

S No	Reference clause	Reference page	Clause Description	Query	Response
1	2 Context	5	Context	The RFP states that bank is now in very good position to draw synergies arising out of amalgamation. The Bank had appointed a consultant for amalgamation and that RFP had stated the same objective. It would help us to understand if the objective of drawing amalgamation synergies to any extent been achieved till now and what part of synergies achievement is pending and sought to be achieved from this RFP.	The amalgamation synergies envisaged from the earlier RFP were largely the immediate synergies that could be drawn up like those arising out of duplicate premises, rationalisation of closely located branches, redeployment of manpower from surplus to deficit areas, administrative offices into sales functions, harmonisation of products, processes, etc. Those synergies have been documented and the Bank has been implementing them as per schedule. The synergies now envisaged from the instant RFP are more long-term in nature arising from the need to leverage the enhanced Customer base for focussed business development opportunities, cross-selling and also implementation of differentiated strategies, etc.
2	New Operating Model and New Ways of Working	15	For enablement and transfer of capabilities, the consultant will develop robust IT tools and transfer them to the Bank	Request Bank to provide additional details on the nature of work involved	The new operating model and new ways of working may require the Consultant to work on proposals for automation and digitisation of existing processes in the Bank for which IT tools may be envisaged. As part of the deliverables, the Consultant will be expected to work on developing those tools, if so proposed by them and transfer them to the Bank.
3	Collection	18	Redesign the organizational structure and process for collections to help Bank identify stress at the earliest and deploy resources dynamically, To bring in better collection in the 0-30 DPD and 31-60 DPD buckets in line with industry best practices	Request Bank to provide additional details on the nature of work involved	There are established practices, norms and processes for Collection followed by all Banks. The scope envisages relooking at our Bank's structure and processes vis-à-vis the best in the industry and implement changes aligned to bringing in faster collection and better collection efficiency in the Bank.
4	Time frame	25	The Bank may extend the assignment for a maximum of further two tenures of 3 months each, depending on the continuance and implementation of these work streams and requirement of additional / ancillary work streams that may be required to be put in place, on the same commercial terms.	Request Bank to provide additional details on the commercial terms for extension if any	Any extension, if so required and agreed between the Bank and the Consultant will be on the same commercial terms, as per the original term of the assignment.
5	TEAM DEPLOYMENT	25	The bidder is expected to deploy a full-time team with suitable number of consultants in line with their proposals as it may deem necessary to complete the deliverables listed under the scope. In addition there should be minimum of 2 project directors for proper steering of the project.	Request Bank to provide additional details on the requirement of 2 Project Directors for the project	In view of multiple work streams envisaged under the project, there will be requirement of more than one senior level project leaders from the Consultant's side to steer the work of the various work streams, many of which may work in parallel. Hence, it is mentioned that a minimum of 2 Project Directors may need to be in place for proper direction to the individual work streams.
6	10 ELIGIBILITY CRITERIA (SI No 2)	26	Bidder should have an experience of at least 1 completed assignment in the nature of a comprehensive transformation in a Public Sector Bank / Private Sector Bank or a Business Strategy project with any Public Sector Bank / Private Sector Bank with a minimum duration of 12 months in the last 5 years.	We request you to reconsider this criteria as it is very SPECIFIC and RESTRICTIVE. The scope of this RFP is for Design and roll-out of a New Operating Model and new ways of working. Hence we request that the criteria it should be deleted and relevant criteria related to "creation of new operating models" and "new standard operating procedures", should be considered for evaluation. The bank could also consider experience of the bidder in scope areas relevant to the RFP such as organisation structure, business strategy and working models	The criteria given is a very broad one, requiring prospective bidders to show at least 1 completed long-term transformation assignment in a Bank in the last 5 years time-frame. Given the wide scope and transformational nature of this project, such an experience is being considered necessary to understand capability of the firm to drive such a huge project in a large Bank like ours. Also, the experience has to be in the nature of an organisation wide transformative program and not just a small process change or an individual SOP change in an organisation as our present scope is organisation wide.

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7	10 ELIGIBILITY CRITERIA (SI No 2)	26	A Self-Declaration to be furnished by the Bidder on the Company's / Partnership's /LLP's letter head for the same	We request that Bank of Baroda seeks copy of contract / PO / Engagement letter OR an email reference of the work done issued by the bidders client as opposed to a self declaration. We further wish to state that self declaration by a bidder on its project experience is not the correct way of submitting a documentary evidence for a PSU RFP response.	We shall stipulate copy of contract / PO / Engagement letter / Reference letter or email from the client about the work done.
8	10 ELIGIBILITY CRITERIA (SI No 3 & 4)	26	Audited financial statements or a self-declaration by the authorized signatory of the bidder where audited financial statements may not be available.	Every company/consulting firm has an audited financial statement. Hence we request Bank of Baroda to seek the audited financial statement/auditor certificate and not a self-declaration as self declaration by a bidder on its financial numbers is not the correct way of submitting a documentary evidence for a PSU RFP response.	We shall stipulate audited financial statement to be submitted by the prospective bidders.
9	10 ELIGIBILITY CRITERIA (Pt no 5)	26	The Bidder or any of its affiliates / group companies / member firms should not have been blacklisted/debarred by the Central Government/ State Governments/Semi- Government departments/Regulatory Authorities/ Financial Institutions/ Banks/ Public Sector Undertakings in India. The Bidder will declare if there is any written warning that has been issued to the firm by any client in last 5 years.	As per standard practise in PSB's we request bank to add "As on date of Bid Submission" to the existing clause. The revised clause be as follows: The Bidder or any of its affiliates / group companies / member firms should not have been blacklisted/debarred by the Central Government/ State Governments/Semi- Government departments/Regulatory Authorities/ Financial Institutions/ Banks/ Public Sector Undertakings in India. The Bidder will declare if there is any written warning that has been issued to the firm by any client as on date of Bid Submission.	The RFP criteria requires the firm to declare any such warning / blacklisting / debarment in last 5 years, as this is a very material information for the purposes of this RFP.
10	10 ELIGIBILITY CRITERIA (Pt no 6)	27	The Bidder should have neither failed to perform on any agreement during the last three years, as, evidenced by imposition of a penalty by an arbitral or judicial pronouncement or awarded against the Bidder or its Affiliates /Group Companies/member firms, nor from any project or agreement nor had any agreement terminated for breach by such Bidder or of its Affiliates/Group Companies/ member firms.	As per standard practise in PSB's we request bank to add "As on date of Bid Submission" to the existing clause. The revised clause be as follows: The Bidder should have neither failed to perform on any agreement as on date of Bid Submission, as, evidenced by imposition of a penalty by an arbitral or judicial pronouncement or awarded against the Bidder or its Affiliates /Group Companies/member firms, nor from any project or agreement nor had any agreement terminated for breach by such Bidder or of its Affiliates/Group Companies/ member firms.	Material information for the purposes of the RFP. Hence, no change in the RFP terms.
11	12 TECHNICAL EVALUATION CRITERIA:	28	The technical evaluation of the bidder will be carried out as furnished below:	Technical scoring criteria is completely subjective in nature since the parameters for awarding marks against each criteria missing in the entire section. We request you to make the criteria objective in nature and share it with the bidders. We refer to the manual for procurement of consultancy services by Ministry of Finance - page 55, clause 3.9.2 which states that "It is important to lay down as objective a scheme of marking as possible. Cases where subjectivity is avoidable (as in evaluation of methodology etc) a system of grading responses and their marking may be laid down in the bidding documents" Ref : https://doe.gov.in/manuals/manual-procurement-consultancy-and-other-services-2017	An objective Technical Scoring criteria is clearly spelt out in the RFP under Para 12.

