



**GUWAHATI BIOTECH PARK
TECHNOLOGY INCUBATION CENTRE
AMINGAON-781031**

Request for proposal (RFP)

RFP No. GBP/1.31.1/202324/5647

Date: 21.2.2024

Guwahati Biotech Park Invites Request for proposal (RFP) for Engagement of Consultancy Firm for development of its Business Enterprise Zone under the scheme Promotion of MSMEs in NER and Sikkim, Ministry of MSME, Govt. of India. For details please visit our website www.guwahatibiotechpark.com under Business/Tenders section.

**Sd/-
Chief Executive Officer
Guwahati Biotech Park**



Request for proposal (RFP) for Engagement of Consultancy Firm for development of the Business Enterprise Zone of Guwahati Biotech Park under the scheme Promotion of MSMEs in NER and Sikkim, Ministry of MSME, Govt. of India

**Guwahati Biotech Park: Near SP Office Amingaon Kamrup,
Guwahati, Assam – 781031**

RFP No. GBP/1.31.1/2023-24/5647

Date: 21.2.2024

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Data Sheet

Particulars	Details
Document Reference No.	GBP/1.31.1/2023-24/5647
Issue Date of RFP	21.2.2024
Last date & time of receipt of Proposal	12.3.2024 & 2 PM
Date & time of opening of RFP	12.3.2024 at 2.30 PM
Important section of RFPs	<ul style="list-style-type: none"> • Section I - Letter of Invitation • Section II - Instructions to Consultants • Section III - Terms of Reference • Section IV -Technical Proposal – Standard Forms
Technical proposal	<ul style="list-style-type: none"> • Power of Attorney • Certificate of incorporation • Financial statement for last 03 years • Tech -1 • Tech -2 • Tech -3 • Tech -4 • Tech -5
Selection Process	<ul style="list-style-type: none"> • T1 based selection based on Technical Proposals Score • The overall score = 100 Marks: <ul style="list-style-type: none"> ○ Experience/ Credentials of the firm = 40 Marks ○ Qualification and experience of the Key staff = 30 Marks ○ Work Plan, Approach & Methodology = 30 marks
Website	https://www.guwahatibiotechpark.com/
E-mail for correspondence	ceogbp@guwahatibiotechpark.com
Address of Employer	Guwahati Biotech Park Near SP Office Amingaon Kamrup, Guwahati, Assam – 781031

1. The RFP documents may be downloaded from the Institute website www.guwahatibiotechpark.com under Business/Tenders Section.
2. Bidders are requested to visit the above website regularly. Any changes/modifications in tender enquiry will be intimated by corrigendum through this website only.
3. In case, any holiday is declared by the Government on the day of opening, the proposals will be opened on the next working day at the same time. The Institute reserves the right to accept or reject any or all the proposals.
4. All bidders are required to pay a bid processing fees of Rs. 2000/- (Rupees Two Thousand only) through DD in favor of TECHNOLOGY INCUBATION CENTRE GBP OR online transfer to Bank A/c No- :918010089862862, A/c Name- TECHNOLOGY INCUBATION CENTRE GBP, IFS Code - UTIB0003343. The bid processing fee is non-refundable.

Section I- Letter of Invitation

To: -----

Dear Sir/Madam,

The Guwahati Biotech Park is inviting Request for Proposal (RFP) for Engagement of Consultancy Firm for providing Consultancy Services for the scheme Promotion of MSMEs in NER and Sikkim under Ministry of MSME, Govt. of India. More details on the services are provided in the Terms of Reference in this RFP document. The consultancy firm should empanelled under NICS I (National Informatics Centre services Inc.), Govt. of India. Proposals are as per the attached RFP documents.

