

S. No.	Reference Clause	Reference Page	Query	Response of the Bank
1	3.2 Scope of Work	page 13-14	- Can we re-arrange the items covered as part of scope in a more logical fashion or do we need to stick to the format as specified in the RfP?	The items in the scope of work can be re-arranged after discussion with the Core Team of the Bank. However, there shall be no dilution in the overall scope of work.
2	3.2 Scope of Work (Clause 2)	page 13	<p>- How many unique roles exist in the HR organization?</p> <p>How many unique roles are we considering for KPIs/Benchmarking. For example, a role of a particular vertical at a particular level irrespective of number of incumbents. Eg. Senior Manager - Recruitment</p> <p>Which are the key HR systems and processes to be focused upon?</p> <p>What all HR processes are to be covered?, 1. Recruitment & Selection, 2. PMS 3. Compensation Policy, 4. Rewards & Recognition, 5. Onboarding, 6. Learning & Development, 7. Promotion Policy, 8. Talent Management</p> <p>Request the bank to clarify the list of HR process in the scope of this RFP, this information will help consultants plan effort and workplan accordingly across 4 months</p> <p>Request the Bank to share list of current HR processes (including HR modules in current HRIS), this information will help consultant plan effort and workpan accordingly. The number of HR processes and names at high level will be helpful.</p> <p>Section 3.2.2 talks about defining new processes for the revamped HR organization - Are all HR processes under scope of this clause or just the ones which have comparatively low maturity w.r.t the global benchmarks?-</p>	<p>To identify the unique and distinct roles forms part of the Scope of Work as per Point No. 2 of 3.2. However, core HR Functions include Recruitment, Promotion, Talent Management, Payroll Mgmt, Performance Management System, Rewards & Recognition, Employee Separation etc. The Core HR processes include Claim Benefits Module, Leave, Staff Grievances, Terminal Benefits Settlement, Medical Insurance Claim Settlement, Ex-employee Module, Sucession Planning, Compensation/ Perquisites etc.</p>
3	3.1 Introduction and overview	Page 13	<p>- What is the total number of HR functionaries at BoB?</p> <p>- Please provide a grade wise split for the HR cadre at BoB.</p> <p>Request the Bank share the number of HR functionaries eligible in this scope across grades as this will help consultant plan effort and workplan.</p> <p>What is the strength of the HR team? No of people. How is it split between Strategic & Operations in terms of number of people</p>	<p>Working in HR Area at Corporate, Zonal & Regional level</p> <p><u>Executives (SMG/S IV & above) -60</u> Scale V-10, Scale IV-50,</p> <p><u>Officers (JMG/S I - MMG/S III) - 206</u> Scale III-74, Scale II-94, Scale I-38</p> <p>The strategic HR Team is based out of Mumbai while the HR Operations Team is located at Baroda</p>

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4	3.2 Scope of Work	Page 13	<p>- Are you looking to benchmark against global institutions or only within India?</p> <p>- Our understanding is that benchmarking will be reference to only Financial institutions. Is that correct?</p> <p>Request the bank to broaden this criteria to include banks and other large financial institutions along with global financial institutions. As per the scope, bank is keen to understand leading market practices of HR functions which are prevalent in many large global financial firms and indian large financial sectors (NBFC, Insurance, FinTechs)</p> <p>As per our understanding, relevant work experience in last 5 years for organisation does not limit it to only Financial sector and is open to other sectors too with criteria of minimum 20,000 employee strength. Request the Bank to clarify our understanding.</p> <p>Will the experience in Non-Banking Finance company be considered for working on HR projects? We request you to allow bidders to submit experience of working on HR Projects in Indian and outside Indian financial sectors as well. We request you to allow bidders to submit "Projects that reflect work done in the HR area in banks in the last 7 years."</p>	Benchmarking of processes against global standards. However, implementation in Indian Context and conforming to Indian Laws
5	3.2 Scope of Work (Clause 1)	Page 13	Will the consultant be expected to provide detailed org structure and staffing pattern as part of the final report or only benchmark practices and high level recommendations?	The recommendation should also include the proposed organisation structure, staffing pattern in line with best in class practices.
6	3.2 Scope of Work (Clause 3)	Page 13-14	<p>- Will the bank re-define HR processes and systems as part of the project based on the findings of the benchmarking study being undertaken by the consultant?</p> <p>- Is the consultant expected to provide a detailed roadmap with respect to transitioning of existing HR processes into the new processes?</p>	Yes
7	3.2 Scope of Work (Clause 4)	Page 14	- Our understanding is that the consultant will be expected to design an HR dashboard for the senior roles. Is our understanding correct? If yes, which all roles/ grades will have access to such dashboard.	Yes. The dashboard shall be accessed by the Senior Functionaries of HR Vertical with provision for daily updations by the respective sections. The knowledge transfer shall include technical know-how of operating the dashboard also.
8	3.2 Scope of Work (Clause 4)	Page 14	<p>- What is the existing technology landscape at Bank of Baroda?</p> <p>- Please provide details of the HRMS currently being used at BoB.</p> <p>- With respect to HR technology, does BoB prefer On-Premises solution or cloud or a hybrid system?</p> <p>Please briefly summarise the technology landscape at Bank of Baroda. Need details with respect to major systems used such as HRMS, Performance, Learning, Payroll etc. Do you leverage any custom developed (in-house) solutions for any of the processes?</p> <p>What is the current HRMS platform being used?</p> <p>How is the HR performance being measured presently?</p>	<p>The existing system of the Bank operates on HR Connect enabled by Oracle Peoplesoft software, which is an on-premises solution. Bank shall be continuing with an on-premises solution.</p> <p>Presently, Performance appraisal for Officers is being undertaken by an inhouse PMS Tool Software.</p> <p>Payroll and HR Connect operates on PeopleSoft Software.</p> <p>Baroda Gurukul is also operational on an in-house web-based and mobile platform.</p>

