

E-TENDER for
ENGAGEMENT OF CONSULTANCY FIRM FOR CONSULTATIVE SUPPORT TO
MANIREDA FOR IMPLEMENTATION OF GRID CONNECTED SPV POWER
PROJECTS IN MANIPUR

Tender No. 8/GCSPP(Consul)/MANIREDA/2024-25



Manipur Renewable Energy Development Agency (MANIREDA)

2nd Floor, South Block, Secured Office Complex, Near 2nd M.R. Gate, Imphal-Dimapur Road, Imphal-795001

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MARCH 2025

(This tender document is having 13 pages including this page)

Office of the
MANIPUR RENEWABLE ENERGY DEVELOPMENT AGENCY (MANIREDA)
(An Autonomous Govt. Agency under the Department of Power)
2nd Floor, South Block, Secured Office Complex, A.T. Line, Near Imphal Hotel, Imphal – 795001

No. 21/3/2023/CREP/MANIREDA :

28/03/2025

NOTICE INVITING BID

NIB No. : No. 8/GCSPP(Consul)/MANIREDA/2024-25 Imphal, dated: 28/03/2025

Tenders are invited from reputed Consultant firms for 'Engagement of Consultancy Firm for consultative support to MANIREDA for implementation of Grid connected SPV Power Plants in Manipur'.

Date & Time for Pre-Bid Online Discussion	Last date & time for submission of e-Tender	Date & time for opening of e-Tender
08/04/2025 at 11.00 a.m Link will be provided	21/04/2025 upto 12.00 Noon	21/04/2025 at 1.00 p.m

Tender Document can be downloaded from the website www.manipurenders.gov.in or www.manipur.gov.in or www.manireda.mn.gov.in .

Prospective bidders are requested to remain updated for any amendments/modifications/cancellation, etc. in the bid document conditions/terms, in the website at www.manireda.mn.gov.in. No separate notifications will be given for such amendments/modifications in the print media (press) or intimated to the bidders separately.

Director, MANIREDA reserves the right to modify/ cancel the Tender without assigning any reason t h e r e o f or without bearing any liability, whatsoever, consequent upon such decision.

- Sd -
(N. Praveen Singh)
Director, MANIREDA

Particulars of Work

TENDER FORM NO :

ISSUED TO : M/s.....

TENDER FEE DETAILS : Vide Transaction ID No..... Dtd.....
Bank.....

Eligible and prospective Bidders may quote their offers as per details mentioned below:

Description of work	ENGAGEMENT OF CONSULTANCY FIRM FOR CONSULTATIVE SUPPORT TO MANIREDA FOR IMPLEMENTATION OF GRID CONNECTED SPV POWER PROJECTS IN MANIPUR
NIB No. and Date	No. 8/GCSPP(Consul)/MANIREDA/2024-25 dated 28/03/2025
Date & time of Pre-bid online discussion	08/04/2025 at 11.00 am Link will be provided.
Last date of uploading of bid document in the e-tender	Date : 21/04/2025 up to 12.00 Noon. e-tendering site : https://manipur.tenders.gov.in
Date & time of opening E-Tender, Technical bid - Part-II	Date : 21/04/2025 Time : 1.00 P.M. Venue : 2 nd Floor, South Block, Secured Office Complex, Near 2 nd M.R. Gate, Imphal-Dimapur Road, Imphal-795001
Date & time of opening of Commercial Bid	Will be intimated to the Technically Qualified Bidders.
Earnest Money Deposit (Refundable)	Rs. 10,000.00 (Rupees Ten Thousand) only through online transaction at the account of MANIREDA, and submit self attested scanned copy mentioning transaction ID along with tender document. Bank details given at Clause 12.1. Note: MSME registered Companies are exempted from payment of EMD (Earnest Money Deposit) on submission of relevant certificate .
Tender Fees	Rs. 1,000/- (Rupees One Thousand only) by way of NEFT to bank details given in point 12.1. NEFT should be received by MANIREDA before the date and time specified above for submission of Technical bid.
Period of Engagement	365 days from the date of engagement as Consultancy Firm. This may be extended further depending on project requirements and satisfaction of performance. Payment for the extended period shall be provided on pro-rata basis.
Name, Designation, Address and other details (For Submission of Proposal in response to NIB)	The Director, Manipur Renewable Energy Development Agency (MANIREDA) 2 nd Floor, South Block, Secured Office Complex, A.T.Line, Near Imphal Hotel, Imphal – 795001, Manipur. E-mail: manireda99@yahoo.com

