

## **REPLY TO PRE BID QUERIES (RFP:CIAD:115/2 Dated 13<sup>th</sup> January 2023) :**

<b>Sr. No.</b>	<b>Section, Page No.,</b>	<b>Relevant text as per the RFP</b>	<b>Query/ understanding</b>	<b>Reply</b>
1.	Section: 2.13	ELIGIBILITY CRITERIA, SI No. 3.:	Whether any relaxation to Micro and Small Enterprise is allowed for the criteria of minimum revenue/ income of Rs. 100 crores in each of the three financial years (2019-20, 2020-21 & 2021022)	Please refer section 2.13 Eligibility Criteria – Page no. 18 & 19 of RFP. There is no relaxation in eligibility criteria for Micro & Small Enterprises for the criteria of minimum revenue / income.
2.	Section:2.13	ELIGIBILITY CRITERIA,	Whether Joint Venture / Consortium or network formed under the guidelines issued by the ICAI are eligible to participate in the RFP.	No change in RFP condition. Please refer section 2.13 Eligibility Criteria – Page no. 18 & 19 of RFP.
3.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	As per section 3.3.1, 46 verticals across multiple location, require a clarification if visits will be required across the different verticals? If Yes, need to understand conditions for travel reimbursements	Please refer Clause 5.1.3 – Price Bids – “the fee quoted shall be inclusive of professional service and out of pocket expenses (Such as Travel, lodging, boarding, Conveyance, printing, administrative expenses etc.)
4.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	Whether any or all subsidiaries are part of the scope? Reference to the vertical "Domestic Subsidiaries & Joint Ventures"	Subsidiaries are not part of scope. Domestic Subsidiaries & Joint Ventures is Vertical of Bank and included under scope of present RFP .
5.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	-Does Bank of Baroda have existing RCMs across all 46 verticals as per the scope? -Are RCMs at product level or functional level?	Bank has existing RCM for – only -4- verticals viz Treasury, Risk Management, Compliance & Operations & Services, RCMs are at functional level.
6.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	Whether Bank of Baroda have any existing Risk based internal audit policy and operating manual? If yes, then would review and updation of the same be included as part of the scope	Bank has existing Risk Based Internal Audit Policy & Manual. Review and updation of Policy / Manual is not included under scope
7.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	Is the management consulting required to perform audits as per the new risk assessment framework? If yes, will it be for selected areas or all areas?	Management Consultant is not required to carry out audit as per new risk assessment framework.
8.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	How will the data requirements be shared with Deloitte team? Deloitte will be given any system access or BOB laptops to perform the review ?	Relevant Data and Documents shall be shared with Management Consultant in secured environment during walkthrough of respective Verticals.
9.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	Is gap assessment of the Internal audit department part of the scope?	Gap Assessment of the Internal Audit Department is not part of the scope.
10.	Ref. 3.1	Introduction and Overview -	What is the management’s expectation on the Management Audit framework?	Management Audit framework is not included under scope of engagement. As per Bank’s Policy, Management Audit of all Verticals / Departments are carried out after every three year period. As part of engagement, Management Consultant to suggest

## **REPLY TO PRE BID QUERIES (RFP:CIAD:115/2 Dated 13<sup>th</sup> January 2023) :**

				coverage of Verticals / Departments under Internal Audit & Management Audit or only standalone Management Audit, considering risk sensitive areas and activities of vertical / department and as per Risk Assessment.
11.	Ref. [A]	“Key Information on the RFP Response Submission”	Are there any in person meeting requirements for RFP opening or discussion required?	<p>Eligibility and technical bids will be opened in the presence of bidders representatives who choose to attend. Further, Commercial bids will be opened in presence of bidder’s representatives who are found qualified upon evaluation of eligibility &amp; technical evaluation.</p> <p>A presentation before the Technical Evaluation committee of the Bank is to be made by all eligible shortlisted firms covering</p> <ul style="list-style-type: none"> <li>• Profile of Engagement Partner, Team leader and Team Members.</li> <li>• Understanding of the scope.</li> <li>• Proposed approach &amp; methodology for entire scope of work.</li> </ul> <p>These meeting may be held in –person or virtually as per discretion of Bank.</p>
12.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	Whether all controls required to be tested across all verticals / department?	Preparation of Scope of Audit, Risk Control Metrics along with test procedure for all Verticals / Departments of Bank is under scope of work. Management Consultant is also required to suggest appropriate methodology and framework for carrying out Risk Assessment of all verticals of Bank and carry out initial Risk assessment of each vertical. Testing of controls across all verticals is not included under scope.
13.	Ref. 3.3.1	Scope of Work: Details of all Verticals / Departments of Bank	What does management's expectations with respect to test procedure? Is the management consulting required to write all the audit checks across all the risks identified in the RCMs?	Yes, Management Consultant is required to suggest appropriate Test procedures and samples for each checkpoint.

