

With reference to RFP Ref No. 19/2022-23 (GEM/2023/B/3136936) dated 15.02.2023 published on GeM portal and our website <https://www.bankofmaharashtra.in>, and pre-bid meeting was conducted as per schedule on 24.02.2023 at 13 hours.

Representative from potential bidders attended the meeting. Bank welcomed all the participants and elaborated on the importance of implementing the Digital transformation project within the stipulated timeline.

Below is gist of deliberations by Bank:

- Bank is on Digital Transformation Path and very aggressively adopting digital products for ease of customers and business growth. In view of the same, on 08th Feb 2023 Bank has launched more than 30 digital initiatives.
- To cope with growing digital environment Bank need professional partner to be on-boarded who can help Bank to be Digitally advance.
- Initially Bank has floated RFP on 18th Nov 2022 through GEM for on-boarding of partner to implement Digital Transformation in Bank, for which last date of Bid submission was 12th December 2022. Based on request of the bidders, bank has extended the last date of bid submission from 12th Dec 2022 to 22nd Dec 2022. Bid submission was further extended from 22nd December 2022 to 6th January 2023 based on the request of bidders. Same was primarily acceptable and sufficient.
- In spite of giving several extensions, only 1 bidder could submit the Bid due to which RFP was cancelled.
- Bank has re-floated the RFP on 15th Feb 2023 after incorporating previous pre-bid replies and relaxation in terms, so that RFP can conclude within stipulated timeline.

It was informed that the Bank's replies to the pre-bid queries will be final and the same will be made available to the bidders at the earliest

Based on the request received from some of the bidders today in the pre-bid meeting. Last date of sale of tender document and last date for bid submission is revised as under:

Last Date and Time for receipt of tender offers	09/03/2023 up to 15:00 hrs.
Date of opening of Technical bids	09/03/2023 at 15:00 hrs.

Responses to pre-bid queries and general queries are enclosed herewith as Annexure 1 and 2 respectively.

Note- Except changes mentioned above and as part of pre-bid responses, there is no change in any clauses, terms & conditions of the RFP document.

Sd/-
Deputy General Manager
Information Technology

Annexure – 1: responses to pre-bid queries

Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
1	9	INVITATION FOR TENDER OFFERS	Timeline for submission	Timeline for submission current date 4th March 2023	Considering the limited time period between pre-bid meeting and submission date, we would request the bank to extend the submission date by two more weeks to 17th March 2023 - 3pm.	The current RFP is re-floated after cancellation of previous RFP for the same purpose wherein sufficient time had already been extended to all the potential bidders. Considering the requests of some of the bidders the timeline for current RFP is extended to 9-March-2023
2	9	Bid Collection and Submission Calendar	2.Invitation for Tender Offer	Last Date and Time for receipts of tender offers 04/03/2023	We request the bank to postpone the last date for bid collection to 24/03/2023 as the scope of engagement covers multiple modules and processes and will require time to cover each module in detail.	Duplicate query, already answered.

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3	14	Technical Evaluation	3.9 Scrutiny of Offers b) Technical Evaluation	The technical qualification cut – off to qualify for commercial evaluation process would be 70%.	As per 'Manual for Procurement of Consultancy and Other Services, released by 'Govt. of India, Ministry of Finance, Department of Expenditure' , Pg 73, point 6.7.6, which states that 'Eventually, for each of the technical proposals, the CEC should calculate the average of the scores allocated to each criterion by all members, establish the technical ranking of the proposals, identify the best, and propose it for award. The evaluation also establishes whether a proposal passes the minimum qualifying mark (or technical score, normally 75 (seventy five)) provided for in the RfP.', we request the bank to consider the technical qualification cut-off score for commercial evaluation process be set at 75%	No Change in RFP Clause. As Bank wants to continue the existing cut-off to enable maximum bidders to be eligible.