TERMS AND CONDITIONS

1.0 Definition of Terms:

- 1.1 MANIREDA shall mean “Manipur Renewable Energy Development Agency” an autonomous Govt. agency under the Power Department, Government of Manipur having its Office at 2nd Floor, South Block, Secured Office Complex, Near 2nd M.R. Gate, Imphal-Dimapur Road, Imphal - 795001, Manipur.
- 1.2 Bidder/Tenderer shall mean any Consultancy Firm who is submitting the tender in reference to this NIB.

2.0 Background:

- 2.1 With an objective to promote renewable energy deployment in the state while there is considerable potential, MANIREDA has set itself an ambitious renewable energy plan for installations of grid connected & small solar power plant and floating solar photovoltaic power plants in Manipur. Further, MANIREDA and the state DISCOM, MSPDCL are mandated to promote renewable energy in the state by fixing ample targets for Renewable Purchase Obligation (RPO) compliance across various sectors.
- 2.2 However, in spite of decent renewable potential in the state, there are only limited capacity addition owing to several operation as well as policy level challenges including structuring suitable policy, regulatory mechanism to promote investments in the renewable energy sector. Moreover, MANIREDA is currently dependent on funds from state government plans to evaluate various revenue generation business models/options for ensuring its self-sustainability.
- 2.3 In order to work towards promoting renewable energy capacity addition in the state of Manipur, MANIREDA is interested to engage a consultancy firm for providing advisory services & support to MANIREDA, as Project Management Unit (PMU) initially for a period of 365 days and may be extended further depending on project requirements and on satisfactory performance. The consultancy support will provide expert advice for preparation of tender documents till successful execution of projects for grid connected ground mounted /floating solar power plant projects to be established in Manipur.

3.0 Scope of Work:

- 3.1 Feasibility study for 600 kW and 800 kW ground mounted systems and Bathymetry study for 5MW Floating Solar.
- 3.2 PMU will be assisting in preparation of tender documents for development of Ground Mounted / Floating Power Plant Projects (detailed spec, BOQ etc.); pre-bid meeting and resolving queries; evaluation of successful bids along with supporting award of work to the competent bidder till commissioning of the plants;
- 3.3 Review of Engineering Design Drawing submitted by EPC vendor, Pre-shipment Factory Inspection for QC (MMS, Floaters, Anchors, PV module, Inverters, cables), Site inspection during installation (MMS, Floating Bed, PV module installation, Electrical and Earthing, Substation, Commissioning); Coordination and preparation of progress reports of all ongoing projects works

and monthly review meetings; Engaged in day-to-day activities and provide timely clarifications as and when required till successful commissioning; All documentations (as built drawings / documents, O&M documents) submitted by the EPC Contractor before project handover; Witness and verify performance at commissioning of the projects.

3.4 Providing hand holding to MANIREDA in making representation before Regulatory Commission for tariff filing for the projects to be implemented etc.

3.5 The bidder is allowed to sub-contract this work with the contractor registered with Competent Authority in India. However, even if the work is sub-contracted, the sole responsibility of the work shall lie with the bidder.

3.6 Team Composition:

It will be the sole responsibility of CONSULTANCY FIRM to engage the team members in correlation with the Scope of Work. The team members should be experts capable of working for timely completion of the activities and deliverables finalized in consultation with MANIREDA. The consultant is required to furnish the CV of the lead person having min. 5 years' Experience & with at least one year experience of working with Central Government department.