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12	12 TECHNICAL EVALUATION CRITERIA: (SI No 1)	28	Experience in large scale transformation with Public Sector Banks or private sector banks in India over last 5 years of minimum 1 year duration	We request you to reconsider this criteria as it is very SPECIFIC and RESTRICTIVE as well as IRRELEVANT. The scope of this RFP is for Design and roll- out of a New Operating Model and not for large scale transformation of a public / private sector bank which typically spans across 35 functional areas in a bank like BOB. Hence we request that the criteria it should be amended and relevant criteria related to "creation of new operating models" should be considered for evaluation. We refer to the manual for procurement of consultancy services by Ministry of Finance mandates that "technical criteria selected should be RELEVANT and PROPORTIONAL to the requirement of quality of assignment" (ref page 33 clause 3.9.2 of the manual).Ref : https://doe.gov.in/manuals/manual-procurement-consultancy-and-other-services-2017	The criteria given is a very broad one, requiring prospective bidders to show at least 1 completed long-term transformation assignment in an Indian Bank in the last 5 years time-frame. Given the wide scope and transformational nature of this project, such an experience is being considered necessary to understand capability of the firm to drive such a huge project in a large Bank like ours. Also, the experience has to be in the nature of an organisation wide transformative program and not just a small process change or an individual SOP change in an organisation as our present scope is organisation wide. The criteria specified is very relevant and proportional to the scope envisaged. The scope covers almost all areas of the Bank working and is not restricted to only one or two areas as mentioned in the query.
13	12 TECHNICAL EVALUATION CRITERIA: (SI No 2)	28	Experience/case studies of relevant experience of projects as per context of this RFP • Relevant Experience of working with Scheduled Commercial Banks in India with 25,000+ employees / 3000+ branches / INR 5 Lakh Crore+ Business, preferably in last 5 years	Pls clarify which type of projects will be considered by the bank for this criteria. (i) Will the bank again consider only transformation projects for giving scoring on this criteria (ii) Will the bank consider consultancy projects which donot have the word "Transformation"	Prospective bidders can showcase work which are related to the areas listed under this RFP. Here, the intent is to understand and capture the experience in the areas listed under this RFP which may be either through a full scale transformation project experience but can also be through individual pieces of work done in the last 5 years which may be of similar nature as the areas under this RFP. The scoring will be based on comprehensiveness of the experience vis-a-vis the areas listed in the terms of reference and the number of areas covered in the prior experience.
14	12 TECHNICAL EVALUATION CRITERIA: (SI No 1 and 2)	28	Overall technical evaluation criteria	It has been observed in all past RFP's with similar evaluation criteria of 80:20 nature relying heavily on the word "transformation of banks" - the cost to the bank of the selected consultant firm comes out to be in the region of few crores per person per year. We request the same to keep options open for appointing consultants with SAME QUALITY AT A SIGNIFICANTLY LOWER COST TO THE BANK.	Details of the Technical evaluation criteria under SI No. 1 and 2 are mentioned above in points 12 and 13 above.
15	12 TECHNICAL EVALUATION CRITERIA: (SI No 3)	28	Availability of proprietary databases	Kindly clarify which kind of databases is the bidder expected to have to get technical marks. We are asking this questions as we are seeing such a criteria for the first time in recent RFP's from PSB's	The prospective bidder is expected to have understanding of various databases and information sources available in the market which may be connected or relevant for recommending and implementing the right solutions for the RFP Scope areas.
16	13.3	29	Techno commercial scoring - 13.3	The eligibility criteria in clause 10 is asking for all self - declarations whereas clause 13.4 is asking for documentary evidences. Kindly clarify which is required.	We have clarified under points 7 & 8 above that we are stipulating the specific documents to be furnished by the prospective bidders apart from the self declarations. Hence, specific documents are required to be furnished by the prospective bidder under S.No. 1, 2, 3 and 4 of the eligibility criteria given in Clause 10.
17	14 COMBINED TECHNO-COMMERCIAL SCORING CRITERIA.	30	The combined score shall be obtained by weighing the technical and financial scores in the ratio of 80:20 and adding them up.	We request you to make the eligibility criteria to have weightage of 70% & 30% - technical & commercial respectively. It has been observed in all past RFP's with similar evaluation criteria of 80:20 nature relying heavily on the word "transformation of banks" - the cost to the bank of the selected consultant firm comes out to be in the region of few crores per person per year whereas the actual cost in a 70-30 competitive bidding scenario turns out to be significantly lesser. We request the same to keep options open for appointing consultants with SAME QUALITY AT A SIGNIFICANTLY LOWER COST TO THE BANK. As per office memorandum F.No.7(2)/E.Cord/200 dated 4th September 2020, the Finance Ministry has issued the following directions for consultancy assignments "Due economy may be observed while determining the fees of the Consultants and care may be taken that such fees are not disproportionate to the quality and quantity of work to be carried out by the Consultants," https://doe.gov.in/sites/default/files/Economy%20Measures.pdf	The techno-commercial scoring criteria has been kept at 80:20 by the Bank given the comprehensiveness of the project and the fact that it touches almost every aspect of the Bank's functioning. Hence, understanding of the technical competence of the firm to deliver on such a broad organisation wide scope in a wide variety of areas is of utmost importance and hence the higher proportion for technicals in the overall scoring. Giving more weightage to technicals does not imply higher cost and commercial scoring and overall scoring are as per the laid down guidelines. This is clearly spelt out in the RFP.

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18	Audit/ Inspection for Reports	44	The external and internal auditors of the Bank will be given right to review internal controls of the Bidder. Any weaknesses highlighted during the audit must be promptly rectified especially where such weaknesses may affect the integrity/internal controls of the system and/or solution offered to the Bank.	We request Bank of Baroda to please consider removal of this clause	This clause of reviewing the control mechanisms and or processes / systems of the prospective bidders relate only to the deliverables covered under this RFP and the related contract thereto. Given the wide ranging scope of this project, many of the deliverables are sensitive and will contain potential sensitive information to which Bank must ensure proper controls and confidentiality. Hence, this requirement has to be fulfilled. Also, in a situation when the regulators like RBI or their inspection team may want to inspect certain records / documents used for project implementation, the selected Consultant will have to provide the necessary access.
19	19.28 Performance Bank Guarantee.	45	The selected bidder has to furnish a Performance Bank Guarantee of 20%	As per standard PSU RFP process and also as per many other RFPs of Bank of Baroda, the Performance Bank Guarantee should be 10% of the bid value.	Given the comprehensiveness of the project and its success critically linked to the future business success and competitiveness of the Bank, a higher performance guarantee amount is stipulated.
20	Annexure 5 – Credentials	51	The Bank reserves the right to approach the references for further background checks.	How will BOB be contacting the clients for references? We request you to note that we would require prior approval from the clients before they are contacted by BOB.	Reserving right for doing background checks of references provided are a usual terms for any such RFPs. The bank has sought details of references of clients as per Annexure 5 and if Bank wants to ascertain more details on any projects or work done by the bidder in that organisation than the bank will be contacting said clients on its own. if any help is required in this direction for contacting the clients, Bank shall then get in touch with the bidder for facilitating the same.
21	Annexure 10	58	Commercial bid format	In the format what number is to be mentioned in Part B - is it total person month effort or the total team size. We wish to submit that it should be total person month effort budgeted against price quoted in Part B if we wish to arrive at person month rate.	It is the total Team Size to be given in Point B (Number of manpower proposed to be deployed by the Consultant)
22	NA	NA	NA	Pre-Contract Integrity Pact is missing in the RFP. Request Bank to share the format and make it mandatory for submission by all bidders as per CVC guidelines	Pre Contract Integrity Pact draft uploaded on the website as part of the addendum
23	Page 26: 10. ELIGIBILITY CRITERIA		Bidder should have an experience of at least 1 completed assignment in the nature of a comprehensive transformation in a Public Sector Bank / Private Sector Bank or a Business Strategy project with any Public Sector Bank / Private Sector Bank with a minimum duration of 12 months in the last 5 years.	Request you to relax the duration of the project as business strategy projects don't last for 12 months	The criteria given requires prospective bidders to show at least 1 completed long-term transformation assignment in a Bank (of minimum 12 months) in the last 5 years time-frame. Given the wide scope and transformational nature of this project, such an experience is being considered necessary to understand capability of the firm to drive such a huge project in a large Bank like ours. Also, the experience has to be in the nature of an organisation wide transformative program and not just a small process change or an individual SOP change in an organisation as our present scope is organisation wide.
24	Page 28: 12. TECHNICAL EVALUATION CRITERIA:		Experience/case studies of relevant experience of projects as per context of this RFP • Relevant Experience of working with Scheduled Commercial Banks in India with 25,000+ employees / 3000+ branches / INR 5 Lakh Crore+ Business, preferably in last 5 years	Request you to allow scheduled commercial banks and NBFCs without limitations on employee size or asset size since last 5 years such transformation programs have been executed in multiple banks and NBFCs . Hence we believe bank will benefit from such experiences rather than restricting to experience in few 4-5 banks given the asset size limitations	This criteria intends to look at experience of working in large Banks specifically which will be relevant for implementing such a large transformative project in a Bank of our scale and size. Our Employee base, Branch numbers and Business size is almost 3 times than what is specified in the criteria so as to allow for even experience in smaller scheduled commercial Banks. NBFCs experience is not relevant for us as the Business model and processes are very different there.
25	Page 28: 12. TECHNICAL EVALUATION CRITERIA:		Experience/case studies of relevant experience of projects as per context of this RFP • Relevant Experience of working with Scheduled Commercial Banks in India with 25,000+ employees / 3000+ branches / INR 5 Lakh Crore+ Business, preferably in last 5 years	Request you to clarify whether merger of subsidiary of schedule commercial bank of mentioned size with another financial institution will qualify for this	The experience sought is for Scheduled commercial Banks only and not for subsidiary companies.
26	Page 29: 13. TECHNO-COMMERCIAL SCORING:		The evaluation will be a techno-commercial evaluation and for this purpose, the Technical evaluation will have 80% weightage and Commercial evaluation will have 20% weightage.	Request you to consider the Technical Evaluation and Commercial Evaluation weightage of 70:30 from 80:20 as having technically competent bidder with commercial competition will be in the interest of the bank	This RFP is for Quality and Cost Based Selection and hence 80:20 holds good. Given the comprehensiveness of the project and the fact that it touches almost every aspect of the Bank's functioning, hence, understanding of the technical competence of the firm to deliver on such a broad organisation wide scope in a wide variety of areas is of utmost importance and hence the higher proportion for technicals in the overall scoring.