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9	3.2 Scope of Work (Clause 5)	Page 14	<p>- Does the bank have any existing methodology/ tool to assess the HR functionaries?</p> <p>- Is the onus of conducting the assessments on the consultant?</p> <p>- Will the assessments be functional or behavioral in nature?</p> <p>- Will the consultant be expected to deploy functionaries on various roles based on outcomes of assessment?</p> <p>- The assessments will be applicable for all roles or only a select set of grades within HR function?</p> <p>As per our understanding, bank expects consultant to evaluate HR staff members (functionaries) on behavioral skills through assessment (testing / evaluation) and provide skill gap report for skilling & redeployment opportunities. Request the Bank to clarify if assessment will be based on Behavioral competencies / skill-set or functional/technical (HR function) skills too?</p> <p>Is the expectation to do behavioral assessment for HR team? How many people and at what all levels?</p> <p>As per our understanding, bank expects consultant to evaluate HR staff members (functionaries) on behavioral skill through assessment (testing / evaluation) and provide skill gap report for re-skilling & redeployment opportunities. Request the bank to clarify if the expectation is to conduct individual behavioral competency based assessment and gap study for each HR functionary or is the requirement to identify skill gap based on the new HR structure proposed at function and team level. As this will also require more time and 4 months for overall project might not suffice.</p> <p>As per our understanding, bank expects consultant to evaluate HR staff members (functionaries) on behavioral parameters only through assessment (testing / evaluation) and provide assessment report for skilling & redeployment opportunities. Request the Bank to clarify if this will also include defining / updating Competencies or emerging skills for the HR department.</p> <p>Does it involve designing assessments for various HR functionaries?</p>	<p>All Officers of the Bank (including HR Functionaries) are presently assessed on the Bank's in-house GEMS Tool on an annual basis.</p> <p>The onus of conducting assessment (both functional & behavioural) shall be with the Consultant. The assessment should include case studies and Situational Judgement tests.</p> <p>The consultant will not be required to deploy the functionaries on various roles. It is handled by the Bank.</p> <p>The assessment is required to be carried out by the selected consultant for HR Functionaries in Scales I to V (266 in strength as of now).</p> <p>Based on the testing, the HR Functionaries are required to be grouped for Strategic & Operational HR/ Field HR roles. The report should also group them for re-skilling/ upskilling/ fitness for the role & re-deployment basis the benchmark report.</p> <p>The assessment will be applicable for all unique roles.</p> <p>The entire scope of work is required to be completed within stipulated timelines of 4 months</p>
10	3.2 Scope of Work (Clause 7)	Page 14	<p>- What will be the role of consultant in terms of technology roadmap? Will the consultant be expected to suggest tech platforms based on external benchmarks or also aid in selection of vendors for various tech choices?</p>	<p>The consultant is only required to suggest improvement in process flow / some technology improvements based on benchmark study.</p>

