

**Request for Proposal (RFP) for engagement of Management Consultant for Revamping of Organization & Processes of RRBs Sponsored by Bank of Baroda**

Sr. No.	Bidder	Page No.	Point / Section #	Clarification point as stated in the tender document	Comment / Suggestion / Deviation	Bank's Response
1	Ernst & Young LLP	22	3.2.2 Rationalise the Branch Network	Define a framework to optimize the branch network and identify the potential to optimize the branch network including mergers, closures, relocations	The bidder requests BoB to clarify whether the branch rationalisation framework has to be built purely on the basis of branch productivity, performance, profitability, proximity etc. Please advise if the consultant also needs to take any regulatory guidelines pertaining to rural branch closure into consideration	Yes, consultant needs to consider regulatory guidelines pertaining to closure of rural branches or any branches.
2	Ernst & Young LLP	22	3.2.2 Rationalise the Branch Network	Design branch performance KPIs and roll out the new KPIs	The bidder requests BoB to confirm if existing KPIs of the RRB branches are in place and if the same can be shared at the time of assignment. This will help the consultant to determine the plan of action accordingly for rolling-out new KPIs	Both the parties can mutually discuss on sharing of existing KPIs of the RRBs branches with selected bidder / consultant at the time of contract within the legal framework.
3	Ernst & Young LLP	22	3.2.3 Centralize/ Outsource Activities	Identify and analyse the activities that can be centralized/outsourced to Baroda Global Shared Services (BGSS), a banking back-office operations subsidiary of BoB	The bidder request BoB to clarify if the scope includes all business units for which the outsourcing of activities assessment need to take place or only the specific business units involved have to be considered. For e.g., call centres, legal (law officers), collection agencies, professional services, DSA, etc.	Both the parties can mutually discuss on the involvement and role of selected bidder / consultant
4	Ernst & Young LLP	22	3.2.5 Manpower Planning & Redeployment	Optimize redeployment of the manpower in line with the planned initiatives	The bidder requests BoB to clarify whether the consultant is required to do capacity assessment and propose high level activity based resource requirement and manpower plan for staffing or the bank expects the consultant to analyse the best-fit employee for each role by doing profile-mapping to each identified role.	Both the parties can mutually discuss on the role of selected bidder / consultant at the time of signing of SLA.
5	Ernst & Young LLP	23	3.2.6 Support in Knowledge transfer / Implementation/ Handholding	Design and implement RRB wide change management initiatives to drive adoption for the re-designed processes and create long term sustainable behavioral change.	Both the parties can mutually discuss on the role of selected bidder / consultant at the time of signing of SLA.	RFP terms to be followed.
6	Ernst & Young LLP	24	5. II Technical Evaluation 1. a)	Experience in providing management consulting services as defined in the eligibility criteria – Sl No 3) to public sector banks / Private Sector Banks, RRBs on one or more of the following areas: - Strategy, performance improvement, transformation in rural banking - Strategic direction/ evaluating strategic choices/developing market landscape/ scenarios - Organization structure/ organization design/ HR processes/ ways of working - Revamping operating model/ processes/ deployment of technology	We request the Bank to include work done in Public Sector Undertakings, Central Government and State Governments in the areas of Agri, Rural, SME and MSME for the technical evaluation. The management consulting services experience in these areas should be considered as it is vital to the Bank's strategy	RFP terms to be followed.
7	Ernst & Young LLP	24	5. II Technical Evaluation 1. a) & b)		We request the Bank to kindly indicate the minimum number of credentials required as a baseline for evaluation. Without a baseline number for minimum number of credentials to be submitted for each criteria, the objectivity of the evaluation is lost.	RFP terms to be followed.
8	Ernst & Young LLP	25	5. II Technical Evaluation 2	20 marks	We request the Bank to kindly increase the marking of this section to 30 marks as the success of this initiative rests on the capability of the consultants that the Bidder will place on the project. This section requires higher weightage so that the Bank is assured of quality professionals who will work on this initiative.	RFP terms to be followed.
9	Ernst & Young LLP	25	5. II Technical Evaluation 4	25 marks	As there are 20 Marks for Presentation, we request the Bank to reduce the weightage for the Approach and Methodology to 15 marks. The A&M will be covered in the presentation also, and there are 10 marks for Change Management. 10 marks of A&M can be allotted to the Key Profiles, giving the Bank greater confidence in the successful bidder.	RFP terms to be followed.

10	Ernst & Young LLP	28	5. III Commercial Evaluation	Formula for calculating the Combined Score of technically qualified bidder is as follows. $H = (T / (T + 1) \times 80) + ((C + 1) / C \times 20)$	We have observed in the past that in an 80:20 scoring scenario, only 1 Bidder scores higher than 20 marks against the other bidders, resulting in a lop-sided evaluation. The scope of work is complex and there is no single bidder that can claim to be head and shoulders above other bidders in this area. We request the Bank to kindly change the evaluation to 70:30 allowing for a fair playing field for all bidders and assign the Bank of not only a technically qualified, but also a commercially competent bid.	Considered
11	Ernst & Young LLP		General	Appendices	The previous RFP had a separate Appendices section, however, the revised RFP does not have the same. We request the Bank to please upload the Appendices for the revised RFP.	We have uploaded the Appendices in Bank's Website UNDER TENDERS SECTION. The previous RFP cannot be referred here as it has been scrapped and process has been cancelled. There is no connect between old RFP and New RFP. Which may please be noted.
12	Ernst & Young LLP	3	Annexure 3, S. No. 1	Certificate of Incorporation/ Registered Partnership Deed, PAN, TAN, GSTIN certificate and any other tax related document if applicable, along with the copies of Memorandum of Association and Articles of Association are required to be submitted along with the eligibility bid.	We would like to highlight to the Bank that we are a LLP and under the LLP Act, we do not have any Memorandum of Association or Articles of Association. We will submit the Certificate of Incorporation together with the PAN and GSTIN certificate. Please confirm the same.	CVC guidelines strictly to be followed. Bank will not compromise on legal requirements.