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27	Page 2 Key Information on the RFP Response Submission		Time, Venue and Date of Opening of Technical Bids :5:00 pm on 17th September, 2020	Request you to extend the timeline for Technical bid submission by 1 week to 24th September,2020	Will examine and inform in due course through website notification.
28		22	Develop different 'engagement' packages and new employment formats. Define new roles and responsibilities for various packages	Could BoB please further expand and explain this requirement? Are the consultants expected to review and recommend compensation & benefits packages for the new employment formats?	New employment formats to include compensation terms also in addition to other terms that may be relevant for that nature of employment.
29		22	Define skills of people in the Bank required to work efficiently aligned to Banks objective, identify skill gaps based on current assessment and define ways to fill the gaps	A. Are skill gaps to be identified at a organizational and functional level or is Bank of Baroda targeting skill gap assessment at individual level for all employees. B. Are the consultants expected to identify both technical and behavioral skills gaps or just technical skill gaps? Does bank have defined unique roles, if so how many across organisation, if there any current assesment available with the bank	Skill gaps are to be identified at an organisational level, from the perspective of available skills in different functions and work streams for making the strategic initiatives successful. It could envisage both technical and behavioral skills but at a functional level only and not at an individual level. Bank has defined unique roles, however, as mentioned above, the skill gap assessment is not envisaged to be done at an individual level.
30		23	Design an overhaul of the Training system to enable almost 90% of trainings delivered online, with minimum of 40 hours of training per employee annually, "On-the-go training" for greater reach and productivity uplift and senior employees spending some mandatory hours in imparting training to their juniors. The new skills to be categorized basis the new Branch SOP, cross-sell regimen, new age operations, etc.	Could BoB expand on this requirement, ie are we considering an overhaul of the existing LMS or a review of the existing L&D processes (esp. Personal Development Plan) to emphasize more on the online learning delivery. Please elaborate.	Bidder to examine the present Training system and its efficacy and recommend changes that may be necessary in the post covid scenario. Bank also has online learning platforms. However, if the recommendations require changes in existing LMS, that shall also be considered.
31		Overall	Overall	Has technology merger happended for entire country for three banks, if not what is the cut off date	The Technology integgration is in its last stages and currently envisaged to be completed by end Dec'20.
32		38	19.12	We propose that risk and cost to be limited to respective milestone amount. It should be charged only for the reasons solely attributable to the consultant	Part of usual RFP terms. Cannot be changed.
33		38	19.12	We propose to include given clause: "The Consultant may suspend or terminate the Contract, by not less than thirty (30) days in case -- Client does not make the payment to the Consultant, -- does not adhere to the arbitration judgement, - if Bidder determines that a law, regulation or anything having similar import, or a circumstances (including cases where client's ownership or constitution has changed), makes Bidder's performance of the Contract impermissible or in conflict with indep	Part of usual RFP terms. Cannot be changed.
34		overall	overall	We propose to include given cluase "Notwithstanding anything contained in the contract, Client agrees that the Vendor/ Bidder / Consultant shall not be liable to Client, for any losses, claims, damages, liabilities, cost or expenses ("Losses") of any nature whatsoever, for an aggregate amount in excess of the fee paid under the contract for the services provided under the contract, except where such Losses are finally judicially determined to have arisen primarily from fraud or bad faith of the Vendor/ Bidder / Consultant. In no event shall the Vendor/ Bidder / Consultant, be liable for any consequential (including loss of profit and loss of data), special, indirect, incidental, punitive, or exemplary loss, damage, or expense relating to the services provided pursuant to this Contract."	Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the bidder, subject however to adherence to all RFP terms.
35		45	Performance Bank Guarantee.	We request bank to consider 10% as Performance Bank Gaurantee	Given the comprehensiveness of the project and its success critically linked to the future business success and competitiveness of the Bank, a higher performance guarantee amount is stipulated.

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35 a		45	Performance Bank Guarantee.	Existing clause does not mention the timeframe within which the PBG will be returned. We propose "PBG will be returned immediately on completion of services"	On completion of the project and satisfactory handover
36		44	Audit/ Inspection for Reports	We would like to negotiate on this clause at the time of contracting if we get selected	This clause of reviewing the control mechanisms and or processes / systems of the prospective bidders relate only to the deliverables covered under this RFP and the related contract thereto. Given the wide ranging scope of this project, many of the deliverables are sensitive and will contain potential sensitive information to which Bank must ensure proper controls and confidentiality. Hence, this requirement has to be fulfilled. Also, in a situation when the regulators like RBI or their inspection team may want to inspect certain records / documents used for project implementation, the selected Consultant will have to provide the necessary access.
37		43	Penalty & Liquidated Damages	We would like to negotiate on this clause in case the engagement / project is awarded to us	Part of usual RFP terms. Cannot be changed.
38		33	Others	".... then that bidder will be responsible for any re-procurement costs suffered by the Bank. The liability in such an event could be limited to the differential excess amount spent by the Bank"- Could the bank clarify as to how this amount is calculated?	Self Explanatory
39		38	Termination	"the selected bidder shall be liable to the Bank for any excess costs for such similar services."- Can the risk and cost to be limited to respective milestone amount. It should be charged only for the reasons solely attributable to the consultant	Part of usual RFP terms. Cannot be changed.
40		40	19.17 Indemnity	We would like to negotiate on this clause in case the engagement / project is awarded to us	Part of usual RFP terms. Cannot be changed.
41		27	10 ELIGIBILITY CRITERIA - Subclause 7 - The Bidder's Firm should not be owned or controlled by any Director or Employee (or Relatives) of the Bank.	we request bank to consider limiting this clause only to the engagement team members	Part of usual RFP terms. Cannot be changed.
42		2	Physical submission & Presentation	We request bank to consider online submission of the proposal and presentation, given the current pandemic situation.	Physical submission of the proposal is part of the standard process as outlined in the RFP. However, the presentation can be organised in virtual mode, about which necessary intimation will be given separately.
43		2	EMD	We request bank to accept online transfer of the EMD instead of the DD/cheque. Request bank to share account details for direct transfer	Agreed. Bank account details for the transfer will be intimated separately in the website notification
44		28	Technical evaluation criteria	For evaluation criteria 1 under section 12.1, we request the bank to (1) relax the duration of the evaluated assignments from 1 year to 8 months, (2) also consider ongoing assignments in addition to completed assignments, and (3) consider bidders' global experience in addition to experience within India	(1) The criteria given requires prospective bidders to show at least 1 completed long-term transformation assignment (minimum 12 months) in a Bank in the last 5 years time-frame. Given the wide scope and transformational nature of this project, such an experience is being considered necessary to understand capability of the firm to drive such a huge project in a large Bank like ours. Also, the experience has to be in the nature of an organisation wide transformative program and not just a small process change or an individual SOP change in an organisation as our present scope is organisation wide. (2) Criteria is about successfully completed assignments and not ongoing assignments (3) For criteria 1 and 2, Indian experience sought. Bidders can however showcase any global experiences to substantiate their understanding of this project (criteria 3) and success experiences of any of their proposed approaches (Criteria 4)
45		28	Technical evaluation criteria	For evaluation criteria 2 under section 12.1, we request the bank to (1) confirm that ' / ' in the clause should be interpreted as 'or', (2) consider ongoing assignments in addition to completed assignments, and (3) consider bidders' global experience in addition to experience within India	(1) ' / ' can be interpreted as 'or' (2) & (3) - as clarified in point no. 18 above

