, and what duties the Mission expects from each (for example, door control, queue management, assisting female applicants, bag checks); (2) when one of the two is on leave or sick, whether the replacement must be of the same gender; and (3) whether at Jahra (3 counters) the two-person requirement still applies in full, or whether one person may cover the role with the Messenger or ASS staff supporting.	The relevant provision of the RFP is self-explanatory.
163	ANNEXURE-J: TECHNICAL BID — PART I, ii(b), (d)	Indicate in each case the number of Staff expected to be drawn from within the service providers' organization, staff newly recruited, and staff on part-time employment under this Contract. Give names and positions held by Key Staff who will be responsible for the management of the contract, along with their experience in this field.	Annexure-J contemplates "staff on part-time employment" and names of "Key Staff". Kindly clarify: (1) whether part-time, split-shift or floating staff (shared across counters, or between ICACs) may be used to meet the minimum staff requirement, how they will be counted against the table (as headcount or full-time equivalents), and whether Mission pre-verification applies to them in the same way as to full-time staff; (2) which roles the Mission treats as "Key Staff" (for example, the Country Manager and ICAC Managers), and whether the persons named in the bid must be the ones deployed after award; and	Part-time or split-shift staff may be deployed by the Service Provider, provided that the minimum staffing requirement specified in the RFP is maintained at all times during the prescribed working hours of the ICAC.

			(3) the process and time allowed to replace a named Key Staff member who leaves before or after award.	
164	CHAPTER-VII: SCOPE OF WORK AND DELIVERABLES REQUIRED	[Minimum Staff Required table: “Staff for Applicant Support Services” — Kuwait City 4, Fahaheel 3, Dajeej 3, Jahra 1] Photographs: SP shall provide 4 photographs (as per the prescribed specification) to applicants submitting consular applications. SP shall arrange facilities within the ICAC for capturing photographs of applicants Form filling: SP shall provide, on request of the applicant, form filling and document upload services for filling Consular applications. Form filling and documents uploading also includes online registration of birth on MHA website, type-writing in English/Arabic and any type of form filling and documents uploading required for CPV Services being provided at ICAC.	The table lists a small number of ASS staff per ICAC (only 1 at Jahra), while ASS covers photocopying, photograph capture, form filling and document upload (including typing in English/Arabic and online birth registration) and courier. Kindly clarify the intended work allocation: (1) whether these ASS staff are expected to perform all these tasks, and whether counter staff, the Messenger or other listed staff may help at the ASS desk during peak hours without this being treated as a deviation from the table; (2) who is expected to hand over documents to the courier and handle dispatch at each ICAC (Messenger, ASS staff or another listed role), and whether any additional staff are expected for courier work; and (3) whether the ASS staff must be able to type in Arabic, and whether the biometric/photograph capture is to be done by counter staff or by ASS staff.	Provisions of the RFP must be complied with.
165	CHAPTER XVI	General	As per timelines specified within CHAPTER XVI: TIMELINES AFTER AWARD OF CONTRACT, the 'Commencement of CPV services' should happen 'Within 45 days of signing of the Agreement'. Whereas, CHAPTER-I: REQUEST FOR	Commencement of CPV services should happen 'Within 45 days of signing of the Agreement'.

			PROPOSAL (RFP) point 2 specifies the 'Full services at the Indian Consular Application Centers (ICACs) shall commence within one month of the signing of the Agreement'. We presume that within 45 days should be considered and overrides the statements under Chapter-I. Please confirm.	

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