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11	3.3 Timeframe and Milestones	Page 15	<p>- The duration of the project given the scope seems too low. Can it be extended to 6-7 months?</p> <p>Request the Bank to allow flexibility in the above mentioned timeframe as some of the activities are interlinked and can be done simultaneously or before for a timely completion without impacting overall timelines and quality of the deliverable.</p> <p>Do all the recommendations have to be implemented in 4 months or just the detailed implementation plan?</p> <p>Due to Covid19 3rd wave impact our staff are working remotely and few are isolated due to infection. This may affect the delivery of the proposal in decided timeline i.e. 18th Feb 2022. We request to extend the timeline for submission of the proposal to 28 Feb 2022, 3 PM (IST)</p>	The entire scope of work is required to be completed within stipulated timelines of 4 months
12	4.2.1 Technical Bid Evaluation (Table row 2)	Page 16	<p>- In terms of experience of working on HR projects in the Indian Financial sector, how will the experience be graded?</p> <p>- Is there a value threshold for projects which can be presented?</p> <p>- Are there any other criterion apart from the last 5 years clause?</p>	The outer cut-off marks for each project shall be 4 . However, projects with higher relevancy to the scope of work, covering larger group of employees shall be rated higher. The decision of the Technical Evaluation committee shall be final
13	4.2.1 Technical Bid Evaluation (Table row 5)	Page 16	<p>- Is there a qualification criteria for directors, experts and team members in terms of experience or nature of services rendered?</p> <p>- How will the points be awarded for each member?</p> <p>- How many profiles will need to be shared?</p>	The qualification and experience most relevant to the scope of work of the Director/ Team will be assessed by the Evaluation Committee. Better the experience of the Team, higher the marks.
14	5.10.1 Payment Terms	Page 27	- Can the payment terms be discussed and changed post award of contract?	No
15	[A] Important Dates, Application & Bid Security/Earnest Money and RFP Co-ordinator details	Page 2	<p>12 Mode of bid submission : Offline</p> <p>Request the bank to allow online submission of the bid through an email (password protected files for technical and commercial) or online portal. This allows flexibility to the consultant in preparing and submitting document in the current situation. This is aligned to the recent practice which many PSBs have adopted in the RFP process (including Bank of Baroda's recent Digital transformation RFP)</p> <p>RFP Response Submission Details: We request you to allow bidders to submit the proposals online in soft copies. Encrypted/Password protected files can be shared with you in order to maintain the privacy & security of the documents. We request you to waive off the requirement of submission of a pen drive. In place of the pen drive, bidders can submit the soft copies (encrypted/password protected) in e-mail.</p>	At least one hardcopy is required to be submitted as stipulated in the RFP.

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16	3.2 Scope of Work	Page 13	Request the Bank to clarify if the expectation from the above clause is to also provide Job Descriptions and Manpower recommendation for the proposed HR Structure?	The benchmarking report should recommend ideal strength, inhouse/ outsource model for defined activities, automation of processes, if any of the existing processes or continuation thereof, grouping of HR functionaries etc.
17	3.4 Team	Page 15	Request the bank to allow hybrid or flexible resource deployment on the client site which would entail full staffing of project execution team and SME presence for key meetings or diagnostic phase while design and development phase can be managed by team off-site as this allows flexibility to include Global SME insights who are present in different locations too.	Shall be enabled. However, the number of such resources shall be discussed mutually with the successful bidder.
18	4.2.1 Technical Bid Evaluation	Page 17	As per our observation, the Eligibility criteria on consultant's experience on Page 37 (Eligibility criteria) mentions requirement of minimum headcount of 20,000 employees. As per our understanding that criteria is not applicable in the Technical scoring table. Request the Bank to clarify our understanding.	the minimum headcount only forms part of Eligibility Criteria.
19	5.10 Payment Terms & Other Conditions. 5.10.1 Payment Terms	Page 27	Payment milestone Payment Terms Can the payment milestone be modified	No change is envisaged in the Payment Terms
24	Annexure 03	NA	Please confirm if this is required only in case Bid Security/EMD is not being made.	Annexure 03 refers to Bank Guarantee in lieu of Bid Security
25	Annexure 10	NA	Please confirm if this need to be submitted post successful bidder being awarded only and No submission required at the time of Bid	To be submitted only by the Successful bidder on signing of contract
27	3.2 - Scope of Work Point 7	Page 14	Is the Bank considering changing HRMS Technology?	NO
28	4.2.1 Technical Bid Evaluation	Page 17	What is the expectation on capability building & knowledge transfer for implementation	The consultant shall be required to ensure a knowledge transfer to the Core Team of the Bank and technical know-how for ensuring effective implementation/ execution of the recommendations/ roadmap suggested
29	3.2.8	14	RFP asks for "Review all major HR policies of the Bank from a benchmarking perspective and recommend improvements / suggestions". Does this also include in depth design of to-be policies, process maps and SOPs?	Only recommend improvements basis the Benchmarking findings/ study
32	3.4	15	Is the data and information collection envisaging branch level visits for the team?	Consultant may decide to meet employees, visit branches/ offices/ units etc for survey/ feedback as part of their project/ assignment.