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46		46	Annexure 1: Letter of authorization for submission of response	In place of the certified copy of the Power of Attorney (POA) we request you to consider the bidders to provide a copy of their board resolution authorizing their representatives to sign the proposal	Agreed.
47		22	Identify job families that could be introduced or modified in the new operating model. Identify talent pools to serve various aspects of the new operating model.	Could Bank of Baroda please confirm if there is an existing JF classification within the bank and share further details in terms of the broad classification	Yes, Bank currently has a Job Family model. Selected bidder can assess adequacy or otherwise in the light of its recommendations on the new operating model.
48		22	Leverage digital tools to improve employee productivity and increase employee engagement including task allocation, performance tracking etc.	On new tools/ software that are mentioned in the scope, our understanding is that we will help in identifying in the tool, however writing of RFP, implementation, vendor identification and system integration is out of consultant scope of work, please confirm	Selected bidder can recommend digital tools as may be required and also help/advise in procurement of any IT / OEM vendor, if any required, as per its recommendations approved by the Bank .
49		16	7. Terms of Reference -> A) Organisation and Business -> c) International banking	Please elaborate on your aspiration when you say "International Banking Group (IBG) to be positioned as a strategic business unit"	Given Bank's extensive international presence, a strong and well knit International Banking group is of utmost importance. It should help implement best practices, ensure best risk and compliance practices across all overseas territories and help reap synergies between territories for better fund management, optimal pricing and capturing more business opportunities and share in India's international trade.
50		17	7. Terms of Reference -> A) Organisation and Business -> f) International banking	For subsidiaries, is change in capital structure in scope?	Selected bidder to make detailed study and then make recommendations. Ultimate objective is to help unlock value in the subsidiaries for the Bank.
51		23	7. Terms of Reference -> D) Digital Lending and Analytics	Given that the scope of the earlier RFP for digital lending also included program management, what is the intended construct for this program management office?	It is clearly stated in the RFP that the scope under this deliverable is to have oversight on the implementation under the parallel project and ensure its linkages with other work streams under the instant overall transformation project. As the linkages get fleshed out under this project, the same is to be tracked under the program management office.
52			Overall	Our understanding on implementation on operating model and business (for example: network strategy implementation, operating model implementation, branch merger & closures etc) is to provide a implementation roadmap and program manage execution by respective departments/ existing vendors of the bank.	The project envisages advisory as well as implementation of the recommendations / roadmap in the given timelines
53		21	Digital Strategy	As part of the digital strategy, it is assumed the consultant's role involves assessment, gap analysis and road map definition. The consultant will work with bank's existing implementation and ecosystem partners to execute the roadmap. Kindly confirm the understanding.	The project envisages advisory as well as implementation of the recommendations / roadmap in the given timelines
54		20	Section J	Does the bank have a defined cloud strategy for infrastructure to support Bank of Baroda's future roadmap? If no, is the consultant supposed to propose overall infrastructure and cloud strategy?	Bank currently has a cloud strategy. However selected bidder to make recommendations on cloud strategy and related infra aspects also after examining present system in the Bank and all other related aspects.
55		21	Digital Strategy	Can the bank provide the list/number of digital assets that are in scope for assessment and benchmarking?	Bidder to recommend changes in Digital Strategy as envisaged in Part B of Clause 7 of the RFP that may be necessary in the current scenario.
56		21	Digital Strategy	Digital Intelligent Enterprise - can you please elaborate on this requirement?	Digital intelligent enterprise envisages use of digital tools, processes etc. which bring in more extensive use of AI, ML or other analytics driven solutions.
57		21	Overall	Kindly confirm if the bank would look at changes/ additions to key systems as a part of the implementation, and if yes, what is the role envisaged for the consultant? The key systems that are relevant for such a transformation are: - Digital layers, API gateways, - Customer facing application - mobile banking, Internet Banking, corporate banking application including transaction banking etc. - Front office application CRM, LOS and - Enabling solutions like BPMS, Document management etc.	All elements that may be considered necessary to give shape to the new Digital strategy as as envisaged in Part B of Clause 7 of the RFP can be considered by the prospective bidder.
58	10.1 – Eligibility Criteria, read with 5.3 – Related Parties	26 and 13		The RFP document states that 'The Bidder should be a company registered under Companies Act, 2013 / partnership Bidder registered under LLP Act, 2008 / Professional Consulting Firm'	Bid is to be submitted by only one firm and not by a consortium of firms.

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				Is a consortium of firms, particularly if they are a part of the same Global Consulting Group, eligible to bid?	
59	10.2 – Eligibility Criteria read with 5.3 – Related Parties	26 and 13		The RFP document states that 'Bidder should have an experience of at least 1 completed assignment in the nature of a comprehensive transformation in a Public Sector Bank / Private Sector Bank or a Business Strategy project with any Public Sector Bank / Private Sector Bank'	For criteria 1 and 2 of the Eligibility Criteria (Clause 10), Indian experience is sought. Bidders can however showcase any global experiences to substantiate their understanding of this project (criteria 3) and success experiences of any of their proposed approaches (Criteria 4)
				Does this pertain to only an Indian Bank or Global experience with Banks would be equally relevant?	
60	10.4 – Eligibility Criteria read with 5.3 – Related Parties	26 and 13		The RFP document states that 'The Bidder should have an average annual turnover of at least INR 300 Crores for last three financial years'	This pertains to the firm bidding for this project and does not include turnover of any group companies. Also, since consortium of firms is not envisaged, combined turnover is not anticipated.
				Does this pertain only to the primary bidder or combined turnover of all member firms would be relevant	
61	3.2 Confidentiality	6		We prefer not to handle any personal data unless deemed necessary; we take data security seriously. If it is inevitable at the RFP stage, please only disclose anonymized personal data with our consent. We also retain a copy or record of Confidential Information as per our professional document retention and archival policy for compliance with applicable laws. The Confidential Information shall also exclude information independently developed or acquired by us.	No change in RFP terms. However, specific additions to confidentiality clauses, if so desired by successful bidder to address their security concerns or internal guidelines, can be considered for inclusion in the contract to be entered subsequently between Bank and successful bidder, subject to adherence of overall RFP terms.
62	4.1.1. Technical proposal should comprise of one hard copy (Word format) and one soft copy (Adobe.pdf non-editable/password protected on Pen drive).	9		Can the hard copy of the proposal be submitted as printed PowerPoint slides (in horizontal format), instead of a word document?	For uniformity, Word Doc is preferred. However, bidder can submit printed powerpoint slides also, as part of their proposal.
63	4.1.1. Technical proposal should comprise of one hard copy (Word format) and one soft copy (Adobe.pdf non-editable/password protected on Pen drive).	9		Kindly confirm whether it is the adobe file that is password protected, or the pen drive or both? Is there any guideline on what exact password is to be used?	The file can be password protected. No specific guidelines on the password.
64	4.1.5 Registration of RFP response	11		We agree that the client should own any information that it discloses to us, and that information will not be shared by Bidder with any third parties. As a basic policy, we do not make public client names, client materials, or reports prepared for clients without their permission. We similarly require that clients not use our name in any communication with any third party, or disclose the terms of our proposals or engagements (including commercial arrangements) to any third party, without our prior permission. In those cases when disclosure from either side may be appropriate, we will discuss this first and only proceed if we reach agreement.	This is standard clause across all RFPs of the Bank

S No	Reference clause	Reference page	Clause Description	Query	Response
65	4.1.5 Intellectual property	11		<p>We agree that the client should own any information that it discloses to us, and that information will not be shared by bidder with any third parties. Bidder retains ownership of any bidder's tools, know-how, and other industry knowledge, which we use for the benefit of all clients.</p> <p>We would like to define more precisely in our agreements the intellectual property rights and accordingly, we request to add the following:</p> <p>"Upon payment in full of Bidder's fees, the Client will own all reports and other deliverables prepared for and furnished to the Client by Bidder in connection with the Services (the "Deliverables"), notwithstanding the foregoing, Bidder retains ownership of all concepts, know-how, tools, questionnaires and assessments, modules, courses, frameworks, software, algorithms, databases, content, models, and industry perspectives developed or enhanced outside of or in connection with the Services (the "Bidder's Tools"), it being understood that none of the Bidder's Tools will contain Client's Confidential Information. To the extent the deliverables include any Bidder's Tools, the Bidder hereby grants Client a non-exclusive, non-transferable, non-sublicenseable, worldwide, royalty-free license to use and copy the Bidder's Tools solely as part of the deliverables and subject to the above limitations herein on disclosure of Bidder materials and publicity. The Client agrees that, without Bidder's prior written permission, it will not, or permit any third party to (a) access, copy</p>	Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.
66	6. Scope - For enablement and transfer of capabilities, the consultant will develop robust IT tools and transfer them to the Bank	15		Could you elaborate more on what kind of IT tools would need to be built?	The new operating model and new ways of working may require the Consultant to work on proposals for automation and digitisation of existing processes in the Bank for which IT tools may be envisaged. As part of the deliverables, the Consultant will be expected to work on developing those tools, if so proposed by them and transfer them to the Bank.
67	9. Team deployment - No sub-contracting of any of the work involved in this project is permissible unless expressly allowed by the Bank. A confirmation to this effect will be required.	25		Kindly share the format for this confirmation	Bidder may give a confirmation to this effect by way of a letter / certificate, duly signed by the authorised signatory of the firm.
68	10. 3 The Bidder should be a profit making company/ firm for the last three consecutive financial years (2019-20, 2018-19, 2017-18)	26		<p>As audited results of 2019-20 are still under preparation, can you please also include the option to share 2016-17 results? Moreover, we would like to specify that the profit referred here be Profit Before Tax</p> <p>We suggest changing this clause to:</p> <p>The Bidder should be a profit making (profit before tax) company/ firm for the 2 out of 3 consecutive financial years (2019-20, 2018-19, 2017-18) or (2018-19, 2017-18, 2016-17)</p>	The Bidder should be a profit making company/ firm for the last three consecutive financial years (2019-20, 2018-19, 2017-18). However, if the financial results of the firm / Company for the year 2019-20 have still not been published, the firm can submit for the financial years (2018-19, 2017-18 and 2016-17). CA certified provisional results for the year 2019-20 to be however also submitted.