1. A firm will be selected under single stage System for **Technical proposal** and procedures described in this RFP.
2. The RFP includes the following documents:

Section 1 - Letter of Invitation
Section 2 - Information to Consultants
Section 3 - Terms of Reference
Section 4 - Technical Proposal Standard Forms

Address:

Chief Executive Officer and First Appellate Authority
Guwahati Biotech Park
Near SP Office Amingaon Kamrup,
Guwahati, Assam – 781031
Email: ceogbp@guwahatibiotechpark.com

Sd/-

Chief Executive Officer
Guwahati Biotech Park

Section II - Standard Instructions to Consultants

1. Definitions

- a) **“Employer”** means the Ministry / department / organisation who have invited the bids for consultancy services and with which the selected Consultant signs the Contract for the Services and to which the selected consultant shall provide services as per the terms and conditions of TOR of the contract.
- b) **“Consultant”** means any entity or person or associations of person who have been short-listed to submit their proposals that may provide or provides the Services to the Employer under the Contract.
- c) **“Contract”** means the Contract signed by the Parties and all the attached documents listed in its Clause 1, that is the General Conditions (GC), the project Specific Conditions (SC), and the Appendices.
- d) **“Project specific information”** means such part of the Instructions to Consultants used to reflect specific project and assignment conditions.
- e) **“Day”** means calendar day.
- f) **“Government”** means the Government of Assam
- g) **“Instructions to Consultants”** (Section 2 of the RFP) means the document which provides short-listed Consultants with all information needed to prepare their proposals.
- h) **“LOI”** means the Letter of Invitation being sent by the Employer to the short-listed consultants.
- i) **“Personnel”** means professionals and support staff provided by the Consultant and assigned to perform the Services or any part thereof; **“Foreign Personnel”** means such professionals and support staff who at the time of being so provided had their domicile outside the Government’s country; **“Domestic Personnel”** means such professionals and support staff who at the time of being so provided had their domicile in India.
- j) **“Proposal”** means the Technical Proposal
- k) **“RFP”** means the Request For Proposal prepared by the Employer for the selection of Consultants
- l) **“Assignment / job”** means the work to be performed by the Consultant pursuant to the Contract.
- m) **“Terms of Reference”** (TOR) means the document included in the RFP as Section 3 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Employer and the Consultant, and expected results and deliverables of the Assignment/job.

2. Introduction

- 2.1 The consultancy firm should familiarize themselves with Local conditions and take them into account in preparing their Proposals. To obtain first-hand information on the Assignment / job and Local conditions. The Consultancy firm should contact the Employer’s representative to arrange for their visit or to obtain additional information. The Consultancy firm should ensure that these representatives are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 2.2 The Consultancy firm shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. The Employer is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultancy firm.

3. Eligibility of Association of consultants and Sub-Consultants

3.1 The Consultancy firm is not permitted to form an association /consortium with other firms and sub-contractor is not allowed for execution of the works under this contract.

4 Clarifications and Amendment of RFP Documents

4.1 The name of the consulting Assignment / Job has been mentioned in Proposal Data Sheet. The detailed scope of the Assignment / Job has been described in the Terms of Reference in Section III. At any time prior to the deadline for submission of bids, the Employer may, for any reason, whether at its own initiative or in response to clarification(s) requested by prospective Firm(s), modify the RFP documents by amendment(s)/Corrigendum. The changes/modifications/Corrigendum would be hosted in the official website of GBP and E-portal only. Prospective bidders are requested to visit the above site regularly before submitting their bids to take cognizance of the amendment(s)/Corrigendum. In order to allow prospective firm(s) reasonable time in which to take the amendments into account in preparing their bids, Guwahati Biotech Park may, at its discretion, extend the deadline for the submission of RFP documents.

4.2 The date, time and address for submission of the Proposals have been given in Proposal Data Sheet. A Consultancy firm requiring any clarification or elucidation on any issue of the RFP documents may take up the same with the Employer in writing or e-mail (ceogbp@guwahatibiotechpark.com). The Employer will respond in writing to any request for clarification of the bidding documents, which it receives no later than 14(Fourteen) days prior to the deadline for submission of RFP documents prescribed by the Employer.