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33	Annexure 06	44	Pre-contract integrity pact: We request you to allow bidders to submit this IP on bidder's letterhead. The executed agreement can be shared during the contracting stage by the successful bidder.	In terms of CVC guidelines, entering into a Pre-contract integrity pact is a preliminary requirement. Therefore, the agreement should be executed separately by bidder as per the format to enable the bank to consider the Bid of said Bidder. Hence the request cannot be accepted.
33	Annexure 1 (Eligibility Criteria) – Sl. No. 5	37 of 59	Since the bidder has commenced operations very recently, the Bidder requests the Bank to consider revenues from their sister concern company in India to satisfy availability of financial records in the preceding three years;	The revenues/ audited financial statements of the bidder applying under this RFP only will be taken into consideration. Financial statements of the parent company/ sister concern (either located in India or abroad) shall not be reckoned.
34	Additional Requirement of the Bank's side - The Bidders are also required to submit Annexure 14 - Letter of Authorisation for submission of response.			Letter of Authorisation for Submission of Response
35	Pre-contract Integrity Pact - Annexure 06 - Revised			Pre-contract Integrity Pact Annexure 06

**PRE CONTRACT INTEGRITY PACT
(TO BE STAMPED AS AN AGREEMENT)**

This pre-bid pre-contract Agreement (hereinafter called the Integrity Pact) is made on _____ day of _____ month, 20____, between, on one hand, **BANK OF BARODA**, a body corporate constituted under the provisions of Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970 and having its Corporate Office at Baroda Corporate Centre, C-26, G-Block, Bandra-Kurla Complex, Bandra East, Mumbai 400051 (hereinafter referred to as "**BOB**"; which expression shall, unless it be repugnant to the meaning or context thereof, be deemed to mean and include its successors and assigns); and.....hereinafter referred to as "The Bidder /Bidder"

Preamble

BOB is a one of the nationalized PSU Banks having its presence through its branches and administrative offices throughout India and overseas territories. BOB is committed to fair and transparent procedure in appointing of its outsourced service providers.

The BOB intends to appoint/ select, under laid down organizational procedures, contract/s for benchmarking HR systems and process of the Bank. The BOB values full compliance with all relevant laws of the land, rules, regulations, economic use of resources and of fairness / transparency in its relations with its Bidder(s) and / or Bidder(s).

In order to achieve these goals, the BOB will appoint Independent External Monitors (IEM) who will monitor the tender process and the execution of the contract for compliance with the principles mentioned above.

Section 1 - Commitments of BOB

1. The BOB commits itself to take all measures necessary to prevent corruption and to observe the following principles: -
 - a. No employee of the BOB, personally or through family members, will in connection with the tender for, or the execution of a contract, demand; take a promise for or accept, for self or third person, any monetary or non-monetary benefit which the person is not legally entitled to.
 - b. The BOB will, during the tender process treat all Bidder(s) with equity and reason. The BOB will in particular, before and during the tender process, provide to all Bidder(s) the same information and will not provide to any Bidder(s) confidential /additional information through which the Bidder(s) could obtain an advantage in relation to the tender process or the contract execution.
 - c. The BOB will make endeavor to exclude from the selection process all known prejudiced persons.
2. If BOB obtains information on the conduct of any of its employees which is a criminal offence under the IPC/PC Act, or if substantive suspicion in this regard, the BOB will inform the Chief Vigilance Officer and in addition can initiated disciplinary actions.

