

S No	RFP Page No	RFP clause no	Existing Clause Details	Clarification Sought	Bank's Reply
1	3	SCHEDULE OF EVENTS	Last date of submission of RFP Response (Closing date) - 23rd September 2022, 3:00 PM	We request to kindly extend the bid submission by 21 days.	Request could not be acceded to
2	19	SCOPE OF WORK	Develop a comprehensive and robust Operational Resilience Policy for the Bank in line with global framework and best practices.	Kindly specify the global framework to be referred to develop the Operational Resilience Policy.	Bidders may refer Basel committee guidelines on Principles for Operational Resilience published in March 2021 & other available regulatory framework
3	19	Broad scope of work	Under "Transfer/MAP", it mentions 'Map Risks to Value Chain'	Please provide clarity on what/which Value chain is being referred to?	Mapping of the risk associated with value of that particular service.
4	20	Timeframe and milestones	Implementation of Recommendations	We can support Implementation however, The Ownership for the implementation should be the Bank	Statement of fact
5	22	TECHNICAL BID EVALUATION	Technical criteria are assessed based on Relevant Experience and Capabilities, Understanding of the scope & proposed approach etc.	Request you to confirm the minimum count of work orders required for each criteria and sub-criteria for the technical bid evaluation. Also how many work orders are needed to score full marks.	Please refer Pg.47 point no 2,3 and 4
6	22	Criteria Point No 2	Operational Resilience implementation experience for organizations in India and OECD other than BFSI		Operational Resilience implementation experience for organizations in India or OECD other than BFSI
7	23	TECHNICAL BID EVALUATION	Proposed Team Profile and deployment (based on the CV of the Team Leaders, Subject Matter Experts for different facets, resource personnel etc.)	Kindly confirm the number of CVs required for each sub-criteria. Also how many work CVs are needed to score full marks.	Assessment will be done by the Bank on the basis of CVs of team member who would be actually working on this assignmnet
8	23	TECHNICAL BID EVALUATION	Plan for transfer of capabilities and knowledge and change management	Kindly provide clarity on what is the exact requirement and how marks will be provided for the same.	Assessment will be done based on the documented response with regard to professional detailed approach for transfer of capabilities, Knowledge and change management proposed by the bidder.
9	48	ELIGIBILITY CRITERIA COMPLIANCE	Bidder should have prepared and implemented Operational Resilience and Business Continuity Management framework in at least 2 large Banks in India and OECD region. Preference would be given to the assignments carried out for Public Sector Banks/Regulators	Since the Operational Resilience framework is UK-based and not implemented in India, we request you to modify the clause for the same. Further, KPMG member firms have implemented the Operational Resilience framework internationally, for which we can provide the letter heads. However, POs or ELs cannot be shared due to confidentiality clauses. Kindly confirm.	Please ensure that adequate proofs are given for implementation of BCM framework by way of submitting PO/EL/Letterhead of the client. In case of operational resilience framework self declaration along with the contact details of programme manager of client may be provided wherever Po/EL/Client letter head is not feasible to produce. Bank may independently verify with the concerned client/person.

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10	48	ELIGIBILITY CRITERIA COMPLIANCE	Bidder should have an experience of at least 2 assignments of end-to-end implementation of both Operational Resilience and Business Continuity Management framework of processes across banks, insurance companies in India with a minimum duration of 6-9 months for each assignment.	Since the Operational Resilience framework is UK-based and not implemented in India, we request you to modify the clause for the same. Further, KPMG member firms have implemented the Operational Resilience framework internationally, for which we can provide the letter heads. However, POs or ELs cannot be shared due to confidentiality clauses. Kindly confirm.	- For implementation of Operational Resilience, assignments in OECD region shall be considered. - Bidder may provide the POs/EL by masking the clients name.
11	48	ELIGIBILITY CRITERIA COMPLIANCE	Bidder should have an international experience of at least 2 assignments of end-to-end implementation of both Operational Resilience and Business Continuity Management framework. Bank should have a balance sheet of above USD 100 Million in 2021 calendar year or 2020-21/2021-22 Financial year.	Since the Operational Resilience framework is UK-based and not implemented in India, we request you to modify the clause for the same. Further, KPMG member firms have implemented the Operational Resilience framework internationally, for which we can provide the letter heads. However, POs or ELs cannot be shared due to confidentiality clauses. Kindly confirm.	- For implementation of Operational Resilience, assignments in OECD region shall be considered. - Bidder may provide the POs/EL by masking the clients name.
12	48	Annexure 02 Eligibility criteria compliance	"Bidder should have prepared and implemented Operational Resilience and Business Continuity Management framework in at least 2 large Banks in India and OECD region. Preference would be given to the assignments carried out for Public Sector Banks/Regulators" "Bidder should have an experience of at least 2 assignments of end-to-end implementation of both Operational Resilience and Business Continuity Management framework of processes across banks, insurance companies in India with a minimum duration of 6-9 months for each assignment"	As mentioned in clause number 2 under section "Eligibility criteria compliance - Can the criteria of the overall design of operational resilience and BCM framework be modified to implementation of the same across BFSI sector? Whether this clause can be relaxed basis preference on design part?" As mentioned in clause number 4 - The process of design and end-to-end implementation of Operational resilience is fairly new from an industry standpoint and hence, not many financial institutions have embarked the overall journey of implementation in the current scenario. Hence can this be relaxed to implementation of resilience program in the BFSI sector.	No changes in RFP except mentioned below