5. Conflict of Interest

5.1 Employer requires that the Consultancy firm provide professional, objective, and impartial advice and at all times hold the Employer's interest paramount, strictly avoid conflicts with other Assignment/jobs or their own corporate interests and act without any consideration for future work.

5.2 Without limitation on the generality of the foregoing, the Consultancy firms, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances.

5.3 The Consultancy firms have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Employer, or that may reasonably be perceived as having this effect. Any such disclosure shall be made as per the Standard forms of technical proposal provided herewith. If the Consultancy firms fail to disclose said situations and if the Employer comes to know about any such situation at any time, it may lead to the disqualification of the Consultancy firms during bidding process or the termination of its Contract during execution of assignment.

6. Proposal Validity

The Proposals must remain valid for 120 days after the submission date. Should the need arise; however, the Employer may request the Consultancy firms to extend the validity period of their proposals. The Consultancy firms who do not agree have the right to refuse to extend the validity of their Proposals. Under such circumstance the Employer shall not consider such proposal for further evaluation.

7. Preparation of Proposals

- 7.1 The Proposal as well as all related correspondence exchanged by the Consultancy firms and the Employer shall be written in English language, unless specified otherwise.
- 7.2 In preparing their Proposal, the Consultancy firms are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.
- 7.3 Depending on the nature of the Assignment/job, the Consultancy firms are required to submit a Technical Proposal (TP) in standard format. Submission of the wrong type of Technical Proposal will result in the Proposal being deemed non-responsive. The Technical Proposal shall provide the information indicated in the following paras using the attached Standard Forms in Section IV.
- a) A brief description of the Consultancy firm will be provided in Form Tech-1. Information should be provided only for those Assignment/jobs for which the Consultancy firm was legally contracted by the Employer as a corporation or as one of the major firms within a joint venture. Assignment/jobs completed by individual Professional staff working privately or through other consulting firms cannot be claimed as the experience of the Consultancy firm, or that of the Consultancy firm's associates. The Consultancy firm should substantiate the claimed experience along with the proposal and must submit letter of award / copy of contract for all the assignments mentioned in the proposal.
 - b) A description of the approach, methodology and work plan for performing the Assignment/job covering the following subjects: technical approach and methodology, work plan. Guidance on the content of this section of the Technical Proposals is provided under Form TECH-2 of Section IV. The work plan should be consistent with the Work Schedule (Form TECH-3 of Section IV) which will show in the form of a bar chart the timing proposed for each activity.
- 7.5 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non responsive.
- 7.6 Financial Proposals: The Financial Proposal is fixed as per NICS rate of resources. The proposal may highlight the area where specialized domain expert is required and needs to be hired if required to have clarity to employer.

8. Submission, Receipt, and Opening of Proposal:

- 8.1 The original technical proposal shall contain no interlineations or overwriting, except as necessary to correct errors made by the Consultants themselves. The person who signed the proposal must initial such corrections. Submission letters for Technical Proposal should respectively be in the format of TECH-1B of Section IV.
- 8.2 An authorized representative of the Consultancy firm shall initial all pages of the original Technical Proposal. The authorization shall be in the form of a written power of attorney accompanying the Proposal or in any other form demonstrating that the representative has been duly authorized to sign. The signed Technical Proposal shall be marked "ORIGINAL".

8.3 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL" followed by the name of the Assignment/job. This sealed envelope shall bear the submission address, reference number be clearly marked.

8.4 Online submission of proposals through www.assamtenders.gov.in is mandatory at the time and the date indicated in the Data sheet.

9. Proposal Evaluation:

From the time the Proposals are opened to the time the Contract is awarded, the Consultancy Firms should not contact the Employer on any matter related to its Technical Proposal. Any effort by the Consultancy Firms to influence the Employer in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Consultancy Firms' Proposal.