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4	14	Techno Commercial Evaluation	3.9 Scrutiny of Offers d) Techno Commercial Evaluation:	Technical will carry 75% Weightage and Commercial will carry 25% weight.	As per 'Manual for Procurement of Consultancy and Other Services, released by 'Govt. of India, Ministry of Finance, Department of Expenditure' , Pg. 42, point 3.9.2 : Table QCBS - Risks and Mitigations, Under mitigation for 'Weightage of Technical' which states that 'Weightage different from 70:30 (seventy: thirty) should be adequately examined and justified, we request the bank to set the weightage criteria at 70:30. Also, there has been instance of a leading PSU with more than 5 Lakh Crore loan book having gone with 70-30 criteria	No Change in RFP Clause. Tender is refloated and criteria is relaxed from 80:20 to 75:25
5	14	Techno Commercial Evaluation:	3.9. Scrutiny of Offers	Technical will carry 75% Weightage and Commercial will carry 25% weight.	Requesting the Bank to change the evaluation criteria to "Technical will carry 70% Weightage and Commercial will carry 30% weight"	Duplicate Query, already answered as part of Serial Number 29
6	16	3.15	Location of Project Implementation	This tender is being floated by the Head office of Bank. The Project Implementation location will be Pune.	Do we require team to be based out of Pune for the implementation of this project or can we have Pune/Non-Pune team be a part of project, supporting virtually and onsite as needed?	RFP Clause is self-explanatory. Please refer 7.25. ANNEXURE C: SCOPE OF WORK for resource requirement. Project Team and resources deployed should be onsite in Pune. Support from Backend team may be taken by the bidder.

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7	18	3.22	Earnest Money Deposit	Unsuccessful Bidders" Bid security will be returned after completion of tender process. Unsuccessful Bidders should submit the Letter for Refund of EMD/Bid Security for returning of the bid security amount as per Annexure 14 - Letter for Refund of EMD	Can we request the bank EMD is returned immediately for unsuccessful bidders?	RFP Clause is self-explanatory. EMD of unsuccessful bidder can be returned immediately upon submission of request letter for refund of EMD
8	18	3.22 / Earnest Money Deposit	3. INSTRUCTIONS TO BIDDERS	After the award of the contract, if the selected bidder does not perform satisfactorily or delays execution of the contract, Bank reserves the right to get the balance contract executed by another party of its choice by giving one month's notice for the same. In this event, the selected bidder is bound to make good the additional expenditure, which Bank may have to incur to carry out bidding process for the execution of the balance of the contract. This clause is applicable, if for any reason, the contract is cancelled	We request the bank to delete the strike through section from clause: After the award of the contract, if the selected bidder does not perform satisfactorily or delays execution of the contract, Bank reserves the right to get the balance contract executed by another party of its choice by giving one month's notice for the same. In this event, the selected bidder is bound to make good the additional expenditure, which Bank may have to incur to carry out bidding process for the execution of the balance of the contract. This clause is applicable, if for any reason, the contract is cancelled	No Change in RFP Clause. (Standard Clause)

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9	28	6.9	Compliance with All Applicable Laws	The bidder shall promptly and timely obtain all such consents, permissions, approvals, licenses, etc., as may be necessary or required for any of the purposes of this project or for the conduct of their own business under any applicable Law. Indemnity would be limited to court awarded damages and shall exclude indirect, consequential and incidental damages. However, indemnity would cover damages, loss or liabilities suffered by Bank arising out of claims made by its customers and/or regulatory authorities.	We would like to clarify that Consultant will not be responsible for taking any licenses, approvals etc. on behalf of the Bank, as Consultant is not authorized to provide regulatory services. We also request that such indemnity is capped as per Limitation of Liability	RFP Clause is self-explanatory. The requirement is applicable only if such component is required. No change in Indemnity Clause (Standard Clause)
10	29	6.15. ISMS Framework	ISMS Framework	The bidder shall abide by the ISMS framework of Bank. Bidder shall abide by the ISMS policy and any other policy and subsequent procedures of Bank. The details related to ISMS framework shall be shared with successful bidder based on the project needs.	2. As per page 31 (6.16. ISMS Framework) The details related to ISMS framework shall be shared with successful bidder based on the project needs (post bid event). Since this framework will be shared later once bidder is selected then how we will cater any scope change that happens due to this ISMS framework. Please advise	Please refer para 6.15 which clearly states that "ISMS Framework is to be taken into consideration during project execution, The same does not impact the scope of work of the RFP"