S No	Reference clause	Reference page	Clause Description	Query	Response
69	10.4 The Bidder should have an average annual turnover of at least INR 300 Crores for last three financial years as per the audited financial statements.	26		As audited results of 2019-20 are still under preparation, can you please also include the option to share 2016-17 results? Moreover, we interpret this clause to mean average turnover for the 3 years to be atleast INR 300 crores and not a minimum of INR 300 crores in each individual year. Please clarify	If the financial results of the firm / Company for the year 2019-20 have still not been published, the firm can submit for the financial years (2018-19, 2017-18 and 2016-17). CA certified provisional results for the year 2019-20 to be however also submitted. The interpretation on average turnover of INR 300 crores is correct.
70	12.5. Bidder's Team Profile	28		Is there a particular template in which you would like us provide these profiles?	No specific format specified but the profile must contain these details for comparability purpose: Qualifications, work experience (total as well as in specific areas related to this RFP), Details of Projects handled , any other information deemed necessary etc.
71	19. Termination - Bank shall have option to terminate / cancel this RFP at any stage without any prior notice	37		We request that both the parties shall have the right to terminate the agreement with a notice period of 30 days	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
72	19.13 Publicity	38		We request to add:- "Consultant's work for the Client is confidential and for the Client's internal use only. Consultant will not disclose the Deliverables to any third parties without the Client's prior written permission. Similarly, the Client agrees that it will not disclose any materials or information that Consultant furnishes to the Client, including the Deliverables, to any third parties without Consultant's prior written permission. Each party further agrees not to use the other party's name or trademarks in any communication with any third party without the other party's prior written permission."	Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.
73	19.14 Solicitation of Employees	38		We request to add:- except that Selected Bidder shall not be precluded from hiring any such employee who: (i) initiates discussions regarding such employment without any direct or indirect solicitation by Selected Bidder, (ii) responds to any general, public advertisement placed by Selected Bidder, or (iii) has been terminated by Bank prior to commencement of employment discussions between Selected Bidder and such employee	Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.
74	19.15 Compliance with laws	39		We request to add:- Notwithstanding above, Bank acknowledges and agrees that Selected Bidder is not an expert with respect to the health, safety, environmental, legal and regulatory standards and requirements that may apply to the Bank's business and operations, and will rely on the Bank and Bank's other advisors to ensure that it complies with all applicable standards and requirements	Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.
75	19.21 Execution of a Service-Level Agreement/Non-Disclosure Agreement	42		As there is no draft attached to the RFP for these two documents. Would be great to receive a draft so we can review	Would be provided to the successful bidder.

S No	Reference clause	Reference page	Clause Description	Query	Response
76	19.24 - If the Bank is not satisfied with the substitution, the Bank reserves the right to terminate the contract and recover whatever payments made by the Bank to the Bidder during the course of this assignment besides claiming an amount, equal to the contract value as liquidated damages.	43		We request that along with all undisputed fee, the bank also pays for any unbilled work on the basis of percentage completion or pro-rata.	No change in the RFP Terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.
77	19.26 Penalty and Liquidated Damages	43		We fully stand behind the commitments that Bidder makes in terms of ensuring that the deliverables of the project are completed within the timeframe and resources set out in our proposal. 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	No change in the RFP Terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.
78	19.27 Inspection of Records	44		Due to confidentiality obligations we owe to our clients, we are unable to allow access to our premises or documentations. We would like to clarify that access by RBI shall only be confined to documentations that is related to the Project, and in no event access to our offices (except any offices that is at the Owner's premises) will be requested or allowed.	This clause of reviewing the control mechanisms and or processes / systems of the prospective bidders relate only to the deliverables covered under this RFP and the related contract thereto. Given the wide ranging scope of this project, many of the deliverables are sensitive and will contain potential sensitive information to which Bank must ensure proper controls and confidentiality. Hence, this requirement has to be fulfilled. Also, in a situation when the regulators like RBI or their inspection team may want to inspect certain records / documents used for project implementation, the selected Consultant will have to provide the necessary access.
79	19.12 Termination 19.16 Order cancellation	37, 39		We believe that either party should have the freedom to terminate the relationship at any time if it becomes evident that the potential value of the work does not warrant further effort. In the event that a project is stopped before completion, only the professional fees and costs incurred to that date are billed. Any termination shall be for material breach only. The client is free to engage any third party at its own cost.	No change in the RFP Terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.

S No	Reference clause	Reference page	Clause Description	Query	Response
80	19.17 Indemnity 19.23 No Liability	40, 42		<p>We would like to ask that our liability under the Agreement howsoever arises be limited to actual and direct loss or damage due to gross negligence and willful misconduct by us and capped at the fee received by Client under engagement.</p> <p>We would also request to include the following in this Clause:</p> <p>"The Services shall not be deemed investment, legal, tax, accounting or other regulated advice. The Bidder does not supplant Client's management or other decision-making bodies and does not guarantee results. Client remains solely responsible for its decisions, actions, use of the Deliverables and compliance with applicable laws, rules and regulations. Client agrees to pay for any costs, including attorney fees, the Bidder incurs as a result of its participation as a non-party in any legal, regulatory, administrative or other proceeding relating to the Services."</p> <p>Request to also add:</p> <p>That Bidder shall not be liable for any infringement resulting from (i) any information or materials furnished by Bank, (ii) any modifications to the deliverables by any person other than Bidder; or (iii) any unauthorized use of the deliverables</p>	No change in the RFP Terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.
81	3, 4.1.4, 19.28 Annexure 9 Bid Security/EMD and Performance Guarantee	9, 10, 45, 55		We fully stand behind the commitments that Bidder makes in terms of ensuring that the deliverables of the project are completed within the timeframe and resources set out in our proposal. The success of a project is dependent on: certain assumptions (including with respect to industry performance, general business and economic conditions and other matters) that we will develop with the client's management team, whether or not the client chooses to implement our advice, the quality of the client's implementation of such advice, and other factors which are beyond our control. For that reason, we suggest removing this clause	No change in the RFP Terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to all RFP terms.
82	Annexure 2 - Declaring year-wise Annual Turnover and Profit	47		As a private company, we do not disclose year-wise actuals on financials. We are happy to share a declaration that we are in compliance with the Eligibility criteria of profit and turnover, without sharing actual figures. Please let us know if this is ok?	Required for ascertaining basic eligibility criteria. Will require the Annexure to be submitted with necessary details as per proforma.
83	7. A.m Building efficiencies in Corporate Office functioning	21		Which corporate office functions are included as part of the scope?	All corporate office functions
84	7. A.n Governance practices in the bank	21		Can you please elaborate which governance structure and practices would be under scope?	Governance structures and practices as required by Regulators or other bodies and applicable for a full scale Bank of our standing is envisaged to be reckoned.
85	7. A.k Increasing efficiencies in internal IT development	21		Which IT development activities will be considered for efficiency improvement? Will this also include coordination with vendors?	Any IT development activities being undertaken internally by the Bank is envisaged. It does not include coordination with Vendors.
86	7 .A.g Collection	18		Which business units will be included as part of scope for collections improvement?	Collection efficiency is envisaged at all the Asset verticals as well as in the Stressed Assets Management function
87	7 B Develop roadmap to introduce paperless and contactless way of working.	22		Which business units / functions are included as part of scope for this?	All functions except in cases where there is a statutory / regulatory requirement

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88	7.B. Digital Strategy - Bullet points 3,4,6,7,8	21, 22		Which business units and functions are included as a part of the scope? Is it "retail and MSMEs", similar to bullet 2, or does it encompass the whole bank?	Digital Strategy encompasses the entire Bank
89	7.C. Develop new operating models and ways of working	22, 23		Are the new manpower and working models expected to extend to the full bank, including subsidiaries or specific business and functional units?	Encompasses entire Bank but does not include Subsidiaries
90	7. E. New Business Initiatives - New products (bullet 2)	24		Does the scope encompass all business lines of the bank, including subsidiaries, or is limited to specific business lines?	Encompasses entire Bank but does not include Subsidiaries
91	7. E. New Business Initiatives - Improving financial efficiencies (bullet 4)	24		Which cost categories are taken into consideration, i.e. is this only limited to operating cost or overall cost of the bank?	To look at all components of total costs for the Bank
92	Annexure 5 - Credentials	51		We can share the name of the client references and but request that you contact them via us.	Reserving right for doing background checks of references provided are a usual terms for any such RFPs. The bank has sought details of references of clients as per Annexure 5 and if Bank wants to ascertain more details on any projects or work done by the bidder in that organisation than the bank will be contacting said clients on its own. if any help is required in this direction for contacting the clients, Bank shall then get in touch with the bidder for facilitating the same.
93	Annexure 5 - Credentials	51		For project team - We would be providing the name of key people in the leadership team on the project.	Accepted
94	10.1 The Bidder should be a company registered under Companies Act, 2013 / partnership Bidder registered under LLP Act, 2008 / Professional Consulting Firm. The Bidder should be registered for GST. It should not be individual/ proprietorship firm/ HUF etc.	26		Can a company which is a branch of company incorporated in the US also bid?	YES. USA incorporation details can be provided.
95	7.C. Develop new operating models and ways of working - Develop different 'engagement' packages and new employment formats. Define new roles and responsibilities for various packages.	22		What components will be included as a part of designing the 'engagement' packages & employee formats?	Bidder to examine different models and recommend appropriately.
96	7.C. Develop new operating models and ways of working - Design suitable training plan and program for creation of a cadre that can help customers through a digital assisted mode to carry out Banking seamlessly at their point of presence	22		Which business units / functions are included as part of scope for this?	This is envisaged in all functions wherever digital assisted mode for assisting Customers is envisaged.