10. Evaluation of Technical Proposals:

The Employer while evaluating the Technical Proposals and evaluation is concluded and the competent authority accepts the recommendation. The Employer shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and by applying the evaluation criteria, sub-criteria specified in the TOR. In the first stage of evaluation, a Proposal shall be rejected if it is found deficient as per the requirement indicated in the TOR for responsiveness of the proposal. Only responsive proposals shall be further taken up for evaluation. The qualification of the Consultancy Firm and the evaluation criteria for the technical proposal shall be as defined in the TOR. The highest score obtained by the Consultancy Firm in technical proposal will be considered as T1 bidder and winner of the proposal.

11. Award of Contract

After completing evaluation, the Employer shall issue a Letter of Award to the selected Consultancy Firm. The selected consultant will sign the contract after fulfilling all the formalities/pre-conditions within 7 days of issuance of the letter of intent/work order. The Consultancy Firm will draft the Contract and share with client within 01 week of declaration of T1. The Consultancy Firm is expected to commence the Assignment/job immediately on contract signing.

12. Confidentiality

Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Consultancy Firms who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any the Consultancy Firms of confidential information related to the process may result in the rejection of its Proposal and may be subject to the provisions of the Employer's anti-fraud and corruption policy.

Section III - Terms of Reference (TOR)

1. Introduction:

Guwahati Biotech Park (GBP) is a registered society under Societies Registration Act, XXI of 1860 and is a joint initiative Science Technology & Climate Change Department, Govt. of Assam and Department of Biotechnology, Govt. of India. It has four components of which the Business Enterprise Zone (BEZ) is intended to be developed in the proposed project. Through the BEZ, the Govt. of Assam intends to lease built-to-suit developed industrial plots to medium and large scale enterprises in biotechnology and allied areas.

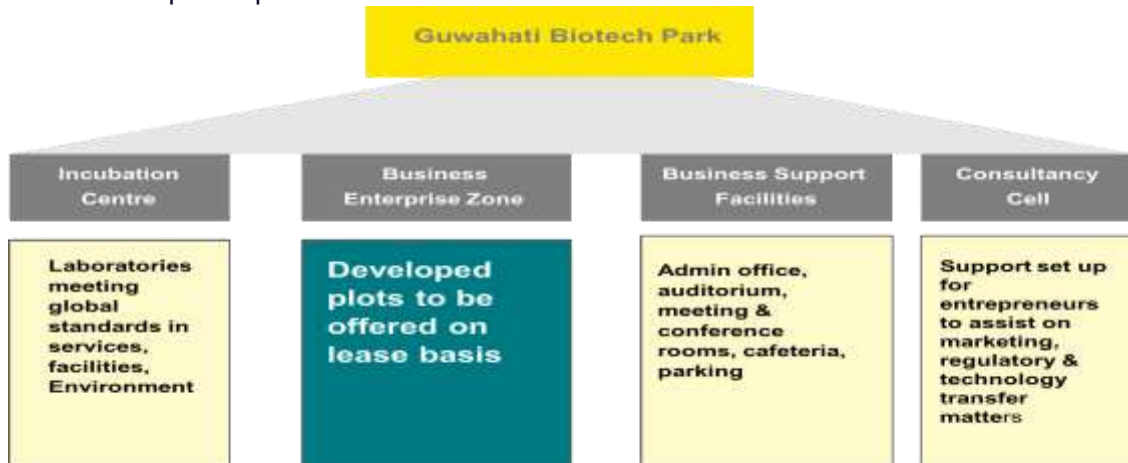
Incubation centre is another component of GBP and is already functional at the proposed site.

2. Background:

Biotech Parks are facilities created mainly to promote tiny, small and medium biotech entrepreneurs. The Biotechnology Parks and Biotech Incubation Centres provide a good template for the promotion of Biotech start-up companies and the promotion of Public Private Partnerships. The Government of India through the Department of Biotechnology has been instrumental in promoting the setting up of small and medium industries in biotechnology in different parts of the country. Towards these efforts the government with the assistance of the state governments has earmarked land and such zones have been designated as biotechnology parks. These parks have been planned to provide financial and other logistical support to new entrepreneurs having the intellectual capabilities to develop new biotech products and processes. Such entrepreneurs may find the parks attractive. Biotech Parks have been created or planned/proposed in a number of states in India including Tamil Nadu, Andhra Pradesh, Kerala, Karnataka, Uttar Pradesh, Punjab, Maharashtra, Gujarat, Uttarakhand, Rajasthan, Delhi, Orissa, Madhya Pradesh etc.