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11	30	6.21	Cancellation of Contract and Compensation	Bank reserves the right to cancel the contract of the selected bidder and recover expenditure incurred by Bank on the following circumstances: 3. An attachment is levied or continues to be levied for a period of 7 days upon effects of the bid	Please explain this point in terms of what kind of attachments are being referred to here?	Attachment refers to but not limited to attachment raised by GST or any other authorities which attach the dues of bidder to be recovered from payment payable by Bank to the bidder.
12	30	6.21 /Cancellation of Contract and Compensation	6. TERMS AND CONDITIONS	After the award of the contract, if the selected bidder does not perform satisfactorily or delays execution of the contract, Bank reserves the right to get the balance contract executed by another party of its choice by giving one month's notice for the same. In this event, the selected bidder is bound to make good the additional expenditure, which Bank may have to incur to carry out bidding process for the execution of the balance of the contract	We request the bank to delete the strike through section from clause: After the award of the contract, if the selected bidder does not perform satisfactorily or delays execution of the contract, Bank reserves the right to get the balance contract executed by another party of its choice by giving one month's notice for the same. In this event, the selected bidder is bound to make good the additional expenditure, which Bank may have to incur to carry out bidding process for the execution of the balance of the contract	No Change in RFP Clause

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13	31	6.22 /Exit Option & Service Continuity/Contract Re-negotiation	6. TERMS AND CONDITIONS	In addition to the cancellation of the contract, Bank reserves the right to get the balance contract executed by another party of its choice by giving one month's notice for the same. Further the bidder would also be required to compensate Bank for any direct loss incurred by Bank due to the cancellation of the contract and any additional expenditure to be incurred by Bank to appoint any other bidder.	We request the bank to delete the strike through section from clause: In addition to the cancellation of the contract, Bank reserves the right to get the balance contract executed by another party of its choice by giving one month's notice for the same. Further the bidder would also be required to compensate Bank for any direct loss incurred by Bank due to the cancellation of the contract and any additional expenditure to be incurred by Bank to appoint any other bidder.	No Change in RFP Clause (Standard Clause)
14	34	6.28	Effect of Termination	The bidder agrees that after completion of the Term or upon earlier termination of the assignment the bidder shall, if required by Bank, continue to provide facility to Bank at no less favourable terms than those contained in this tender document. Unless mutually agreed, the rates shall remain firm.	Kindly confirm that the Bank is expecting the facilities to be continued to be provided by the Bidder during the notice period or even after the termination is in effect?	The expectation is to continue the facility if required by Bank irrespective notice period or even after the termination is in effect

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15	34	6.28	Effect of Termination	The bidder agrees that after completion of the Term or upon earlier termination of the assignment the bidder shall, if required by Bank, continue to provide facility to Bank at no less favourable terms than those contained in this tender document. Unless mutually agreed, the rates shall remain firm.	We request the bank to add below clause to this section: "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 independence or professional rules applicable to Bidder."	No Change in RFP Clause
16	36	6.31 /Liquidated Damages	6. TERMS AND CONDITIONS	In case these milestones are not met then the bidder will have to pay penalty to Bank @1% of the contract value inclusive of all taxes, duties, levies etc., per week or part thereof, for late implementation beyond due date of implementation, to a maximum of 10%. If delay exceeds two weeks from due date of implementation, Bank reserves the right to cancel the entire order.	1. The Liquidated Damages will be applicable only if the delay is solely attributable to the Consultant / Bidder. Kindly Confirm 2. Can the bank change the Liquidated Damages a sum of half percent (0.5%) of the total contract value for each week instead of 1% 3. Request client to extend the timeline for 30 days for order cancellation as 2 weeks is very less	1. RFP Clause is self-explanatory 2. No change in RFP Clause 3. No change in RFP Clause

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17	38	6.32	Liquidated Damages	A delay of 3 or more working days will be considered as 1 week full for the purpose of calculating delay.	We request bank to consider week consist of 7 calendar days for the purpose of calculating delay.	Please note Monday to Saturday will be considered as a week. Part of week will be treated as a week. For the duration not completing week, A delay of 3 or more working days will be considered as 1 week f
18	39	6.36	Limitation of Liability	Under no circumstances Bank of shall be liable to the selected bidder for direct, indirect, incidental, consequential, special or exemplary damages arising from termination of this Agreement, even if Bank has been advised of the possibility of such damages, such as, but not limited to, loss of revenue or anticipated profits or lost business	We request that this particular provision of limitation of liability clause is made mutual, and consultant shall also be not liable for any indirect, incidental, consequential, special or exemplary damages arising from this Agreement, such as, but not limited to, loss of revenue or anticipated profits or lost business	No Change in RFP Clause. (Standard Clause)
19	48	Checklist of documents to be submitted	Checklist of documents to be submitted	List of documents to be submitted	Requesting the bank to please confirm if only the 23 line items mentioned in the checklist have to be submitted and not the ones which is not mentioned such as Annexure 14, 15, etc.	Documents mentioned in checklist are mandatory. Any other document if applicable can also be submitted by bidder. Bidders, understanding regarding Annexure 14 and 15 is acceptable
20	48	7.2 Annexure 2	Checklist of the documents to be submitted	Serial numbers are not in order	Serial number 13 is repeated twice and point number 17 is missing.	Bidders observation is correct. Bank, Requests partner to focus on content and ignore the missing serials