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97	Key Information on the RFP Response Submission	2	Pre-bid Meeting	We request you that given the current COVID scenario, participants are allowed to attend meeting virtually through video conferencing.	Agreed
98	Key Information on the RFP Response Submission	2	Time and Date for Technical Presentations	Given current COVID scenario, we request you to consider and evaluate the feasibility of presentation by eligible bidders through video conference facility. This relaxation will be valuable for proposed team members and experts stationed within and outside Mumbai to participate in the presentation.	Agreed
99	3.2	6	The confidentiality obligations are unilateral	We propose to make the confidentiality obligations in the Contract mutual for both parties.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
100	3.2, point 8	6	The confidential information will not be limited to the information mentioned above but not include the following as confidential information: • Without breach of these presents, has already become or becomes and/or hereinafter will become part of the public domain Also includes the other standard exclusions from the confidentiality obligations mentioned in the section	We propose that Confidential Information should also not include information: (a) which the receiving party can demonstrate was independently developed by or for the receiving party without reliance on any Confidential Information of the other party; or (b) that is disclosed pursuant to an order of any court of competent jurisdiction or any regulatory, judicial, governmental, or similar body or any taxation authority of competent jurisdiction requiring disclosure of the Confidential Information of the disclosing party, provided that, to the extent legally permitted, the receiving party shall promptly notify the disclosing party.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
101	3.2, point 11	6	Additional requirement in the confidentiality clause	In order to be compliant with any legal or tax orders, we request that we are allowed to retain the copies of the reports or deliverables submitted by us as an evidence of the work completed by us under this contract.	Agreed
102	4.1.1	9	Technical proposal should comprise of one hard copy (Word format) and one soft copy (Adobe.pdf non-editable/password protected on Pen drive).	We request you to kindly consider submission in power point presentation format and change the clause suitably.	For uniformity, Word Doc is preferred. However, bidder can submit printed powerpoint slides also, as part of their proposal.
103	8 (Timeframe)	25	The Bank may extend the assignment for a maximum of further two tenures of 3 months each, depending on the continuance and implementation of these work streams and requirement of additional / ancillary work streams that may be required to be put in place, on the same commercial terms.	Transformation program of this scale would have multiple workstreams and may require an implementation duration of more than 18 months (including proposed extension for 3 + 3 months). Therefore, we suggest that assignment extension duration be increased to 12 months or more	No change in the RFP terms.
104	10, points 3 and 4	26	Financial for last three years for financial capacity of the client.	Currently our Financials for FY 19-20 are under audit and finalization. We would be happy to provide you the same once our statutory audit finalizes. Until then, we can provide the financials for preceding 3 financial years: FY 18-19, 17-18 and 16-17. Also, we can provide CA certified provisional financial statements for FY 19-20 if needed.	If the financial results of the firm / Company for the year 2019-20 have still not been published, the firm can submit for the financial years (2018-19, 2017-18 and 2016-17). CA certified provisional results for the year 2019-20 to be however also submitted.

S No	Reference clause	Reference page	Clause Description	Query	Response
105	12, point 1 and 2	28	<p>Experience with Public/Private Sector Banks in India</p> <p>Experience/case studies of relevant experience of projects as per context of this RFP</p>	<p>We have signed confidentiality agreements with our clients that limit our ability to disclose their names & the contracts / work orders with them. While we shall be happy to disclose the same where we are legally permitted to, we request you to accept the certificate with a brief description of our client (without disclosing their names), the nature of services we performed for them, the duration of the project and a tentative contract value duly attested by CA.</p>	<p>Client names shall be required to get better understanding of the profile of companies where the bidder has done the projects quoted. We shall also require copy of contract / PO / Engagement letter / Reference letter or email from the client about the work done.</p>
106	14.3	30	<p>Bank of Baroda will not provide for facilities such as local conveyance, office space, office machines, secretarial assistance, utilities, local services, etc. for carrying out any activities in connection with this assignment.</p>	<p>As the program of this nature and size will require close co-ordination with bank personnel and management, we recommend it would be efficient for the consultant to work out of Bank's office.</p> <p>Considering the above we propose to amend the clause suitably.</p>	<p>While the Bank envisages the Consultant's team to be deployed at Bank site for the duration of this project, however, in this clause, the reference is made in the context of the Commercial quote. The consultant should not presume any facility from the Bank's side in giving its commercial quote. To bring in more clarity, the Bank shall amend this clause suitably.</p>
107	16	31	<p>Additional requirement in the payment clause</p>	<p>We would like to add the clause on interest on late payment- <i>"Selected Bidder will impose a 1.5% per month late payment fee for invoices that remain unsettled after 30 days from raising the invoice."</i></p>	<p>No change in the RFP terms.</p> <p>Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.</p>
108	19.3	33	<p>The selected bidder must strictly adhere to the delivery dates or lead times identified in their proposal and as agreed by the Bank. Failure to meet these delivery dates, unless it is due to reasons entirely attributable to the Bank, may constitute a material breach of the bidder's performance. In the event that the Bank is forced to cancel an awarded contract (relative to this RFP) due to the bidder's inability to meet the established delivery dates or any other reasons attributing to the bidder then that bidder</p>	<p>In the event of such a scenario, parties shall avail the recourses that may be provided under the contract. However, we agree to be liable only if the delay in implementation can be solely and unambiguously attributable to us. We also suggest that any revisions in timelines be mutually agreed between the parties. Further, we will be unable to bear any re-procurement costs suffered by the bank.</p>	<p>No change in the RFP terms.</p> <p>Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.</p>
			<p>Bank shall have option to terminate / cancel this RFP at any stage without any prior notice.</p> <p>The Bank, without prejudice to any other remedy for breach of Work Order, by written notice of default sent to the selected bidder, may terminate the Work Order in whole or in part, if the selected bidder fails to perform any obligation(s) under the Work Order/ Agreement. In the event of the Bank terminating the Work</p>	<p>We propose to make the right to terminate the agreement for breach/ clause mutual, and any termination, cancellation or part exit should be with a prior notice to the other party.</p>	

S No	Reference clause	Reference page	Clause Description	Query	Response
109	19.12	37	Order/ Agreement in whole or in part, the Bank may procure, upon such terms and in such manner, as it deems appropriate, services similar to those undelivered, and the selected bidder shall be liable to the Bank for any excess costs for such similar services.	Further, we suggest that any termination for breach or cancellation should be triggered only where there is a material breach that remains uncured within 30 days. We will be unable to bear any costs for the re-procurement of the services.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
				We would like to clarify that upon termination, cancellation, or part exit of the agreement, we shall be paid for all services performed, Deliverables provided and our proprietary tools (if any) accessed up till the date of termination, and we shall deliver all completed works of deliverables.	Agreed
110	19.16	39	Further the BOB reserves the right to cancel the Work Order of the Applicant and recover expenditure incurred by the Bank in the event of any of the defaults occur and the same is not rectified within 7 days from the date of receipt of intimation from the Bank. After the award of the Work Order, if the Applicant does not perform satisfactorily or delays execution of the Work Order, the Bank reserves the right to get the balance Work Order executed by another party of its choice by giving seven days' notice for the same. In such event, the Applicant is bound to make good the additional expenditure, which the Bank may have to incur to carry out bidding process for the execution of the balance of the Work Order.	We propose to make the right to terminate the agreement for breach/ cause mutual, and any termination, cancellation or part exit should be with a prior notice to the other party.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
				Further, we suggest that any termination for breach or cancellation should be triggered only where there is a material breach that remains uncured within 30 days.	
				We will be unable to bear any costs for the re-procurement of the services.	We would like to clarify that upon termination, cancellation, or part exit of the agreement, we shall be paid for all services performed, Deliverables provided and our proprietary tools (if any) accessed up till the date of termination, and we shall deliver all completed works of deliverables.
111	19.13	38	Any publicity by the selected Bidder in which the name of the Bank is to be used should be done only with the explicit written permission of the Bank.	We propose to make the obligations in these clauses mutual.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
			The selected Bidder during the term of the contract shall not without the express written consent of the Bank, directly or indirectly:		No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject