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13	75	Detailed Scope of Work	The Operational Resilience and Business Continuity Management framework will be implemented at the enterprise level encompassing Corporate Office and Baroda Sun Tower (Mumbai), Head Office (Baroda), Bank's DR at Hyderabad, Contact Centre and Multiple Processing Centre including Apex Academy at Gandhinagar.	How many processing centres are there in the scope of the work or the list of departments/Processes to be considered	Assessment of processing centres other than 4 mentioned location may be conducted virtually.
14	75	Annexure 20 Detailed Scope of Work	Operational Resilience and Business Continuity Management framework	Do you have disaster recovery strategy and business continuity management policy in place and enforced? If yes, is it aligned with Industry best practices. If No, What are you current objectives and practices with regards to Disaster Recovery and Business Continuity.	Bank has BCP & DR policies and meticulously followed.
15	75	Annexure 20 Detailed Scope of Work	Operational Resilience and Business Continuity Management framework	Has the bank conducted an end to end BIA exercise to identify the critical/Most critical applications and underlying infrastructure? Has the bank incorporated a logic to arrive at the tiering of applications as per criticality of IT processes? Is there a review mechanism involved to identify the assets/processes which are critical to the bank from a scoping perspective considered as business drivers? Has the bank performed an analysis to identify the core applications basis Categorization of impacts e.g. customer, financial and other impacts? Banks tiering methodology for a technology and Information security standpoint? Process followed for conducting BIA for vendor hosted applications?	Yes, however as part of assignment BIA is expected to be done.
16	76	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	Define, create and document the Business Impact Analysis (BIA) approach for all IT and Non IT Applications/systems, teams and processes.	Since the expectation is that the BIA is to be done for all IT and Non-IT application, kindly share the count to arrive at the accurate effort.	Critical business processes/services for OR and BCM shall be mutually decided by the successful bidder and the Bank as part of SOW defined at Pg. 75

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17	76	Annexure 20 Detailed Scope of Work	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	How many functions and processes are in scope. Do you have documentation of the Minimum Operation Requirements (MOR) for your critical services?	Critical processes for OR shall be identified during the assnment.
18	76	Annexure 20 Detailed Scope of Work	Scenario Testing & Assurance Reporting	Do you exercise test methods (tabletop, call trees, utility failure, network element failure, application failure) for IT DR and service restoration testing?	Yes, however re-assessment is envisaged as part of the assignment
19	76	Annexure 20 Detailed Scope of Work	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	Do you conduct Business Impact Analysis (BIA) to understand and analyse the impact of cyber and non-cyber crisis?	Yes, however re-assessment is envisaged as part of the assignment
20	76	Annexure 20 Detailed Scope of Work	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	What is your network setup? How are multiple locations interconnected? Please share the High level overview of technology and controls like Firewalls, IPS/IDS, Network Segmentation, WAN etc.	Primarily through MPLS network
21	76	Annexure 20 Detailed Scope of Work	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	What are the different kind of technologies that are in place in different security domains E.g. Identity solution, network security controls, Endpoint security, SIEM, IAM, EDR, Data encryption, DLP etc.?	All these mentioned technologies are in place
22	76	Annexure 20 Detailed Scope of Work	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	What is the quantum of assets with respect to business criticality and operating effectiveness? Is the bank up-to-date with respect to the upgradation of assets which are related to critical infrastructure?	Yes, however re-assessment is envisaged as part of the assignment
23	76	Annexure 20 Detailed Scope of Work	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	Does the bank have the necessary tools in place from an tracking and monitoring perspective of IT processes, e.g. Change management, Incident management, DR management, Backup and restoration etc. Details of the automated processes/tools involved currently in the bank for seamless BCP/DR activities? What is the level of manual intervention involved for the above process?	Yes