4.0 Qualifying requirement:

Qualification Criteria	Proof of Document Required
The Agency should be a company registered in India under Companies Act with at least existence of 5 years in similar projects/renewable energy consulting.	Copies to be enclosed – Company Registration Certificate
The Agency should have a minimum average annual turnover of Rs. 100 Lakhs over the last three (3) financial years	Documents to be enclosed – CA certified Financial Statements for FY21-22, FY22-23 and FY23-24. For COVID period, financial statements of earlier years may be considered.
The Agency should have been empanelled / experienced of working as consultant (EMPANELMENT / EXPERIENCE for providing Project Management Unit /Project Management Consultancy /Lander's Engineers/Owner's Engineers/ Consultancy services) in preparing tender documents, conducting feasibility studies, and designing projects for grid-connected solar power plants (both ground-mounted and floating solar)	Documents to be enclosed – Empanelment / work assignment letter issued, in favour of the participating agency, in any of last three financial years (FY21-22, FY22-23 and FY23-24). Empanelment just prior to COVID period may also be considered. In case of ongoing assignments, a copy of LOI/work order/contract agreement to be submitted.
The agency should have expertise in site assessment, feasibility studies, technical design, grid connectivity, managing large-scale infrastructure projects, ensuring compliance with timelines, cost control, quality standards and	Copy of Work Order/Contract to be submitted.

<p>project commissioning for solar power plants and have completed minimum of 3 projects as consultant firm of SUBSIDY AND NON-SUBSIDY projects including financial management/financial evaluation of the projects</p>	
<p>The Agency should not currently have been blacklisted by any Government Agency or under a declaration of ineligibility for fraudulent or corrupt practices or inefficient/ineffective performance.</p>	<p>Self-Declaration/ undertaking by bidder on letter head.</p>

Pre-bid meeting: The intending firm is to attend the pre-bid for all prospective bidders to understand MANIREDA's view on the desired outcome of the project so that the scope of work is clear to all intending Bidders. Only companies who attend the pre-bid meeting either online / offline will qualify for opening of their bids.

Bid Evaluation

- a) Technical bid along with Eligibility Criteria will be evaluated first.
- b) Financial bids of only those Bidders who have been qualified in the Technical bid along with Eligibility Criteria will be opened in presence of their representatives, who may choose to attend the session on the specified date, time and address as intimated by MANIREDA.

Interpretation of the clauses in the Tender Document / Contract Document – In case of any ambiguity / dispute in the interpretation of any of the clauses in this Bid Document, interpretation of clauses by MANIREDA, shall be final and binding on all parties.

Bidders shall submit / deposit their EMD to the account of MANIREDA on or before the last date and time for receipt of Bids mentioned in Data Sheet.

Every page of the document submitted by the bidder must be duly signed by the authorized signatory of the firm/company along with the official seal and upload in the E-Tender portal. The Bid shall be in following format:

1. **Technical Bid:** "Technical Bid for Selection of Consultancy Firm for support to MANIREDA"
 - a) CA Certificate for Turnover
 - b) Profile of the Company
 - c) CV of the Key person of company
 - d) Bidders Experience/ Eligibility
 - e) Bidders understanding on the Scope
 - f) Approach and Methodology
2. **Financial Bid:** Financial Bid shall be uploaded in the E-Tender portal as per the format enclosed.

Evaluation of Bids:

The Bid will be opened as per the schedule mentioned in the Data Sheet.

The agencies shall be asked to make a presentation through online platform like Google Meet or Webex or appropriate online platform before the Bid Evaluation Committee. The scoring will be done as per section: "Award of work"

5.0 Opening of Tenders:

5.1 Tenders duly filled in, will be received up to and opened on the date and time indicated in the NIB.

5.2 If due date of receipt of tenders and/or date of opening of tender happens to be a closed day(s), the tenders would be received and opened on the next working day but the time of opening will remain the same.

5.3 MANIREDA reserves the right to postpone and/or extend the date of receipt/opening of tenders or to withdraw the tender notice, without assigning any reason thereof. In such a case the bidders shall not be entitled to any form of compensation from the Department.

6.0 Preparation of Tender:

All rates shall be written both in figures and in words. Corrections, if any, are to be made by crossing out, initialing and rewriting. In case of discrepancy between the words and the figures the rate indicated in words shall prevail. All overwriting/ cutting, insertions shall be authenticated and attested. **Please note that the cost of preparing the bid document and of negotiating a contract including visits to MANIREDA office, if any, is not reimbursable.**

7.0 Submission of Tender:

7.1 Language of the bid shall be in English.

7.2 MANIREDA shall have a complete and absolute authority to extend the timelines.

7.3 Only complete tenders received on or before the due date and time shall be considered. Incomplete offers and offers received after due date and time shall not be considered.

7.4 All pages of tender documents should be legible, self-attested by a competent and authorized person of the firm and upload in the E-Tender.

