



BANK OF BARODA



Selection of Knowledge Partner- Design & Implementation of Comprehensive leadership programme – “Welead II “

ADDENDUM II

Dated – 03.04.2019



ADDENDUM-02

In continuation to our RFP dated 16.3.2019 and Addendum-01 dated **26.03.2019** for Selection of Knowledge partner design and Implementation of Welead II, on the basis of queries and inputs received from some of the prospective bidders during Pre-Bid Meeting held on 01.04.2019 and through e-mails received, following amendments are made in the documents mentioned here under, reply for query are available in Annexure A along with this Addendum.

Sr. No	Reference	Existing /Requested	Our revised Specification
1	PG No. 13,14	The title of the master envelope is differently given on page 13, para 1 and page 14, para 2.11(1) Which one is to be used?	Please read title of the master in page 14 para 2.11(1)Response for Bank of Baroda-Selection of Knowledge partner for Design & Implementation of “Welead II” in Bank of Baroda” <u>SUBMITTED BY RESPONDENT NAME</u>
2	PG No. 15	2.12 Earnest Money Deposit	Inclusion of the following point Under Clause 2.12 The EMD Can be exempted on submission of valid certificate of registration from National small Industries corporation (NSIC)/MSME/KVIC/SSI, etc. The units registered under Single Point Registration Scheme of NSIC are eligible to get benefits under “Public Procurement Policy for Micro & Small Enterprises Order 2012 of the GOI.
3	PG No. 19 Table no 1 and 03	Mentioned in the “SPGS”	Please read as “ SGSP ”
4	PG No. 19 Table No 03	TIME FRAME OF THE ASSIGNMENT mentioned in the page NO 19 Table no 03	Revised Time schedule mentioned hereunder Table No 01
5	PG No. 22,Module 04,Point 02	IDP Coaching – Specific competency based IDP coaching -06 days	IDP Coaching – Specific competency based IDP coaching - 06 days, <u>This includes class room training & /or coaching connect.</u>



Table No 01

Sr No	Category	Module I	Module II	Module III	Module IV	Module V
1	BSLP-II	Within 06 weeks after signing of contract		Within 30 weeks after signing of contract		Within 42 weeks after signing of contract
2	BELP-II					
3	BRSP-II	Within 9 weeks after signing of contract				Within 42 weeks after signing of contract
4	SPSG-II	Within 9 weeks after signing of contract		Within 42 weeks after signing of contract		Within 52 weeks after signing of contract
5	Welead Plus:- Advanced level & fellowship program	Within 06 weeks after signing of contract	Not applicable	Not applicable	Within 30 weeks after signing of contract	Within 36 weeks after signing of contract

Please note:

1. The above shall supersede the previous relevant respective terms.
2. Bidders are required to sign all pages of this addendum and forward along with the technical bid.
3. All other terms and conditions mentioned in the RFP document shall remain unchanged.
4. Last date of submission of Tender shall remain same, i.e. on **10.04.2019 up to 2.00 pm.**
5. Technical Bid shall be opened on the same day, i.e. on **10.04.2019 at 2.30 pm**