## **REPLY TO PRE BID QUERIES (RFP:CIAD:115/2 Dated 13<sup>th</sup> January 2023) :**

14.	Ref. 3.3.1	Scope of Work: Sign Reporting Template and dashboard for tracking / monitoring.	What are the management's expectations for the dashboards? Is the management consulting required to only create the design of the dashboard or any tool recommendation?	It is limited to designing of the Dashboard. However, Management consultant may recommend any tool for the same.
15.	Ref. 3.3.1	Scope of Work: Sign Reporting Template and dashboard for tracking / monitoring.	Does Bank of Baroda have any existing Internal Audit tools?	Yes, Bank has existing Internal Audit tool for carrying out RBIA of Branches & other units. However, Audit of Verticals / Departments is carried out manually. At present, Audit of verticals are not being done on automated platform.
16.	Ref. 3.3.1	Scope of Work:	What is the expectation from the section 3.3.1 Scope of Work? Would we need to suggest audit scope as well for all the areas	Preparation of Scope of Audit, Risk Control Metrics along with test procedure for all Verticals / Departments is under scope of work.
17.	2.13 (2) Page 19 & Page 29	Eligibility Criteria	The minimum revenue income requirement eligibility is different across different pages i.e. page 19 (100 Crore) and page 29 (300 Crore). Kindly confirm which one is to be considered	Minimum revenue / income of bidder firm should be INR 100 Crore & above in each of three financial years. (2019-20, 2020-21 & 2021-22)  Addendum shall be published for modification under Annexure-3, Page no. 49.
18.	3.3.1 Page 22	Scope of Work	We understand that the key controls will be identified mutually and only design testing needs to be conducted based on walkthrough. Kindly confirm	Key controls shall be identified by Management Consultant after detailed walkthrough of each Vertical and study of relevant Policy, Manual, SOPs and Regulatory Guidelines. The same shall be finalized after due deliberation with Vertical & Audit Department.  Preparation of Scope of Audit, Risk Control Metrics along with test procedure for all Verticals / Departments is under scope of work.  Management Consultant is also required to suggest appropriate methodology and framework for carrying out Risk Assessment of all verticals of Bank and carry out initial Risk assessment of each vertical.
19.	Clause 3.3.1 Page 23	Scope of Work	Are we supposed to suggest reporting format for overall Internal audit report including Branches and other audits performed by IA department or only	Management consultant to design reporting format for all Verticals & Departments of Bank only and not for Branches & other audits.

## **REPLY TO PRE BID QUERIES (RFP:CIAD:115/2 Dated 13<sup>th</sup> January 2023) :**

			from the audits of 46 verticals which is in scope for risk assessment and RCM documentation	
20.	Clause 3.3.1 Page 23	Scope of Work	Is the process followed for areas e.g. IT Operations, backup, Information Security etc. common throughout the Bank or does the process vary for different applications / technologies within the Bank	The same is governed by Bank's IT & Information Security Policies and process does not vary for different application / technology.
21.	Para-4.3, Section I, Page 26	Overall Profile of the firm	Is the certification requirement specific to any year i.e. in past 2 years, 3 years, 5 years, etc.	Past experience shall be considered for evaluation. No specific period for such experience is stipulated for Technical Evaluation under relevant Experience & Credentials of Firm. .
22.	Para-4.3, Section II, Page 26	Relevant Experience and Credentials	The requirement is unclear about the count of credentials required for each of the listed experience. Is there any minimum count of creds and will the marks vary depending on the count of creds?	Marks will not vary for count of credentials. Full marks shall be awarded for even -1- completed engagement by firm under Sr. No. 1 to 5 of <b>“Relevant Experience and Credentials“</b>
23.	Para-4.3, Section II, Page 26	Relevant Experience and Credentials	Will the credentials pertaining to foreign banks in India and NBFC also qualify as valid credentials?	Credential pertaining to Public Sector Banks, Private Banks & Foreign Bank's (as per List of Schedule Commercial Banks) shall be considered. However, experience in NBFC shall not be considered under this section.
24.	Overall		Is there any specific marks bifurcation between submission of written presentation and quality of interaction during the presentation to the evaluation committee, wherever applicable	No such bifurcation is there. Selection Committee shall evaluate the firm based on submission of written presentation and quality of interaction w.r.t. <b>“Suitability of Key Resources and Approach &amp; Methodology.</b>
25.	Clause 3.3 Page No. 22	Project Scope	Whether Operating Effectiveness testing is required for all the controls in order to arrive at Residual Risk	Management Consultant is required to suggest appropriate methodology and framework for carrying out Risk Assessment of each Verticals of Bank and also carry out Risk Assessment of each vertical as per scope of work. Operating Effectiveness testing is not required for all the controls. Management Consultant may carry out Risk Assessment of each Vertical & Department as per Inherent Risks & Control Strength.
26.	Clause 3.3 Page No. 22	Project Scope	Do we have to prepare the RCMs of all the verticals from the very start or we will be provided the existing RCMs and then we need to built on that.	Presently, RCM is used for Internal Audit of only -4- Verticals. Management Consultant is required to review existing RCM of -4- Verticals and prepare RCM for all the remaining verticals.
27.	Clause 3.3 Page No. 22	Project Scope	Whether RCMs will be built for all the processes & sub-processes documented in the internal guidelines	Management consultant to suggest appropriate methodology, RCM and respective test procedure for