The Government of Assam, supported by the Department of Biotechnology, Government of India, has setup Guwahati Biotech Park (GBP) in Guwahati, Assam to provide an impetus to the biotechnology and allied industries in the state, including expansion of existing units and attracting new investments in the state. GBP is an established society under the Societies Registration Act, XXI of 1860. Established in 2007, it is the first of its kind facility in east and north-east India. It is being developed to make Guwahati an attractive destination for domestic and multinational companies inclined to set up manufacturing or research units and will act as an engine for the growth of the biotechnology, chemical and biological industry in the state. Overall, it will act as a catalyst in the process of the industry's and the region's development.

It has four major components:



Of the four components mentioned, currently, the incubation centre is operational and functioning.

The objectives of the bio-tech park components is to:

- Provide “turn-key” laboratories meeting global standards in services, facilities, environment/ health/ safety, & customer satisfaction
- Create an ideal tenant mix to create perfect synergies among the tenants
- Create symbiotic relationship amongst the various stakeholders
- Mentor & advise the start-ups and SMEs

The various bio-tech park components proposed and their functionalities have been detailed below:

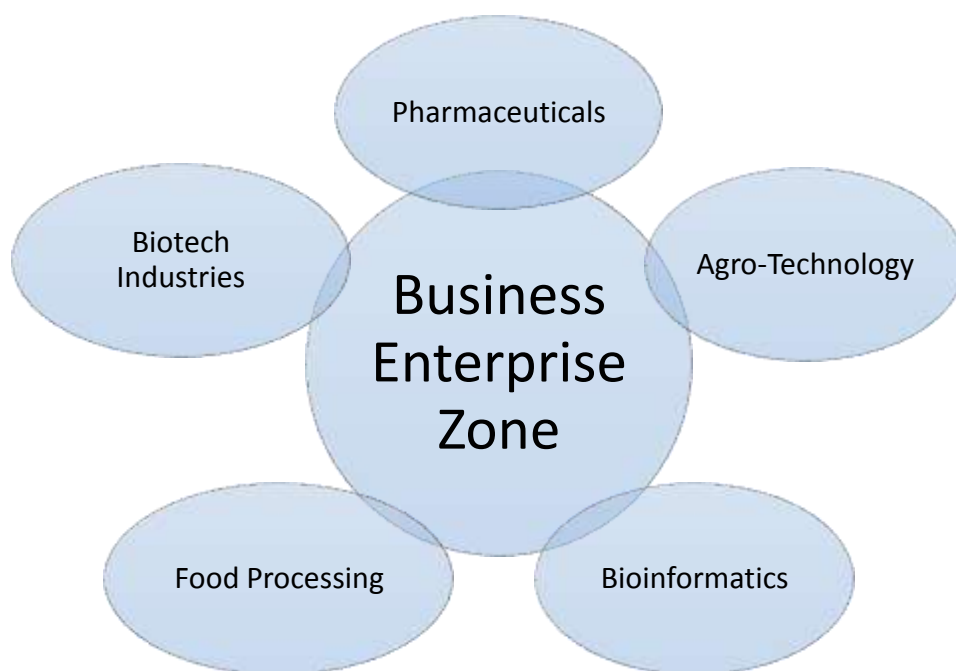
Incubation Center (IC): It provides multi-tenanted plug-and-play modular, equipped laboratory space where start-ups and researchers can nurture and develop their business ideas and research in biotechnology and allied areas. The incubation centre is equipped with facilities like Central Analytical Instrumentation Facility, Bio-prospecting Facility, Micro propagation Facility, Herbal Extraction facility, Fermentation facility, Bioinformatics etc. IC is designed to provide lab space for individual scientist entrepreneurs and start-up companies. Supporting facilities such as library, conference room and cafeteria is also available. The IC is intended to help entrepreneurs convert their ideas into commercializable technologies and upgrade their existing technologies through lease of modular laboratory space. It may be noted that projects related to research and development, concept testing, technology validation, limited scale manufacturing etc are undertaken at the IC. However, commercial activities such as bulk manufacturing cannot be undertaken at the IC. The IC facilities are typically leased for short term periods upto three years.