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24	76	Annexure 20 Detailed Scope of Work	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	Does the bank have a defined team structure to run specific activities around BCP and DR activities with adequate segregation of duties? Involvement of security team from a BIA perspective? Vendor involvement in conducting impact assessment?	Yes
25	76	Annexure 20 Detailed Scope of Work	Mapping of Service Components and Gap assessment	Does the bank have a defined an IT DR policy? What is the level of DR performed by the bank in current scenario across all applications as per defined tiering e.g. U,U+,U++? Has the bank performed adequate capacity management activities to suffice the DR requirements across all core and critical infrastructure?	Yes
26	77	SCOPE OF WORK	Assist in obtaining Business Continuity Management ISO 22301:2019 certification	We understand that the bidder has to perform gap analysis of current Business Continuity Management and Operational Resilience program. The Business Continuity Management ISO 22301:2019 certification will be provided by certification body and bidder will help with the onboarding process. The selected bidder / consultancy service provider would have to provide assistance for engaging external certification agency for certification audit and extend support during Certification audit. Kindly confirm.	ISO 22301:2019 certification will be done by separate certification agency. However, bidder to assist the Bank in obtaining ISO 22301:2019 certification by way of having policies, procedures and other requirements.
27	77	SCOPE OF WORK	Assist in obtaining Business Continuity Management ISO 22301:2019 certification	Kindly confirm the estimated timelines for the Business Continuity Management ISO 22301:2019 certification.	Standard Timelines as required for such certifications.
28	77	SCOPE OF WORK	Propose an operating model framework for improving Operational Resilience and Business Continuity Management framework of the Bank based on Regulatory requirements (Domestic Global/) and global industry leading/best practices	We request bank to provide number of business processes and services in scope for OR and BCMS	Critical business processes/services for OR and BCM shall be mutually decided by the successful bidder and the Bank as part of SOW defined at Pg. 75

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29	77	Trainings and Documentation	Create a detailed Operational Resilience and Business Continuity Management Awareness plan, covering awareness sessions for the following target audiences in BOB - Senior/Top Management, OR Team, Concerned Departments and General Staff of BOB	How many such awareness session is to be conducted for each target group?	1 session for each target group
30	77	Annexure 20 Detailed Scope of Work	For business continuity management framework, this should be aligned to business continuity management standards like ISO 22301 and global business continuity management good practices. It will cover the components of people, process and infrastructure. Support	How many sites are there in scope including branches, HQ and Data centres, DRs, are they company owned or outsourced.	Primarily four locations - Mumbai, Hyderabad, Gandhinagar and baroda
31	78	Operational Resilience Pillars from Assurance Angle	<input checked="" type="checkbox"/> DR Function Setup - Disaster Recovery Strategy <input checked="" type="checkbox"/> DR Plan Management - Technology Disruption <input checked="" type="checkbox"/> Systems, Applications, IT - IT Infrastructure, Topology Mapping, Backup & Restoration	Only DR Strategy review is part of the scope or the DR optimization in terms of reducing RTO/RPO is also part of the scope ...kindly elaborate	Both will form part of SOW
32	79	Annexure 20 Detailed Scope of Work	Define Critical/Important Business Services, Processes and Operational Impact Tolerances	Describe your environment (Cloud/On-premise/ Hybrid)? (e.g., AWS, Azure, GCS, Oracle, etc.). How many applications are in use and where are they hosted e.g. (On-Prem or Cloud)?	Mainly on premises
33	79	Annexure 20 Detailed Scope of Work	Cyber Resilience	How many third parties are in scope Has a red teaming / Penetration testing / attack surface analysis been carried out this year Do you have service to process to application catalogues. Also are application to Infra services catalogues also available.	All third parties involved in providing critical services

Changes in RFP Clauses					
			Existing Condition		Clarification
1	20	Timeframe and milestones	Note: (1)T indicates kick off date of engagement of with the consultant		T' in each milestones to be treated as the first day of the previous milestone as mentioned in timeline i.e. T+60, T1+90, T2+120 (Total time period 270 days)

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2	22	Criteria Point No 1	<ul style="list-style-type: none"> - Experience with Banks in India and OECD (Organisation for Economic Co-operation and Development) over last 5 years - Experience and credentials of implementation of Operational Resilience in India and OECD region 		<ul style="list-style-type: none"> - Experience with BFSI in India or OECD (Organisation for Economic Co-operation and Development) over the last 5 years - Experience and credentials of implementation of Operational Resilience in India or OECD region
<p>All the above clarifications should be treated as Addendum to the existing RFP, Reference: BCC:RMD:114:341 dated 24th August 2022, and other terms and conditions as indicated in RFP as hosted on Bank's website shall remain unchanged.</p>					