## **REPLY TO PRE BID QUERIES (RFP:CIAD:115/2 Dated 13<sup>th</sup> January 2023) :**

			or it will be a broad RCM for core Product or Process wise.	audit of Verticals / Departments for adequate coverage of all areas of operations and activities.
28.	Clause 3.3 Page No. 22	Project Scope	Please provide the approximate number of Controls checkpoints to be modified/built for each vertical. Or, provide approximate numbers of the RCM line items to be built combining all the verticals/departments.	Management consultant to suggest appropriate methodology and RCM for audit of Verticals / Departments for adequate coverage of all areas of operations and activities.
29.	Clause 3.3 Page No. 22	Project Scope	Do you have any particular threshold limit of the man power to be deployed on the project.	Management Consultant to deploy adequate resources to complete the assignment within stipulated timeline.
30.	Clause 3.3.2 Page No. 24	Timeframe of the assignment	When is the consultant expected to start with the assignment	Successful bidder is expected to start the assignment within 10-15 days after receipt of P.O.
31.	Clause 3.3.3 Page No. 24	Team	Whether the consultants needs to visit your offices other than Mumbai or Vadodara.	Management consultant to carry out walkthrough of all Verticals / Departments. Please refer to Clause no. 3.3.1 for location of Verticals / Departments
32.	Clause 2.13 Page No. 18	Eligibility Criteria	Request BOB to elaborate the term audit and allied services, whether audit means performing audit of companies services necessity or those bidder can also qualify who are not performing audit services. We requests the below mentioned changes: The core business of the Bidder should be providing <del>assurance and advisory services including audit</del> and allied services.	No change in RFP condition. Please refer section 2.13 Eligibility Criteria – Page no. 18 & 19 of RFP.
33.	Clause 2.13 Page No. 18	Eligibility Criteria	BoB has requested AOA as the supporting document. Kindly confirm if we can submit Memorandum of Association to substantiate that Advisory is part of Crisil services?	Copy of article of Association or Memorandum of Association may be submitted as support document to establish that the core business of the Bidder is providing assurance and advisory services including audit and allied services.  Addendum shall be published for modification of Sl. No. 2 of eligibility Criteria for support Documents to be submitted.
34.	Clause 3.3.1: Pg 22	Scope of work	Request BOB to confirm if all the existing policy documents, risk assessment framework, operating manuals, etc. will be shared with the selected consultant.	Relevant Policy, Manuals and other Documents shall be shared with successful bidder during walkthrough of respective Department.  Separate Non-Disclosure Agreement (NDA) will be signed by successful bidder. The confidentiality