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112	19.14	38	1. Recruit, hire, appoint or engage or attempt to recruit, hire, appoint or engage or discuss employment 2. Induce any person who shall have been an employee or associate of the Bank at any time to terminate his/ her relationship with the Bank.	We propose to make the obligations in these clauses mutual.	however to adherence to overall RFP terms.
113	19.15	39	Bidder's unilateral requirement to comply with Laws	We propose that both parties should be liable to comply with the laws applicable to them, and this clause should be mutual in entirety.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
114	19.15	39	The selected Bidder shall undertake to observe, adhere to, abide by, comply with and notify the Bank about all the prevailing laws in force or as are or as made applicable in future, pertaining to or applicable to them, and remainder. Also includes other mentions of bidder's requirement to notify the Bank about all the prevailing laws	While we agree to be in compliance with applicable law, we do not provide legal, accounting, or tax advice that may have a bearing on the recommendations provided by us. Therefore, we would like to propose the inclusion of the following clarification that client shall be responsible for obtaining its own legal, tax and accounting advice concerning laws, regulations, agreements and other legal, accounting or tax issues which affect the advice given by us to the client.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
115	19.15	39	The selected Bidder is not absolved from its responsibility of complying with the statutory obligations as specified above. Indemnity shall exclude indirect, consequential and incidental damages. Also includes other mentions of indemnification obligations for non-compliance with laws.	We suggest removing the indemnity obligations under this clause, and the liability for any indirect, consequential or incidental damages.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
116	19.17 and other instances of indemnity in the RFP document, 19.23	40, 42	The selected applicant shall indemnify the Bank, and shall always keep indemnified and hold the Bank, its employees, personnel, officers, directors, (hereinafter collectively referred to as "Personnel") harmless from and against any and all losses, liabilities, claims, actions, damages, costs and expenses. Also includes other instances of indemnity in the RFP document	We can agree to indemnifying only for losses that arise from third party claims for intellectual property rights infringement, gross negligence or intentional misconduct. All direct claims or any other third-party claims can and should be litigated (or otherwise resolved) between the parties via the courts or other agreed processes. We would like to clarify that all our liabilities and indemnification obligations under the Contract shall arise if such claims are attributable to our gross negligence or intentional misconduct.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
117	19.23	42	Additional requirement in liability clause - Bidder's Proposed Limitation of Liability	If we fail to fulfill our commitments to the client, we agree to be liable for the damages that may result, up to the amount of the fees paid by the client for that work. Any liability, however, should be capped as provided above, and will exclude payment for any indirect, consequential, incidental, punitive, or other special damages.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
118	19.24	43	During the assignment, the substitution of key staff identified for the assignment shall not be allowed unless such substitution becomes unavoidable to overcome the undue delay or that such changes are critical to meet the obligation. In such circumstances, the	All key personnel such as program leaders and experts will not be substituted unless out of our control, such as resignation. However, we have a large number of resources at other levels with similar capabilities and we may need to substitute select resources. In any such substitution, we will provide sufficient overlap with equivalent resources, and the services shall continue to be performed as agreed.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms. Any substitution of team members shall be with Bank's concurrence only.

S No	Reference clause	Reference page	Clause Description	Query	Response
			Bidder can do so only with the concurrence of the Bank by providing alternate staff of same level of qualifications and expertise.	Considering the above, we propose to amend the clauses basis the aforesaid understanding and remove the provision of liquidated damages in this clause.	
119	19.26	43	<p>The Applicant shall be liable to pay penalty of 1% of Work Order value, per week or part thereof for delay and not adhering to the time schedules of the Work Order. If the Applicant fails to complete the due performance in accordance to the terms and conditions of the Work Order, the Bank reserves the right either to cancel the Work Order or to accept performance already made by the Applicant.</p> <p>In case of termination of Work Order the Bank reserves the right to recover an amount equal to 5% of the Work Order value as Liquidated Damages for non-performance.</p>	We agree to be liable for any penalty and liquidated damages as proposed by the client, however, we suggest that before imposing such penalty and liquidated damages, the parties mutually discuss any causes of concern and we be provided an opportunity to rectify any material breaches. Further, the maximum aggregate penalty and liquidated damages should be cumulatively capped at a maximum 10% of the Work Order value.	<p>No change in the RFP terms.</p> <p>Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.</p>
120	19.27	44	The Bank reserves the right to conduct an audit/ ongoing audit of the services provided by the Bidder. The Bidder should allow them to conduct audits or inspection of its books and account with regard to the Bank by one or more officials or employees or other persons duly authorized by Bank. Also includes other mentions of Client's right to audit/ inspect the Bidder's Reports	While we can agree to limited audit terms, we propose to replace the clause on the following understanding - we will maintain complete auditable records directly related to the Services provided to the client under the Contract for the purpose of assessing our compliance with the terms of the Contract for a period of one year after the completion of such Services. The client's internal or external auditors may audit, copy and inspect the records at reasonable times and upon reasonable notice; provided, however, that all such auditors are instructed by client to maintain the confidentiality of the information gathered consistent with the terms contained herein. Nothing herein shall obligate us to disclose to the client any documents or other material relating to the profitability or internal profit and loss/balance sheets associated with our business, payroll information, or information or material that constitute, in our opinion, legally privileged documents or information that we are bound to maintain as confidential by written obligation to a third party.	This clause of reviewing the control mechanisms and or processes / systems of the prospective bidders relate only to the deliverables covered under this RFP and the related contract thereto. Given the wide ranging scope of this project, many of the deliverables are sensitive and will contain potential sensitive information to which Bank must ensure proper controls and confidentiality. Hence, this requirement has to be fulfilled. Also, in a situation when the regulators like RBI or their inspection team may want to inspect certain records / documents used for project implementation, the selected Consultant will have to provide the necessary access.
121	19.28	45	The selected bidder has to furnish a Performance Bank Guarantee of 20% (Format as per Annexure 9) of the total contract value	We suggest reducing the performance guarantee to 10% of the total contract value	Given the comprehensiveness of the project and its success critically linked to the future business success and competitiveness of the Bank, a 20% performance guarantee amount is stipulated.
122	New clause	N/A	Intellectual Property	<p>We agree to provide the client the final versions of the materials, reports and presentations prepared by us for delivery to client (the "Deliverables").</p> <p>We propose to include language that allows us to retain the pre-existing and underlying intellectual property to the extent embedded in the Deliverables. We shall provide a non-exclusive, non-transferable, non-sublicensable, fully paid right to the client to use and copy any of the pre-existing IP forming part of the Deliverables, so as to enable the client to use the Deliverables internally, in accordance with the Contract.</p> <p>Further, in the event any third-party materials or products or any of our proprietary tools are used for the Deliverables or Services, the terms and any licensing restrictions thereof shall be shared with the client for compliance.</p>	Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.

S No	Reference clause	Reference page	Clause Description	Query	Response
				<p>We shall not preclude the client from sharing the deliverables with any third parties, however, we request the client to ensure that such third parties sign our standard non-reliance letter before the client shares deliverables and any third-party having access to the report or presentation may use it on a non-reliance basis. This would protect us from risks of third-party claims based on reliance on the deliverables created by us, which are prepared only for the client's organization.</p> <p>We are not willing to assume any legal obligations to non-clients that could arise from the redistribution of our work and we do not owe the duty of care towards the third party.</p>	
123	2	7	Last Date and Time of Receipt of RFP Response (17 Sept'20)	Request the Bank to provide 3 weeks post query clarification response from Bank for submitting the bid.	Bank will provide around 2 weeks time post pre bid query response. Last date of RFP response submission will be intimated in the website through addendum
124	8	3.1	The submission of proposals to this RFP shall be made in the following manner.....	Request the Bank to allow online submissions.	Physical submission of the proposal is part of the standard process as outlined in the RFP. However, the presentation can be organised in virtual mode, about which necessary intimation will be given separately.
125	25	8	-The initial design and setting up phase is envisaged to be of 3 months. -The second phase is envisaged to be of 9 months and would entail implementation support for the finalized strategy and managing project management office for strategic initiatives	Request the Bank to consider the following: -The initial design and setting up phase is envisaged to be of 6 months. -The second phase is envisaged to be of 6 months and would entail implementation support for the finalized strategy and managing project management office for strategic initiatives	3 months design is envisaged and in view of heavy implementation requirement, 9 months implementation support has been specified.
126	26	10.2	Bidder should have an experience of at least 1 completed assignment in the nature of a comprehensive transformation in a Public Sector Bank / Private Sector Bank or a Business Strategy project with any Public Sector Bank / Private Sector Bank with a minimum duration of 12 months in the last 5 years.	Request the Bank to consider the following clause: Bidder should have an experience of at least 1 completed/ongoing assignment in the nature of a comprehensive transformation in a Public Sector Bank / Private Sector Bank or a Business Strategy project with any Public Sector Bank / Private Sector Bank with a minimum duration of 6 months in the last 5 years.	(1) The criteria given requires prospective bidders to show at least 1 completed long-term transformation assignment (minimum 12 months) in a Bank in the last 5 years time-frame. Given the wide scope and transformational nature of this project, such an experience is being considered necessary to understand capability of the firm to drive such a huge project in a large Bank like ours. Also, the experience has to be in the nature of an organisation wide transformative program and not just a small process change or an individual SOP change in an organisation as our present scope is organisation wide. (2) Criteria is about successfully completed assignments and not on-going assignments.
127	26	10.5	The Bidder or any of its affiliates / group companies / member firms should not have been blacklisted/debarred by the Central Government/ State Governments/Semi- Government departments/Regulatory Authorities/ Financial Institutions/ Banks/ Public Sector Undertakings in India. The Bidder will declare if there is any written warning that has been issued to the firm by any client in last 5 years.	Request the Bank to consider the following clause: The Bidder or any of its affiliates / group companies / member firms should not have been blacklisted/debarred by the Central Government/ State Governments/Semi- Government departments/Regulatory Authorities/ Financial Institutions/ Banks/ Public Sector Undertakings in India, as on the date of submission.	The RFP requires the firm to declare any such warning / blacklisting / debarment in last 5 years, as this is a very material information for the purposes of this RFP.
128	28	12.1.1	Experience in large scale transformation with Public Sector Banks or private sector banks in India over last 5 years of minimum 1 year duration	Request the Bank to consider the following clause: Experience in large scale transformation with Public Sector Banks or private sector banks in India over last 5 years of minimum 6 months duration	The criteria given requires prospective bidders to show at least 1 completed long-term transformation assignment (minimum 12 months) in an Indian Bank in the last 5 years time-frame. Given the wide scope and transformational nature of this project, such an experience is being considered necessary to understand capability of the firm to drive such a huge project in a large Bank like ours. Also, the experience has to be in the nature of an organisation wide transformative program and not just a small process change or an individual SOP change in an organisation as our present scope is organisation wide.