7.5 MANIREDA reserves the right to reject any or all tenders or drop part of tenders without assigning reasons thereof. But, MANIREDA provide the reasons of rejection, if enquired by the participating bidders.

8.0 Bid Opening:

i) The technical Bid shall be opened at **1.00 p.m. on 21st April, 2025.**

ii) Financial bids shall open only for qualified bidders in the Technical bid on which time and date shall be notified by MANIREDA in due course of time.

9.0 Terms of Contract:

The contract shall be valid initially for a period of 365 days **which may be extended depending on the requirements of the project** and on the terms mutually agreed by both the parties. MANIREDA reserves the right to conduct a performance review after 6 months of

engagement of Consultant to evaluate the progress of the project. If the project committee finds the performance of the PMU not satisfactory, then the contract will be terminated with immediate effect by paying a mutually agreed amount as per the completion of deliverables.

10.0 Cost & Payment Terms:

A) For Preparation of Tenders and evaluation till commissioning.

- The bidder should quote their charges for preparation of feasibility report, Tender Document Preparation, Tender Evaluation etc. as mentioned in the Financial bid format mentioned in the Tender Document
- The assignment has to be completed within 365 days from the date of award of the contract. If the project is not completed within 365 days for the reasons/factors that are not in control of MANIREDA, the contract period may be extended with mutually agreed terms.

The timeline along with deliverables for the assignment is given below.

Sl. No	Deliverables	Timeline	Payment Schedule
1	Submission of Feasibility Report (with bathymetry study) along with Tender Document	30 days	5 % of the consultancy cost
2	Uploading, evaluation and finalization of Bid	60 days	5 % of the consultancy cost
3	Issue of LOA and signing of agreement	30 days	5 % of the consultancy cost
4	Start of work	180 days	10 % of the consultancy cost
5	Completion of Solar Power Plant at Kakching Sub-Station, Kakching Sub-Division (800 kW)		15 % of the consultancy cost
6	Completion of Solar Power Plant at Elangkhangpokpi Sub-Station (600 kW)		15 % of the consultancy cost
7	Completion of Work for Floating Solar Power Plant at Chadong Village, under Kamjong Sub-Division, Ukhrul		25 % of the consultancy cost
8	After commissioning of project	65 days	20 % of the consultancy cost
		365 days	100 % of the consultancy cost

* The time line is indicative and subject to change by MANIREDA.

** All payments shall be made subject to release of the fund for engagement of consultant from the State Govt.

11.0 Taxes:

The successful bidder shall pay such domestic tax, duties, fees and other impositions (wherever applicable) levied under the applicable law. Consultant shall bear all personnel and corporate taxes, levied or imposed on Consultant on account of payments received from MANIREDA for the work done under this Contract.

12.0 Earnest Money:

12.1 Each Tender shall be accompanied with earnest money of Rs. 10,000/- (Ten thousand only) that can be deposited through online at the account of MANIREDA. Self attested scanned copy of online transaction mentioning transaction ID should be enclosed in the Tender document. Bank account details of MANIREDA is as under:

Bank Account Branch : Imphal
Address : Bank Of India LTD,
Account No. : 504210110009560
RTGS/NEFT IFSC : BKID0005042
Branch Details: Paona Bazar, Opp. Friends Talkies, Imphal

Note: MSME registered Companies are exempted from payment of EMD (Earnest Money Deposit) on submission of relevant certificate .

12.2 The earnest money shall be returned:

- a) To the unsuccessful bidders after finalization & issue of LOA to successful bidder.
- b) In case bidding process is terminated by MANIREDA for any reason.

13.0 Support from MANIREDA:

13.1 MANIREDA shall extend co-operation to provide the required information, clarifications in implementing the assignment so as to achieve the objective in time.

13.2 MANIREDA will provide necessary support in terms of administration, local resource, data and information needed to execute the assignment.

13.3 Bidder should ensure that timely approval is provided & smooth flow of data which should include diagram/plants and all specifications related to services required to be provided as part of the Scope of work.

13.4 MANIREDA will be providing a place for the team to extend their services. However, to ensure the optimum mileage, the bidder will be free to work from their own place.

13.5 MANIREDA would provide all necessary support to the firm for preparation of the works assigned.

Facilities for undertaking the assignment :

The following facilities/ Infrastructure will be provided by MANIREDA :

1. Seating space with furniture including power, cooling. The location will be in Imphal, Manipur
2. Internet Services.
3. Printing facility & other recurring items required for smooth functioning.