Annexure A

REPLY FOR QUERIES

Sr. No	Reference	Requested Query	Our Specification
1	PG No..15	Please confirm that we can apply for multiple programs by paying single EMD of 5L.	Yes, Please refer RFP Page No.20, Program design section.
2	PG No. 18	Will the participants at each scale (Designation) be trained separately or together? This question pertains to Scale I to III & VI TO VII. (Clause 3.4 , Page 18).	Yes, Each Program participant to be trained separately, Please refer RFP page No. 18 Table No. 01 for program category
3	PG No. 18	No. of participants in this program would be 4900 or more or less ?	Approximately 4900, However it may vary at the time of actual implementation.
4	Page No.18 Table 02	Fellowship Program under Welead II plus would be in continuation to We lead II -Baroda Senior Leadership programme-II (For Dy. General managers and General Managers (Scale VI & VII)) or it would be a separate program.	It would be separate program for the DGM's & GM's who were the part of earlier program ie Welead of 2017-18
5	PG No 18	Are the participants required to be developed for effective leadership in their current role or for future roles?	Current role as well future role
6	PG No. 18	What is maximum duration for which each F2F model or Fellowship program can be designed.	Please refer Table no 01 in this Addendum No 02
7	PG No. 19	We understand "Modules" here refer to the phases of Project. Is that correct understanding?	Yes
8	PG No. 19	In case of Welead Plus, given that leadership diagnosis is not required, against what can the impact be measured?	Leadership diagnostic for proposed participants are already completed, the impact assessment can be done accordingly.
9	PG No.20 Design	Please mention all possible locations for program deployment	Anywhere in India, however the classroom session mainly conducted in our Academies/Head office / corporate office /Regional and Zonal centers or as agreed mutually.
10	PG No. 21 Module 01	What is meant by Advanced level under " <u>Welead Plus</u> " in terms of competencies to be developed and type of program to be offered	Advance Level for Scale I to V is the advanced version of Welead I and applicable module in this program is mentioned in RFP page No. 20 to 23. In terms of competency, the knowledge partner's role is to focus on behavioral/leadership



			competencies more intensively
11	PG No. 21 Module 01	The expectations from Knowledge partner under WeLead Plus fellowship program. Is it identification of available programs in B Schools, universities etc. and then program management of the same?	It has been clarified on page no.21 under heading of "For Welead Plus" Point no 02.
12	PG No. 21 to 22	Please confirm that the selected vendor for WELEAD PLUS will get the individual IDP documents from WELEAD I participants.	Information may be shared with the selected knowledge partner subsequently.
13	PG No. 21	Is there a particular maximum batch size you are expecting for different programs? If yes, please specify as this input is required for project plan and commercial estimate.	The knowledge partner may propose the same in their design without diluting the essence of the intervention. Given this, we suggest capping of batch size around- 40-45
14	PG No. 21,Point No02 under Welead plus	Whether BOB will tie up with the academic institutions or does the Knowledge Partner need to have a tie up and offer the program	Knowledge partner may tie up with the academic institutions or Universities.
15	PG No. 22	Can the individual feedback be on a virtual mode/ call between the coach and the nominee	Knowledge partner may suggest. However it has to be documented.
16	PG No. 22	We believe that "live" refers to a current project/problem/ activity in the bank. What support can be extended by the bank in terms of formulating and assigning a live project	Yes, Identification of project/problem/ activity will be provided to Knowledge partner by the Bank.
17	PG No. 22	Individual report and feedback by appointed coach. Who will be the appointed coach here? Are they from the Bank or from 'Selected Bidder'?	Knowledge partner will provide IDP coaching for selected candidates
18	PG No.22	It says INDIVIDUAL FEEDBACK, Is this Individual Feedback session expected in person for all 5 programs?	It is the part of program design, knowledge partner may suggest their proposal ,Please refer RFP page No. 22 Module 03
20	PG No. 22	Are each of the customized learning and development interventions mentioned mandatorily applicable across levels or is it up to knowledge partner's discretion? Is there a specific expectation around the classroom sessions, specifically, given the numbers of participant in each program	Yes, Knowledge partner can suggest based on their experience, subject to overall expectation mentioned in the scope of work.
21	PG No. 22	For classroom sessions mentioned, is the number of days mentioned against each workshop fixed or can the knowledge partner recommend changes?	Yes, Knowledge partner may suggest accordingly without diluting expected impact.