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129	28	12.1.2	Relevant Experience of working with Scheduled Commercial Banks in India with 25,000+ employees / 3000+ branches / INR 5 Lakh Crore+ Business, preferably in last 5 years	Request the Bank to clarify if one of the listed criteria has to be fulfilled or all must be fulfilled.	/ ' in the criteria can be interpreted as 'or'
130	29	13.1	The evaluation will be a techno-commercial evaluation and for this purpose, the Technical evaluation will have 80% weightage and Commercial evaluation will have 20% weightage. These weightages shall be taken into consideration for arriving at the Successful Bidder.	Request the bank to consider the techno-commercial weightage as 70:30, which is a standard for long duration projects.	The techno-commercial scoring criteria has been kept at 80:20 by the Bank given the comprehensiveness of the project and the fact that it touches almost every aspect of the Bank's functioning. Hence, understanding of the technical competence of the firm to deliver on such a broad organisation wide scope in a wide variety of areas is of utmost importance and hence the higher proportion for technicals in the overall scoring.
131	29	13.4	All the credentials of the applicant necessarily need to be relevant to the INDIAN market.	Request the Bank to allow credentials of assignments relevant to International market as well.	For technical evaluation criteria 1 and 2, Indian experience is sought. Bidders can however showcase any global experiences to substantiate their understanding of this project (criteria 3) and success experiences of any of their proposed approaches (Criteria 4)
132	37	19.12	Bank shall have option to terminate / cancel this RFP at any stage without any prior notice.	To uphold the principles of natural justice, we request the Bank to give us a rectification period of at least 30 days, prior to invoking this clause.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
133	38	19.12	In the event of the Bank terminating the Work Order/ Agreement in whole or in part, the Bank may procure.....	To uphold the principles of natural justice and to bring parity in the contract, we request the Bank to give us the right to terminate the contract in case the Bank breaches any of its material obligations under the contract, provided a notice for such breach is given to Bank along with a rectification period of 30 days.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
134	40	19.17	NA	We agree to indemnify to the extent the damages/losses are finally determined by a competent court or arbitration. Request the Bank to make indemnities subject to final determination by court/arbitrator. This is also the industry standard and prescribed by Meity in its guidelines.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
135	42	19.23	That under no circumstances shall BOB be liable for any payment or claim or compensation (including but not limited to compensation on account of injury/death/termination) of any nature to the employees and personnel of the Service Provider.	Request the Bank to kindly consider excluding or capping these indemnities to limitation of liability cap or one time the fees payable to Bidder under this Agreement.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
136	43	19.26	The Applicant shall be liable to pay penalty of 1% of Work Order value, per week or part thereof for delay and not adhering to the time schedules of the Work Order	Request the bank to limit the penalty to an upper cap.	No change in the RFP terms. Any terms to safeguard selected bidder's interest can be discussed for inclusion in the contract to be entered into between the Bank and the selected bidder, subject however to adherence to overall RFP terms.
137	44	19.27	The Bank reserves the right to conduct an audit/ ongoing audit of the services provided by the Bidder....	We wish to clarify that we will retain our records as per our records retention policies. Upon reasonable notice, we will allow the Bank to inspect our invoicing records under this engagement; such inspection shall be done in a pre-agreed manner and during normal business hours. For avoidance of doubt, such inspection should not cause us to be in breach of our organizational confidentiality requirements. Please acknowledge that our audit related obligations will be subject to foregoing statement.	This clause of reviewing the control mechanisms and or processes / systems of the prospective bidders relate only to the deliverables covered under this RFP and the related contract thereto. Given the wide ranging scope of this project, many of the deliverables are sensitive and will contain potential sensitive information to which Bank must ensure proper controls and confidentiality. Hence, this requirement has to be fulfilled. Also, in a situation when the regulators like RBI or their inspection team may want to inspect certain records / documents used for project implementation, the selected Consultant will have to provide the necessary access.
138	NA	NA	Others	We would request the bank to allow us to engage with you for a diagnostic study/workshop prior to bid submission in order to provide a tailor-made solution.	Scope and terms of Reference are elaborately mentioned in the RFP based on which the prospective bidder needs to present proposed approach and roadmap in all the respective work streams. These are meant to be in the nature of preliminary proposals only which will be worked on fully by the selected bidder to arrive at the actual design of the strategic initiatives. The actual diagnostic study for the purposes of arriving at the final design shall be permitted to only the selected bidder.

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139	Bidder should have an experience of at least 1 completed assignment in the nature of a comprehensive transformation in a Public Sector Bank / Private Sector Bank or a Business Strategy project with any Public Sector Bank / Private Sector Bank with a minimum duration of 12 months in the last 5 years.	26		Given the nature of the project there needs to be significant reference and research and subsequent work in not just the Indian market but in the advanced geographies globally. Can this be extended to include global credentials	For Criteria 1 and 2 Indian Experience sought. Bidders can however showcase any global experience to substantiate their understanding of this project (criteria 3) and success experiences of any of their proposed approaches (criteria 4)
140	Experience with Public/Private Sector Banks in India	28		Given the nature of the project there needs to be significant reference and research and subsequent work in not just the Indian market but in the advanced geographies globally. Can this be extended to include global credentials	For Criteria 1 and 2 Indian Experience sought. Bidders can however showcase any global experience to substantiate their understanding of this project (criteria 3) and success experiences of any of their proposed approaches (criteria 4)
	Experience with Public/Private Sector Banks in India • Experience in large scale transformation with Public Sector Banks or private sector banks in India over last 5 years of minimum 1 year duration - Weightage of 10%				
141	Technical evaluation will have 80% weightage and Commercial evaluation will have 20% weightage. These weightages shall be taken into consideration for arriving at the Successful Bidder.	29		Request you to make this 70-30 techno-commercial in line with the other RFPs of the Bank	The techno-commercial scoring criteria has been kept at 80:20 by the Bank given the comprehensiveness of the project and the fact that it touches almost every aspect of the Bank's functioning. Hence, understanding of the technical competence of the firm to deliver on such a broad organisation wide scope in a wide variety of areas is of utmost importance and hence the higher proportion for technicals in the overall scoring.
142	Financial proposals of only those bidders will be evaluated, who secure a minimum of 70% score in the technical evaluation. The committee can lower this minimum score to ensure that at least two bidders qualify for the financial bid.	29		Given the significance of the project and the need for banking functional knowledge - there should be a bid cancellation and relaunch of the RFP if there is one or no bidder more than 70 point score in technical	Bank will take a suitable view in such eventuality, as provided in the RFP

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143	Experience with Public/Private Sector Banks in India	28		Weightage of 10% for point 1 and 2 and 15% for point 5 is too lopsided on prior experience. COVID is a black swan event and there is no precedence for the same. Sighting experience of working in the older world is not relevant. Also strategy for the same is a weak assessment as the bidder should have a strong strategy and subsequent implementation experience. Given the novelty of the situation, this older style of selecting strategy consulting firm would put the bank in a weak footing. New ways of working are significantly dependent on the following	The weightage for point 1 and 2 have been specified to understand the competence of the firm in delivering a comprehensive long-term business strategy / transformation exercise in the past. In our view, a firm which has not handled a project of this scale and magnitude will not be able to deliver on the expectation of the scope. However, this does not mean that we are wanting older world working in the current project. The RFP clearly defines the futuristic aspirations from this project and the same has been given significantly higher proportion of weightage of around 45% in the scoring. Digital Banking related aspects shall be considered under criteria 3.
	Experience with Public/Private Sector Banks in India • Experience in large scale transformation with Public Sector Banks or private sector banks in India over last 5 years of minimum 1 year duration - Weightage of 10%			1. Digital banking - techno functional acumen for addressing the same	Criteria in Point 5 is about both the experience of the Team as well as on what type of team is proposed for deployment. Quality of the people deployed in the project is utmost crucial for the success of the project and hence has been given 15% weightage.
	2 Experience/case studies of relevant experience of projects as per context of this RFP				
	• Relevant Experience of working with Scheduled Commercial Banks in India with 25,000+ employees / 3000+ branches / INR				
	Banks in India with 25,000+ employees / 3000+ branches / INR 5 Lakh Crore+ Business, preferably in last 5 years				
	Proposed Team Profile and deployment Experience and profile of Directors and experts assigned includes team, members etc • Team deployment plan by module/ sub-module 15%				