Business Enterprise Zone (BEZ): Business Enterprise Zone is the core facility of the bio-tech park. Typically, bulk of the area of a bio-tech park is allocated to this component. The BEZ at the GBP will serve as the space suitable to large bio-tech players keen on setting up manufacturing or research facilities on long term lease basis. The BEZ will consist of a mix of developed, serviced plots (for manufacturing setups) which will be offered on long-term lease basis to established large-scale and medium-scale bio-tech firms.

Business Support Facilities: Administrative office, mini auditorium, library, conference rooms, seminar hall, meeting rooms, cafeteria, parking etc which are essential for the smooth operations of GBP.

Consultancy Cell: The consultancy cell serves as a support function to aid entrepreneurs on bio-tech business related matters. The cell disperses assistance in the various fields with an overall objective to promote business in this region. The cell provides consultancy at concessional rates for technology transfer and marketing assistance, single window clearance and facilitation of regulatory approvals.

Under the proposed project, Guwahati Biotech Park intends to develop the business enterprise zone (BEZ). BEZ is targeted to harness the biotech & allied industry potential of Assam and northeast region. This project is anticipated to have a direct impact on economic activity of the state in sectors such as agriculture, fisheries, farming, sericulture, horticulture, floriculture, pharmaceuticals, forestry, bio-diesel, commercial plantations and organic farming. Potential sectors to derive impact are depicted in the below figure.



In view of the above context, the Guwahati Biotech Park envisage to engage a knowledge partner for providing consultancy services for Development of new and existing Industrial Estates under Promotion of MSMEs in NER and Sikkim, Ministry of MSME, Govt. of India and develop investment promotion strategy for Biotechnology sector. The infrastructure facilities will include power distribution system, water, telecommunication, drainage & pollution control facilities, roads, banks, storage and marketing outlets etc.

Guwahati Biotech Park now intend to develop the BEZ within the GBP, covering an area of approximately 18 acres and envisage to engage a consultancy firm for providing services Consultancy Services to develop the BEZ under the scheme Promotion of MSMEs in NER and Sikkim under Ministry of MSME, Govt. of India.

3. Scope of services:

Promotion of Industrial Infrastructure

- Conduct a comprehensive assessment of the intended project location including identifying strategic benefits and SWOT analysis of the proposed infrastructure.
- Prepare detailed investment of the project proposal based on the findings from the as-is-analysis. The proposal will encompass an in-depth examination of the project's technical and financial feasibility, its objectives, and anticipated outcomes.
- Prepare a comprehensive project report which will offer a detailed analysis of the project, including technical and financial aspects, such as a cost-benefit analysis, cash flow projections, and risk assessment.
- Engage with the relevant central ministries to facilitate the allocation of funds to the Guwahati Biotech Park, for the proposed project. The consultancy firm will also provide the necessary technical assistance to the Guwahati Biotech Park in negotiations with central ministries and obtaining the essential approvals.

- Also create a Biotechnology and allied sectors focused strategy and action plan to reach the targeted investors to promote Assam as an Investment destination.

4. Experience of the Firm

The consultancy firm should have at least 5 years of experience in developing industrial infrastructure with similar institutions in NER.

5. Project Timeline

The services of the consultancy firm will be for a period of 24 Months which may further be extended on mutual agreement of both the parties.

6. Selection Criteria and Evaluation Criteria

National Informatics Centre Services Incorporation (NICSI) empanelled vendors are invited to present their technical competence to evaluation committee members. The selection method adopted will be T1 Based Selection.