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21	52	Annexures	7.6.ANNEXURE 6: NON DISCLOSURE AGREEMENT	Non-Disclosure Agreement	Will the Bank be open to any modifications within the NDA?	Major modification is not allowed. Specific request of bidder will be reviewed separately and acceptance will be communicated separately.
22	52	Annexures	7.6.ANNEXURE 6: NON DISCLOSURE AGREEMENT	Non-Disclosure Agreement	We assume that the information related only to BOM will be shared with us and the information relating to the Bank's affiliates/ group entities will not be shared with us. Is this assumption correct.	Bank may decide mutually with successful bidder
23	53	Governing Law	7.6. ANNEXURE 6: NON DISCLOSURE AGREEMENT	The provisions of this Agreement shall be governed by the laws of India and the competent court at Pune shall have exclusive jurisdiction in relation thereto even though other Courts in India may also have similar jurisdictions	We request the bank to replace Pune with Mumbai	No Change in RFP Clause (Standard Clause)
24	55	7.6	Annexure 6: Non-Disclosure Agreement	(On stamp paper of Rs. 500)	Kindly clarify and confirm whether we have to submit the non-disclosure agreement on a stamp paper of Rs. 500 or Rs. 100 since on pg. 50 7.2. ANNEXURE 2: CHECKLIST OF DOCUMENTS TO BE SUBMITTED - s.no 3. it is mentioned Rs. 100 as in the sentence below : "Non – Disclosure Agreement – Annexure – 6 (On Stamp Paper or Rs.100)"	Please revisit the referred section. Stamp Amounts are already mentioned clearly.

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25	57	ANNEXURE 9: DETAILS OF PAST EXPERIENCES OF HANDLING SIMMILAR PROJECT RECORD	ANNEXURE 9: DETAILS OF PAST EXPERIENCES OF HANDLING SIMMILAR PROJECT RECORD	Total Amount of Order	As per 'Manual for Procurement of Consultancy and Other Services, released by 'Govt. of India, Ministry of Finance, Department of Expenditure', Pg 55, point 5.2, nowhere is it mentioned that Shortlisting of consultant be done basis 'Total Amount of Order'. We therefore request the bank to drop the column, 'Total Amount of Order' under 'ANNEXURE 9: DETAILS OF PAST EXPERIENCES OF HANDLING SIMILAR PROJECT RECORD	Evaluation criteria is clearly defined in the RFP. Bidder is responsible for ensuring compliance for confidentiality terms. Appropriate steps should be taken to ensure compliance before disclosure of any information. Evaluation Team would review the inputs provided in response to bid. Hence, it is in the interest of bidder to provide right and complete information. The field is to be treated as optional in case of confidentiality obligations from client.
26	57	Format of Annexure 9	7.9. Annexure 9: Details of Past Experiences of handling similar project records	Format requires following details: Name of client; Purchase order/ Indent number and date; Date of completion of project (actual as well as date as per contract); Contact person name; Amount of order	We are principally aligned to share the requested details. However, we have signed confidentiality agreements with our clients that limit our ability to disclose exact contract amount. To comply with requirement, we seek approval to share contract amount in range format i.e. <10 Cr , 10-20Cr, >20-50 Cr, >50 Cr	Bidders request is noted and accepted. Bidder is responsible for ensuring compliance for confidentiality terms. Appropriate steps should be taken to ensure compliance before disclosure of any information. Evaluation Team would review the inputs provided in response to bid. Hence, it is in the interest of bidder to provide right and complete information. The field is to be treated as optional in case of confidentiality obligations from client.