Section 2 - Commitments of the Bidder(s)/ Bidder(s)

- a. The Bidder(s) / Bidder(s) commit themselves to take all measures necessary to prevent corruption. The Bidder(s) / Bidder(s) commit themselves to observe the following principles during participation in the tender process and during the contract execution.
- b. The Bidder(s) / Bidder(s) will not, directly or through any other person or firm, offer, promise or give to any of the BOB's employees involved in the tender process or the execution of the contract or to any third person any material or other benefit which he/ she is not legally entitled to, in order to obtain in exchange any advantage of any kind whatsoever during the tender process or during the execution of the contract.
- c. The Bidder(s) / Bidder(s) will not enter with other Bidders into any undisclosed agreement or understanding, whether formal or informal. This applies in particular to prices,

specifications, certifications, subsidiary contracts, submission or non-submission of bids or any other actions to restrict competitiveness or to introduce cartelization in the bidding process.

- d. The Bidder(s)/ Bidder(s) will not commit any offence under the relevant IPC/ PC Act; further the Bidder(s) / Bidder(s) will not use improperly, for purposes of competition or personal gain, or pass on to others, any information or document provided by the BOB as part of the business relationship, regarding plans, technical proposals and business details, including information contained or transmitted electronically.
 - e. The Bidder(s) / Bidders(s) of foreign origin shall disclose the name and address of the Agents/ representatives in India, if any, similarly the Bidder(s) /Bidders(s) of Indian Nationality shall furnish the name and address of the foreign principals, if any. Further details as mentioned in the "Guidelines on Indian Agents of Foreign Suppliers" shall be disclosed by the Bidder(s) / Bidder(s). 6-7}
 - f. The Bidder(s) / Bidder(s) will, when presenting their bid, disclose any and all payments made, is committed to or intends to make to agents, brokers or any other intermediaries in connection with the award of the contract.
 - g. Bidder(s) / Bidder(s) who have signed the Integrity Pact shall not approach the Courts while representing the matter to IEMs and shall wait for their decision in the matter.
3. The Bidder(s) / Bidder(s) will not instigate third persons to commit offences outlined above or be an accessory to such offences.

Section 3 - Disqualification from tender process and exclusion from future contracts

If the Bidder, before contract award has committed a transgression through a violation of Section 2 or in any other form such as to put his reliability or credibility as Bidder into question, the Principal is entitled to disqualify the Bidder from the tender process or to terminate the contract, if already signed, for such reason.

Section 4 - Previous transgression

1. The Bidder declares that no previous transgressions occurred in the last three years with any other Company in any country conforming to the anti-corruption approach or with any Public Sector Enterprise in India that could justify his exclusion from the tender process.
2. If the Bidder makes incorrect statement on this subject, he can be disqualified from the tender process or action can be taken as per the procedure mentioned in "Guidelines on Banning of business dealings".

Section 5 - Equal treatment of all Bidders | Bidders | Sub-bidders

1. In case of Sub-contracting, the Principal Bidder shall take the responsibility of the adoption of Integrity Pact by the Sub-Bidder.
2. The BOB will enter into agreements with identical conditions as this one with all Bidders and Bidders.
3. The BOB will disqualify from the tender process all bidders who do not sign this Pact or violate its provisions.

Section 6 - Criminal charges against violating Bidder(s) / Bidder(s) /SubBidder(s)

If the BOB obtains knowledge of conduct of a Bidder, Bidder or SubBidder, or of an employee or a representative or an associate of a Bidder, Bidder or SubBidder which constitutes corruption, or if the BOB has substantive suspicion in this regard, the BOB will inform the same to the Chief Vigilance Officer.