22	PG No.22	For Coaching intervention, 6 days of coaching is mentioned, does this indicate 6 individual coaching connects for 1-1:30 hours each?	The knowledge partner may propose the same in their design.
23	PG No. 22	Whether IDP coaching can be group/ peer coaching or it necessarily needs to be 1:1 personal coaching for 6 full days.	Please refer this addendum -02, Point No 04.
24	PG 22 Module 03	Whether individual feedback can be provided in a group setting or it necessarily needs to be an exclusive 1:1 session	Feedback to be provided to individual participants and consolidated statement will be provide to Apex Academy.
25	PG No.23 Para 02	Team: 'A single team leader as coordinator should be proposed by the selected organization for the overall assignment for each programmes under WeLead II.' We request single team leader to be considered across all programs a bidder bids for.	Separate team leaders for Individual programs are expected.
26	PG No. 23	Are consultants of 'Selected Bidder' expected to be stay and work from Gandhinagar for the entire duration?	Selected Knowledge partner is expected to co-ordinate & administrate the program effectively. It is not specifically required to station at Gandhinagar until & unless it is demand of program. Knowledge partner may suggest their design for better coordination of program.
27	PG No. 23	Is there an online platform available to host digital content	No, But if required knowledge partner may arrange their own.
28	PG No. 23	Impact assessment requires a lot of support from within the bank, we hope the project team will enable the selected bidder in collating desired information for impact assessment	Yes, however knowledge partner may suggest the methodology of Impact assessment for the candidates, using clearly specified mutually agreed support.
29	PG No. 23	Under team, there is a line that the consultant team shall work with the Baroda Apex academy team in Gandhinagar? Is this on-going or only for important connects and presentations?	Baroda Apex academy team is project manager for entire program, hence it is expected that team from Knowledge partner will work in their co-ordination.
30	PG No. 23 Cl. 6.8	Request clarity on whether in case of termination by client, Knowledge Partner to be paid for services rendered up-to the effective date of termination	Mentioned in the RFP, refer the respective clause/s.
31	PG No. 39	Request clarity on what type of outcomes is the bank looking at. Is this going to be evaluated differently for different programs?	The knowledge partner may propose the same in their design
32	PG No. 42,6.13	We believe that for all these eventualities, the client shall have adequate recourse in damages, thereby avoiding the need for such widely drawn indemnities. Request if this clause can be deleted.	Please be guided with the existing terms and conditions of RFP and its addendums



33	PG No. Cl. 6.19 (2)	Request if the clause can be capped to a certain limit or deleted -Pg. 44Cl. 6.19 (2)	
34	PG No. 44 Cl. 6.19 (3)	Request if the clause can be mutually applicable for the bidder as well	
35	PG No. 44 Cl. 6.20	Request if instead of rescinding the contract the personnel can be changed	
36	PG No. 45 Cl. 6.22	Request if the clause can be amended to “the penalty will be applicable only the delay is solely attributable to the Consultant”.	
37	PG No. 45 Cl. 23	Being a professional services and an Audits firm, Visit to our office is not acceptable. The client can visit our project office and audit the relevant documents.	
38	PG No. 41 clause 6.10	We operate as a global firm and it’s difficult to avoid employment of prior employees. We request to add the following to the terms of 6.10: <i>“The above restriction would not apply to either party for hiring such key personnel who (i) initiate discussions regarding such employment without any direct or indirect solicitation by the other party (ii) respond to any public advertisement placed by either party or its affiliates in a publication of general circulation or (iii) has been terminated by a party prior to the commencement of employment discussions with the other party.”</i>	
39	PG No. 44 CL 6.17	We request to reserve the right to negotiate the NDA upon selection of our proposal, we are confident that we will find mutually acceptable solutions rapidly and without undue expense or delay if selected for this engagement.	
40	PG No. 45-46	It’s our Firm’s general policy not to agree to any deduction/liquidated damages provision or alike. We therefore request the deletion of the clauses or any references to liquidation damages or alike.	
42	PG No. 45	We request the bank to kindly change the wordings to “Under no circumstances, shall either party be liable to the other party for direct, indirect, incidental, consequential, special or exemplary damages arising from termination of this Agreement, even if the Bank has been advised of the possibility of such damages.”	Please be guided with the existing terms and conditions of RFP and its addendums.
43	PG No. 41 clause 6.10	We operate as a global firm and it’s difficult to avoid employment of prior employees. We request to add the following to the terms of 6.10: <i>“The above restriction would not apply to either party for hiring such key personnel who (i) initiate discussions regarding such employment without any direct or indirect solicitation by the other party (ii) respond to any public advertisement placed by either party or its affiliates in a publication of general circulation or (iii) has been terminated by a party prior to the commencement of employment discussions with the other party.”</i>	
44	-----	We request to reserve our right to negotiate the terms	