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27	58	Bullet Point 2 (Paragraph 8)	7.10.ANNEXURE 10: COMPLIANCE AGREEMENT	Bids once made cannot be withdrawn or modified under any circumstances.	1. What will happen in case some MANDATORY scope change happens in project due to any government regulations changes or any other factor (for example PESTLE factors). Please advise how that scope change will be taken.	The clause refers to submissions done by the bidder and not the scope.
28	60	Annexure 9: details of past experience s of handling similar Project record	Details of past experiences of handling similar Project record	Bidder is required to provide supporting documents such as credential letters, PO and proof of completion of work, copy of agreement etc.	Requesting bank to please accept as substantiation of our past work meeting the evaluation criteria requirements in cases where EL/PO does not have all the details	No Change in RFP Clause

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29	64	6.1 of Annexure 12	Fall Clause	The Bidder undertakes that it has not supplied / is not supplying similar products/systems or subsystems/ services at a price lower than that offered in the present bid in respect of any other Ministry/department of the Government of India or PSU and if it is found at any stage that similar products/systems or sub systems was supplied by the Bidder to any other Ministry/Department of Government of India or a PSU at a lower price, then that very price, with due allowance for elapsed time, will be applicable to the present case and the difference in the cost would be refunded by the BIDDER to the BUYER, if the contract has already been concluded	We suggest deleting this entire provision as consulting services are highly customized in nature and this provision should not be applicable to consulting services	No Change in RFP Clause. (Standard Clause)

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30	64	6/Fail Clause	7.12. ANNEXURE 12: PRE CONTRACT INTEGRITY PACT	The Bidder undertakes that it has not supplied / is not supplying similar products/systems or subsystems/ services at a price lower than that offered in the present bid in respect of any other Ministry/department of the Government of India or PSU and if it is found at any stage that similar products/systems or sub systems was supplied by the Bidder to any other Ministry/Department of Government of India or a PSU at a lower price, then that very price, with due allowance for elapsed time, will be applicable to the present case and the difference in the cost would be refunded by the BIDDER to the BUYER, if the contract has already been concluded.	Can we request the bank to delete this clause?	No Change in RFP Clause. (Standard Clause)

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31	64	11. Validity	7.12. ANNEXURE 12: PRE CONTRACT INTEGRITY PACT	The validity of this Integrity Pact shall be from date of its signing and extend up to six years or the complete execution of the contract to the satisfaction of both the BUYER and the BIDDER/Seller, including warranty period whichever is later, in case BIDDER is unsuccessful, this Integrity Pact shall expire after six months from the date of the signing of the contract.	We request the bank to delete the clause for validity period of six years for non-disclosure agreement	No Change in RFP Clause. (Standard Clause)
32	76	2nd bullet point	7.19. ANNEXURE 18: UNDERTAKING BY BIDDER	We also undertake that, we are not involved in any legal case that may affect the solvency / existence of our firm or in any other way that may affect capability to provide / continue the services to bank.	We request the bank to edit the point as below: We also undertake to the best of our knowledge, belief and as on date that, we are not involved in any such material legal case that may affects the solvency / existence of our firm or in any other way that may adversely affects capability to provide / continue the services to bank.	No Change in RFP Clause