## **REPLY TO PRE BID QUERIES (RFP:CIAD:115/2 Dated 13<sup>th</sup> January 2023) :**

				obligations shall survive the expiry or termination of the agreement between the Firm and the Bank.
35.	Clause 3.3.1: Pg 22	Scope of work	Request BOB to elaborate whether said scope of work is associated with Operational Risk Vertical of Bank (Under CRO) or Audit vertical of banks or both verticals are combined together for this assignment. This will help us to draft Approach & Methodology framework	Said scope of work is associated with Audit Vertical of Bank.
36.	Clause 3.3.1: Pg 22	Scope of work	Currently our understanding is that the consultant has to only suggest coverage of Vertical / Department under Internal Audit & Management Audit and not to perform any audit, request BOB to confirm the same.	<p>Please refer clause 3.3.1 of RFP for Scope of work. Management Consultant is required to Suggest appropriate methodology and framework for carrying out Risk Assessment of all verticals of Bank and carry out initial Risk assessment of each vertical.</p> <p>Management consultant is also required to prepare the Risk Control Metrics for each Vertical along with test procedures after detailed walkthrough of each vertical and study of relevant Policy, Manual, SOPs, Regulatory Guidelines and other relevant guidelines for Internal Audit &amp; Management Audit.</p>
37.	Clause 3.3.3, Page 24 :	Team:	Request BOB to clarify if agency personnel can work on hybrid model on this engagement. In case of offsite work structure, team will be available for key meetings and workshops. And whenever required during the implementation of work a dedicated project team will work on-site at the Bank's premises in Vadodara, Mumbai and will also visit all verticals / Departments for walkthrough and discussion with Department.	Team has to visit each Vertical & Department for walkthrough and discussion. Part of activity may be carried out offsite, However, majority of activity required onsite presence of team for discussion with Department and review of relevant documents, internal controls etc.
38.	Clause 3.3.3, Page 24 :	Team:	As stated "during the course of the project (or later)," request BOB to clarify the time frame in case of later	Please refer Clause 3.3.2 – Bank reserve the right to extend the assignment for further period of three months.
39.	Clause 4.3 Page No. 26	Technical Proposal Evaluation Criteria:	Currently our understanding is that the consultant work experience for advisory services with banks in India which also could be foreign/global banks operating in India and not only for Indian Banks. Request BOB to confirm the same.	Relevant experience for advisory services to Public Sector Banks, Private Banks & Foreign Bank's (as per List of Schedule Commercial Banks) shall be considered.

## **REPLY TO PRE BID QUERIES (RFP:CIAD:115/2 Dated 13<sup>th</sup> January 2023) :**

40.	Clause 4.3 Page No. 26	Technical Proposal Evaluation Criteria:	Currently our understanding is that the consultant work experience for advisory services related to Internal Audit is only advisory services and not Audit performing/Auditing companies services. Request BOB to confirm the same.	Work experience for advisory services related to Internal Audit will be considered for technical Evaluation. Engagement for Audit Assignment shall not be considered for Technical Evaluation under Technical Evaluation Criteria – Point no. 2 of <b>Relevant Experience and Credentials</b>
41.	Clause 4.3 Page No. 26	Technical Proposal Evaluation Criteria:	Request BOB to also add experience of the Bidder with NBFC/FIs in India for advisory services related to Internal Audit, Risk Management, Compliance Function, Treasury Function, Digital Experience	Experience of Bidder with NBFCs / FIs for advisory services will not be considered under Technical Evaluation Criteria – Point no. 2 of <b>Relevant Experience and Credentials</b> . However, such experience shall be considered for evaluation under Point no. 1 of <b>Suitability of Key Resources</b>
42.	Clause 4.3 Page No. 26	Technical Proposal Evaluation Criteria:	Request BOB to clarify about numbers of manpower required under each category and if any specific educational qualification required.	Management Consultant to deploy adequate resources having relevant experience to complete the assignment within stipulated timeline.
43.	Clause 4.3 Page No. 26	Technical Proposal Evaluation Criteria:	Currently our understanding is that the members work experience for advisory services with banks, NBFC in India which also could be foreign/global banks operating in India and not only for Indian Banks. Request BOB to confirm the same.	Relevant experience for advisory services to Public Sector Banks, Private Banks & Foreign Bank's (as per List of Schedule Commercial Banks) shall be considered.  Relevant experience for advisory service to NBFC registered with RBI as on 31 <sup>st</sup> December 2022 shall be considered for evaluation under Point no. 1 of <b>Suitability of Key Resources..</b>
44.	Clause 4.3 Page No. 26	Technical Proposal Evaluation Criteria:	Request BOB to clarify if the presentation is to be submitted with Bid document.	Presentation is not required to be submitted with Bid document. Eligible bidders shall be informed date of presentation before selection committee well in advance and Presentation is to be submitted by bidder firm at least one day before schedule Presentation.
45.	Clause 5 & 6 Page No.30 7 38	Terms & Conditions & General Terms and Conditions	Whether, Bank may consider request for change in Terms and Conditions & General Terms and Conditions by successful Bidder.	It is clarified that, General Terms and condition of RFP may not be changed and successful bidder has to execute the Service Level Agreement & non-Disclosure agreement within one month from date of acceptance of letter of engagement / Purchase Order.