		with Bank of Baroda should we be selected for the engagement. We are confident that we will find mutually acceptable solutions rapidly and without undue expense or delay if selected for this engagement.	
45	PG No. 51, Annexure -1	Relook for eligibility criteria as per the RFP- Annexure 01	
46	-----	Can we only participate in the Welead II Program, excluding Welead Plus (Advanced version of Welead I, as we do not have any knowledge on the Welead I program	Please refer our RFP dated 16.03.2018 page no 20, The bidder may response and submits any one selected program or multiple programs or all -05 different programs together in a single bid.
47	PG No. 70	Will the payout happen on commencement or conclusion of the module?	Please refer Annexure 13, Payput will be release on completion of each module
48	Addendum 01 dated 26.03.2019	Selection of candidate for Welead II We request that the Psychometric, cognitive and Logic reasoning test for selection not be rolled out for all officers in a certain grade. We request for a two stage selection process - i) shortlist a pool of officers based on criteria agreed with the bank ii) Administer the selection tests to the shortlisted pool and select the final list of participants	The Knowledge partner is expected to prepare the detailed design of “selection of candidate for Welead II “
49	-----	If an organization is bidding for all categories of WeLead II - Do we need to submit 5 separate technical bids (with all the Annexure from 1 to 9) in separate envelopes or do we submit the same technical bid (Common copies of Annexure 1 to 6 & 8) and separate Annexure 7 and 9.	The bidder may response and submits any one selected program or multiple programs or all -05 different programs together in a single bid, clarifying the same – by paying single bid Amount. However for multiple programs the following Annexure will be required to submit Annexure 1 to 6-Common for all categories and Annexure – 7 to 12 separate for each category.
50	-----	For the 10,000 people pre-assessment, what is the split of the participants by levels?	The data will be shared with the selected knowledge partner after the primarily short listing process.
51	-----	How many regions & zones will the participants come from? Are there facilities to conduct workshops and virtual sessions in the regions?	After completing the final selection process, we may get demography of the participants and Bank will provide basic infra for conducting class room training.
52	-----	In We Lead II : Are there any chances that We Lead I participants also may join or it is entirely a new Batch	Welead II is applicable those who have not attended Welead 2017-18.



53	-----	It seems that We Lead Plus is for the handful of participants who have attended We Lead I, Can we get the Design of We Lead I so that the content is not repeated.	Please refer the scope of work in RFP, however the following are the major competencies were considered Welead -1. 1.Strategic thinking 2. Ownership & initiatives 3.Team work and collaboration 4 Driving learning – innovation and Change 5.Excution and Business Excellence
54	-----	Is there a measurement of Success (MOS) matrix designed which will measure the success of the program	Knowledge partner may suggest
55	-----	Are there any specific reports require from agency or agency can provide suggestive formats	Yes, Knowledge partner is required to manage the entire data of this leadership journey and provide various reports periodically and as and when bank asks for
56	-----	Is there a specific design expectation for WeLead Plus?	Knowledge partner is expected to prepare and submit the same
57	-----	Are credentials to be segregated for each level or combined?	It would be separate as per proposal of Knowledge partner.
58	-----	Is the technical presentation for each level separately or together?	Will be communicated separately for qualified bidder
59	-----	What is the geographic spread of the participants?	Across the country as well as outside India Branches/offices, However classroom will be arranged in India only.
60	-----	For Welead Plus, do IDPs already exist for each participant? a. If yes, we assume that a focus on their IDPs will form an important part of Module IV to make individuals ready for their next roles. b. If no, is there any specific expectation/ thought around how individualized inputs will be provided to them?	Yes, Information may be shared with the selected knowledge partner subsequently.
61	-----	Can the classroom sessions be conducted in our campus in Bangalore and Jaipur or at locations suggested by Bank?	It will depend upon the demography of the selected candidates and mutual agreement of both parties.
62	-----	For avoiding repetitive Psychometric test can we use the same test for IDP creation under Module II	You may suggested so.