33	82	7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Experience - Evaluation Parameters and Scoring Methodology	<p>Evaluation Parameters Should have prior experience in at least 5 out of 8 modules as mentioned under scope of work (Annexure C) of this RFP for Scheduled commercial banks or NBFC clients. All engagements should be for a minimum duration of 6 months or more. On-going / completed engagements would be counted. Scoring Methodology 20 marks- if the criteria are met for 5 or more Public Sector Banks / Private Sector Banks/NBFC</p>	<p>As per 'Manual for Procurement of Consultancy and Other Services, released by 'Govt. of India, Ministry of Finance, Department of Expenditure' , Pg. 42, point 3.9.2 : Table QCBS - Risks and Mitigations, Under mitigation for ' Technical Criteria' which states that 'Technical criteria selected should be relevant and proportional to the requirement of quality of assignment and the selection process should be rigorous enough to ensure that on one hand no technically unsatisfactory bids should be able to get past a loose criteria and on the other hand no technically satisfactory offer should get ruled out by tight criteria.', we request the bank to change : - 7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA, under Experiences, for 2nd criterion, Scoring Methodology 20 marks should be awarded for 'if the criteria are met for 5 or more Public Sector Banks / Private Sector / NBFC.</p> <p>In order to ensure that technically satisfactory bids are not ruled out due to tight criteria, we suggest 20 marks Scoring Methodology should be awarded for bidders satisfying below criteria.</p> <p>7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA, under Experiences, for 2nd criterion, 20</p>	Clarification note no 2 mentioned in Table Column 4 Scoring Methodology applies to subsequent section also.
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Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
					marks should be awarded for 'if the criteria are met for 3 or more Public Sector Banks / Private Sector / NBFC.'	
34	82	7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Experience - Scoring Methodology	20 marks- if all the criteria are met for 3 or more Scheduled commercial Banks /NBFC. At least 2 out of the 3 clients should be Scheduled commercial Banks with over 1000 branches.	Pls clarify, if all the criteria are to be met for each of the 3 Banks or the 3 criteria can be met across 3 banks cumulatively. As an e.g. if the bidder has 3 functional experiences across three different banks, (ONLY one experience in one bank) does it still qualify ?	Clarification note no 2 mentioned in Table Column 4 Scoring Methodology applies to subsequent section also.
35	82	7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Experience - Evaluation Parameters	Should have prior experience in performing digital transformation consultancy services in the nature of projects related to: 1. Digital strategy 2. Digital Banking Product design 3. Digital Lending Eco system /transformation/automation in Public Sector Banks	Can Internet banking/mobile banking/Omni channel banking be counted under Digital Banking?	Yes
36	82	7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Experience - Scoring Methodology	Credential with any one functional area from the 3 clients would be considered	The note point number 2 mentions: "Credential with any one functional area from the 3 clients would be considered" however, for bidder to get 20 marks it is mentioned - "if all the criteria are met for 3 or more Scheduled commercial Banks /NBFC. At least 2 out of the 3 clients should be Scheduled commercial Banks with over 1000 branches." The point mentioned in the note and in the 20 marks criteria are contradictory to each other, please clarify.	Clarification note no 2 mentioned in Table Column 4 Scoring Methodology applies to subsequent section also.

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37	82	7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Experience - Scoring Methodology	20 marks- if the criteria are met for 5 or more Public Sector Banks /Private Sector Banks/NBFC	Pls clarify, if all the criteria are to be met for each of the 5 Banks or the criteria can be met across 5 banks cumulatively. As an e.g. if the bidder has 5 module experiences across five different banks, (ONLY one experience in one bank) does it still qualify ?	Clarification note no 2 mentioned in Table Column 4 Scoring Methodology applies to subsequent section also.
38	82	Experience / Evaluation parameter	7.24.ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Criteria 1 - Should have prior experience in performing digital transformation consultancy services in the nature of projects related to: 1. Digital strategy 2. Digital Banking Product design 3. Digital Lending Eco system / transformation/automation in Public Sector Banks for Scheduled commercial banks or NBFC clients in the last 10 years as 31.03.2022. All engagements should be for a minimum duration of 6 months or more. Ongoing engagements where a bidder has served for more than 6 months would be considered.	Requesting bank to accept ongoing engagements where a bidder has served for at least 3 months. - We suggest to include DFIs, Regulatory and supervisory bodies and Global In-house captives of foreign Banks operating out of India as credentials. We believe a lot of cutting edge digital transformation work is happening through these global in-house captives hence would be relevant - Can Bank confirm if Digital Product design includes designing product's functional and technical capability?	- No change in duration for ongoing engagement - No change in RFP Clause - Digital Product design includes designing product's functional and technical capability

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39	82	Scoring Methodology	7.24.ANNEXURE B: TECHNICAL EVALUATION CRITERIA	<p>Criteria 1 - Should have prior experience in performing digital transformation consultancy services in the nature of projects related to:</p> <ol style="list-style-type: none"> 1. Digital strategy 2. Digital Banking Product design 3. Digital Lending Eco system / transformation/automation in Public Sector <p>Banks For Scheduled commercial banks or NBFC clients in the last 10 years as 31.03.2022. All engagements should be for a minimum duration of 6 months or more. Ongoing engagements where a bidder has served for more than 6 months would be considered. Scoring methodology - 20 marks- if all the criteria are met for 3 or more Scheduled commercial Banks /NBFC. At least 2 out of the 3 clients should be Scheduled commercial Banks with over 1000 branches.</p>	<p>We would request you to change it to the following: 20 Marks- if 2 out of 3 the criteria are met for 3 or more Scheduled commercial Banks /NBFC. At least 2 out of the 3 clients should be Scheduled commercial Banks with over 1000 branches. ("2 out of the 3 criteria" is missing from the scoring methodology for 20 marks.)</p> <p>- Can we include a client-level view having multiple projects covering different modules as requested in the RFP, if allowed, durations of different engagements can be summed up to meet the duration criteria.</p>	RFP clause is self-explanatory