Section 7 - Independent External Monitor

1. The BOB has appointed Independent External Monitors (hereinafter referred to as Monitors) for this Pact in consultation with the Central Vigilance Commission. Name: Shri Harishwar Dayal dayalagra@gmail.com appointed competent and credible Independent External Monitor for this Pact after approval by Central Vigilance Commission. The task of the Monitor is to review independently and objectively, whether and to what extent the parties comply with the obligations under this agreement.
2. The Monitor is not subject to instructions by the representatives of the parties and performs his/ her functions neutrally and independently. The Monitor would have access to all Contract documents, whenever required. It will be obligatory for him / her to treat the information and documents of the Bidders/Bidders as confidential.
3. The Bidder(s) / Bidder(s) accepts that the Monitor has the right to access without restriction to all Project documentation of the BOB including that provided by the Bidder. The Bidder will also grant the Monitor, upon his/ her request and demonstration of a valid interest, unrestricted and unconditional access to their project documentation. The same is applicable to Sub-Bidders.
4. The Monitor is under contractual obligation to treat the information and documents of the Bidder(s) / Bidder(s) / Sub-Bidder(s) with confidentiality. The Monitor has also signed 'Non-Disclosure of Confidential Information'. In case of any conflict of interest arising during the selection period or at a later date, the IEM shall inform BOB and recuse himself / herself from that case.
5. The BOB will provide to the Monitor sufficient information about all meetings among the parties related to the Project provided such meetings could have an impact on the contractual relations between the BOB and the Bidder. The parties offer to the Monitor the option to participate in such meetings.
6. As soon as the Monitor notices, or believes to notice, a violation of this agreement, he/ she will so inform the Management of the BOB and request the Management to discontinue or take corrective action, or to take other relevant action. The monitor can in this regard submit non-binding recommendations. Beyond this, the Monitor has no right to demand from the parties that they act in a specific manner, refrain from action or tolerate action.
7. The Monitor will submit a written report to the BOB officials within 15 days from the date of reference or intimation to him by the BOB and, should the occasion arise, submit proposals for correcting problematic situations.
8. If the Monitor has reported to the BOB, a substantiated suspicion of an offence under relevant IPC/ PC Act, and the BOB has not, within the reasonable time taken visible action to proceed against such offence or reported it to the Chief Vigilance Officer, the Monitor may also transmit this information directly to the Central Vigilance Commissioner.
9. The word 'Monitor' would include both singular and plural.

Section 8 - Facilitation of Investigation

In case of any allegation of violation of any provisions of this Pact or payment of commission, the BUYER or its agencies shall be entitled to examine all the documents including the Books of Accounts of the BIDDER and the BIDDER shall provide necessary information and documents in English and shall extend all possible help for the purpose of such examination for which the contract has been awarded

Section 9 - Term and Enforceability

1. This Pact begins when both parties have legally signed the document. The document is valid for the selected Bidder for ~6 months after expiry of the contract/ policy period, and for all other Participating Bidders till the tender process is over.
2. If any claims made/lodged during this time, the same shall be binding and continue to be valid despite the lapse of this pact as specified above, unless it is discharged / determined by BOB.

Section 10 - Other provisions

1. This agreement is subject to Indian Law. Place of performance and jurisdiction is the Corporate Office of the BOB i.e. Mumbai.
2. Changes and supplements as well as termination notices need to be made in writing.
3. If the Bidder is a partnership or a consortium, this agreement must be signed by all partners or consortium members.
4. Should one or several provisions of this agreement turn out to be invalid, the remainder of this agreement remains valid. In this case, the parties will strive to come to an agreement to the original intentions.
5. Issues like scope of work, Warranty/ Guarantee etc. shall be outside the purview of IEMs.
6. In the event of any contradiction between the Integrity Pact and RFP/ RFQ/ tender documents and its Annexure, the Clause in the Integrity Pact will prevail.

For & On behalf of BOB

For & on behalf of Bidder

Office Seal

Office Seal

Place _____

Date

Witness 1

Name & Address

Witness 2

Name & Address

Annexure 14 – Letter of Authorization for Submission of Response

To,

The RFP Co-ordinator – Engagement of Consultant for Benchmarking HR Systems & Processes of the Bank

Bank of Baroda

Dear Sir,

SUB: Authorization Letter for submitting RFP proposal documents.

REF: Your Reference Number: RFP: HRM:114/89 dated 29.1.2022

This has reference to your above RFP for Engagement of Consultant for Benchmarking HR Systems & Processes of the Bank.

Mr./Ms..... is hereby authorized to submit the response documents, to submit sealed response, and to sign any documents pertaining to the RFP on behalf of our organization for all the services required by the Bank as called for vide the Bank's RFP as referred to above, on behalf of our organization. He/ She is also authorized to take decisions on behalf of the company till the RFP process is completed.

Certified photocopy of Power of Attorney (POA) of the person authorizing such person is duly submitted.

We hereby extend our full guarantee and warranty as per Clauses of Contract for the goods and services offered for supply by the Organization against this RFP.

The specimen signature is attested below:

Specimen signature of the Representative

Signature of the Authorizing Authority

Name of the Authorizing Authority (Certified Xerox copy of POA of authorized Signatory/authority is to be submitted)

Note:

- 1) This letter of authority should be on the letterhead of the principal on whose behalf the proposal is submitted and should be signed by a person competent and having the power of attorney to bind the principal. It should be included by the Organization in its proposal.