14.0 Deviation:

The Tender/Bid must comply with the Tender specification and all terms and conditions of contract. No deviation in the Terms & Conditions of the Contract shall be entertained unless specifically mentioned by the consultant in the bid and accepted by MANIREDA.

15.0 Award of Contract:

- Work shall be awarded to an agency based on the technical & financial score cumulatively. The selection would be **Quality - and Cost-Based Selection (QCBS)**.
- The scoring would be on 70% & 30% for technical & financial respectively.
- Each Technical Bid will be assigned a technical score out of maximum 100 marks.
- Technical scoring will be done as below:

SL No.	Description	Maximum Score
1	<p><u>Assignment/ Empanelment (10)</u></p> <p>The Agency should have experience of at least one assignment in providing consultative service for preparing bid documents, evaluation of technical and financial bids and tariff filing in implementation of solar power plants projects in last Five years.</p> <ul style="list-style-type: none"> - More than two assignment / State/Country - One assignment / State/Country <p>In case of ongoing assignments a copy of LOA/work order/contract agreement to be submitted.</p>	<p>10</p> <p>5</p>
2	<p><u>Specific experience of the Consultant (as a firm) similar* to the Assignment (15)</u></p> <ul style="list-style-type: none"> - Up to 2 empanelment - More than 2 empanelment <p>* Similar means - Ground Mounted or Floating Solar Power Project. Note: In case of the JV/ Consortium, experience should meet as per the Manual of Procurement of Services (25% of the partner and 50% of the lead partner out of the qualifying limit for consultancy and financial turnover for consideration in this evaluation Criteria.</p> <p>In case of ongoing assignments a copy of LOA/work order/contract agreement to be submitted.</p>	<p>10</p> <p>15</p>
3	<p><u>Specific experience of the Consultant (as a firm) in North East India (5)</u></p> <ul style="list-style-type: none"> - 0 to 1 Consulting/Project Management Experience in NE India - More than 1 Consulting/Project Management Experience in NE India 	<p>2</p> <p>5</p>
4	<p><u>Work Experience in last ten (10) years reckoned from the date of publication of NIT (20)</u></p> <p>The Agency should have experience of having provided Project Management Consultancy/ Lander's Engineers / Owner's Engineers / DPR Preparation services in the Power Sector/Renewable Energy sector for Central/State CPSU/Departments/Utilities as sole consultant during the last ten years in India in installation of minimum 1 MW grid connected solar power plants and experience in Floating Solar Power Plants</p> <ul style="list-style-type: none"> - 3 projects and above - below 3 Projects <p>Note: In case of the JV/ Consortium, experience should meet as per the</p>	<p>20</p> <p>10</p>

	Manual of Procurement of Services (25% of the partner and 50% of the lead partner out of the qualifying limit for consultancy and financial turnover for consideration in this evaluation Criteria. For ongoing assignments, a copy of LOA/work order/contract agreement to be submitted.	
5	<u>CV of the project team (20)</u> i. 5 years experience with three years experience of working with Multilateral Organisation/UN Organisation/Central Government Dept. in the field as consultant. Number of projects completed in respect of preparation of Pre- Feasibility Reports or Feasibility Report or Detailed Project Reports as a team leader for Floating Solar Power Projects. ii. Less than 5 years' Experience with one experience of working with Central Government Dept.	20 15
6	<u>Detailed Approach and Methodology (20)</u> <ul style="list-style-type: none">• Average – 30%• Good - 60%• Very good-75%• Excellent – 100%	5 10 15 20
7	<u>Presentation (10)</u> <ul style="list-style-type: none">• Good - 60%• Very good-75%• Excellent – 100%	5 7 10

Final Score Calculation through QCBS

The final score will be calculated through Quality and Cost Based Selection (QCBS) method based with the following weightage: Technical: 70%; Financial: 30 %

Combined Technical and Financial score = (0.70*Technical score) + (0.30*Financial Score)

Technical Evaluation:

1. MANIREDA will review the technical bids of the short-listed bidders to determine whether the technical bids are substantially responsive.
2. Bids that are not substantially responsive are liable to be disqualified at MANIREDA's discretion.
3. The bidders' technical solutions proposed in the bid document will be evaluated as per the requirements specified in the tender document and technical evaluation framework.
4. Each Technical Bid will be assigned a technical score out of a maximum of 100 marks. Only the bidders who get a Technical score of 70% or more (prior to normalization) will qualify for commercial evaluation stage. Failing to secure minimum marks shall lead to technical rejection of the Bid and Bidder.
5. The Final Normalized technical score of the Bidder shall be calculated as follows:

$$\text{Normalized Technical Score of the Bidder} = \left\{ \frac{\text{Technical Score of the Bidder}}{\text{Score of the Bidder with Highest Technical Score}} \right\} * 1000 \text{ (Adjusted to 2 Decimals)}$$

Example:

Bidders	Technical Score	Calculation	Normalized Technical Score
Bidder A	850	$(850/900) * 1000$	944.44
Bidder B	870	$(870/900) * 1000$	966.67
Bidder C	800	$(800/900) * 1000$	888.89
Bidder D	900	$(900/900) * 1000$	1000.00

Financial Evaluation

1. All the technically qualified bidders will be notified to participate in Financial Bid opening process.
2. The financial bids for the technically qualified bidders will then be opened on the notified date and time and reviewed to determine whether the commercial bids are substantially responsive. Bids that are not substantially responsive are liable to be disqualified at MANIREDA's discretion.
3. The Normalized financial score of the technically qualified bidders will be calculated, while considering the Financial quote given by each of the Bidders in the Financial Bid as follows:

Example:

$$\text{Normalized Financial Score of the Bidder} = \left\{ \frac{\text{Lowest Quote}}{\text{Bidder Quote}} \right\} * 1000$$

(Adjusted to 2 Decimals)

Bidders	Financial Score	Calculation	Normalized Financial Score
Bidder A	110	$(110/110) * 1000$	1000.00
Bidder B	150	$(110/150) * 1000$	733.33
Bidder C	170	$(110/170) * 1000$	647.05
Bidder D	140	$(110/140) * 1000$	785.71

- The Bidder with the highest Combined Technical and Financial score shall be declared successful.
- In case of same final score, bidder with the highest Technical Score may be selected.
- MANIREDA reserves the right to accept or reject any or all the Bids without assigning reasons thereof. MANIREDA will provide reasons accordingly, if the enquiries are received from any of the participating bidders.
- MANIREDA also reserves the right to call for additional information from the Bidder(s).
- Notification on Award of Work for Bidder(s) shall be made in writing to the successful Bidder(s).

16.0 Signing of Formal Contract Agreement:

In the event of award, the successful bidder shall be required to enter into a contract agreement with MANIREDA on non-judicial stamp paper of the value as per the relevant act within 7 days from the date of letter of award.

17.0 Force Majeure:

The force majeure conditions shall be such acts of God, acts of Public enemy, Fire, Flood, Epidemic, Strike, Freight embargo, Earthquake, Labour unrest, Wars, lockout, Civil Commotion, Cyclone, Government regulation etc. The Consultant firm, however, shall notify the Department in writing of such within 10(ten) days from the date of happening. Similarly, if the work could not be executed in time, formal intimation explaining the reason for non-execution should be given immediately to the undersigned within 15 (fifteen) days from stopping of execution of work, otherwise, the Department reserves the right to cancel this order and divert the non-executed work to another party the Department deem fit and capable of taking up the order.

18.0 Arbitration

Any dispute or difference whatsoever arising between the parties shall be settled by Arbitration in accordance with the Arbitration and Conciliation Act 1996. The place of arbitration shall be at Imphal. None of the parties will be entitled to interest pendent elite during arbitration proceedings.

FINANCIAL BID

1. Name of Firm:

2. Financial Proposal for engagement of consultant for support to MANIREDA

Sl No.	Particulars	Cost (Rs.)
1	Consultancy Charges (CONSULTATIVE WORKS IN IMPLEMENTATION OF GRID CONNECTED SPV POWER PROJECTS IN MANIPUR)	
2	GST @18% of the Consultant charges	
3	All incidental charges such as Labour Cess, Agency Charges and Contingency Charges will be added accordingly	
	Total	1+2+3

* All applicable taxes and duties levied by the Govt. from time to time will be considered and deducted at source.

(N. Praveen Singh)
Director, MANIREDA