Sl.	Item	Maximum Marks
1	Experience of the firm in:	60
1.1	Credentials of the firm for carrying out related works like preparation of DPR ,Road maps/Action Plan Industrial Infrastructure Promotion through CSS/ for Industrial Development Corporations in India/ State & Central Governments (each project 5 marks)	20
1.2	Experience of working in consultancy service in Govt. projects in Northeast States of India on Investment Promotion/ Ease of Doing Business projects in last 5 years (each project 3 marks)	20
1.3	Experience of working in consultancy service in Govt. projects in Northeast States with minimum project cost of INR 5 Cr (each project 3 marks)	20
3	Technical Competence (Work Plan, Approach & Methodology)	40
Total		100

***Note: The firm should provide contract agreement/ work order/ completion certificate against the assignments carried out in the experience of the firm**

7. Service Fees

Service Fees to be applicable for consultant for providing consultancy service will be on Success Fee model and will be paid @1.5% of Total sanction amount.

Section IV - Technical Proposal - Standard Forms

FORM TECH-1- CONSULTANT'S ORGANIZATION AND EXPERIENCE

A. The Consultancy Firm

[Provide here a brief description of the background and organization of your firm/entity for this Assignment/job. The brief description should include ownership details, date and place of incorporation of the firm, objectives of the firm etc.

i. Organization Details:

Brief Detail of the Organization	
Name	
Incorporation Certificate	
Date of Commencement of Business	
Address of the Headquarters	
Address of the Registered Office in India	
Other Relevant Information	
Mandatory Supporting Documents: (a) Certificate of Incorporation from Registrar of Companies (ROC)	

ii. Financial Strength Details:

Financial Strength			
	FY 2020-21	FY 2021-22	FY 2022-23
Revenue (in INR)			
Profit before Tax (in INR Crores)			
Other Relevant Information			
Mandatory Supporting Documents: (a) Auditor Certified financial statements for the last three financial years			

B –The Consultancy Firm’s Experience in the relevant field

Consultant needs to submit the credentials for assignment/jobs as mentioned in the evaluation criteria in Section 2 para 7 as per the below format with supporting LOI/Work order/Agreement of the relevant field should be submitted with LOI/Work order for completed / ongoing projects as applicable.

1. Firm’s Name:

1	Assignment/job name:	
1.1	Client for which the project was executed	
1.2	Description of Project	
1.3	Approx. value of the contract (in Rupees):	
1.4	Country:	
1.5	Location within country:	
1.6	Duration of Assignment/job (months) :	
1.7	Name of Employer:	
1.8	Address:	
1.9	Total No. of staff-months of the Assignment/job:	
1.10	Approx. value of the assignment/job provided by your firm under the contract (in Rupees):	
1.11	Start date (month/year):	
1.12	Completion date (month/year):	
1.13	No of professional staff-months provided by associated Consultants	
1.14	Name of senior professional staff of your firm involved and functions performed	
1.15	Description of actual Assignment/job provided by your staff within the Assignment/job:	

Note: Please provide documentary evidence from the client i.e. copy of work order, contract for each of above mentioned assignment. The experience shall not be considered for evaluation if such requisite support documents are not provided with the proposal.

Yours sincerely,

Authorized Signature & Seal [In full and initials]:

Name and Title of Signatory:

Name of Firm:

Address:

**FORM TECH-2 - DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR
PERFORMING THE ASSIGNMENT/JOB**

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal divided into the following two chapters:

- a. Technical Approach and Methodology to execute the project
- b. Work Plan for Key Resources

- a. Technical Approach and Methodology:** In this chapter you should explain your understanding of the objectives of the Assignment/job, approach to the Assignment/job, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.
- b. Work Plan:** The consultant should **propose and justify** the main activities of the Assignment/job, their content and duration, phasing and interrelations, milestones (including interim approvals by the Employer), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule Form.

FORM TECH-3 - WORK SCHEDULE AND PLANNING FOR DELIVERABLES

Bar chart against each deliverable highlighting months of delivery