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40	82	Evaluation Parameters	7.24.ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Criteria 2 - Should have prior experience in at least 5 out of 8 modules as mentioned under scope of work (Annexure C) of this RFP for Scheduled commercial banks or NBFC clients. All engagements should be for a minimum duration of 6 months or more. On-going / completed engagements would be counted. Please Note: 1. If bidder has completed original contract and has got extension for new scope, this amendment shall be considered as 1 credential	- We would like to confirm whether the 5 client names should be the same across at least 5 out of 8 modules or we need to provide 5 client names per module. - In case if we need the same 5 client names across at least 5 modules, we suggest allow us to include client level view having multiple projects covering different modules, in such case, if durations of different engagements can be summed up to meet the duration criteria? - We suggest to include DFIs, Regulatory and supervisory bodies and Global In-house captives of foreign Banks operating out of India as credentials. We believe a lot of cutting edge digital transformation work is happening through these global in-house captives hence would be relevant	Clarification note no 2 mentioned in Table Column 4 Scoring Methodology applies to subsequent section also.
41	83	Experience	7.24.ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Experience of Key resources (Engagement Partner and On-ground project director proposed to be deployed in the project) CV of the proposed resources to be signed by authorised Partners / Signatory.	Since the engagement covers the scope across varied areas, we request the Bank to include the experience of other team members as well. We suggest the Bank to define module leads and consider the experience of these leads for scoring the experience of key resources	No Change in RFP Clause.

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42	83	Annexure A: commercial bid format	Commercial bid format	Cost for renewal of services for additional period of 12 months based on enhancement / modification / offshoot / co-related / incidental / impact / refinement within the ambit of scope of work in above proposed modules. (This cost will not be part of TCO and the same shall be finalized by the Bank only in case of need)	Requesting the bank to please update the format of commercial bid to include cost of module wise renewal price submission	No Change in RFP Clause. Bidder is requested not to assume that time required for the project is more than 1 year. However, Bank does not want to impact its Digital Transformation initiatives due to limitation of timelines and hence the provision of cost for additional period of 12 Months will not form part of TCO. The additional 12 months pricing will be indicative for the Bank and would be first point of negotiation in case of any extension
43	87	Proposed Scope of Work	Proposed Scope of Work	The consultant has to also oversee, monitor and ensure the implementation of the various digital transformation initiatives/projects of the Bank. The Consultant will not only provide the sustainability review of various digital initiatives of the Bank but also provide and ensure the implementation of their recommendations.	We understand that the digital transformation initiatives / projects mentioned are the ones, 'only' which are covered under this RFP	Digital Transformation initiatives / Projects mentioned in the RFP or outcome of services to be rendered under RFP .

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44	87	Module A	7.25. ANNEXURE C: SCOPE OF WORK	Module A - Digitization of 10-12 key customer journeys across Asset, Liability, Wealth products and fee income products	Need more clarity / explanations on what are these 10-12 key customer journeys? Please advise.	Please refer to subsequent para under the referred section: Designing of Policies so as to implement identified journeys. prioritization and selection of products shall be done jointly by Bank and the consultant. However, Bank's decision should be final.
45	88	Module A Point 2	Digitization of 10-12 key customer journeys across Asset, Liability, Wealth products and fee income products.	Bank has already on boarded SI for Robotic Process Automation Solution with OEM UI Path. Total of 62 processes are to be automated which are expected to be enhanced to 300. Assistance of consultant is required for finalization of processes towards Automation and support in overseeing of the same till implementation of such processes in the Bank as part of scope	Pls clarify on the implementation of suggested Robotics Process Automation	Please refer 7.25. ANNEXURE C: Module A - Point 2. Additional clarifications required if any will be shared with successful bidder. For more information, bidder may refer tender of the Bank related to RPA implication already available in public domain .
46	88	Module A Point 4	Digitization of 10-12 key customer journeys across Asset, Liability, Wealth products and fee income products.	Designing underwriting Rule-Engine for Lending to NTB and ETB customers using analytics-based models and score cards.	Bank to confirm if they have customer and loan performance data for their current portfolios in order to create analytical based models	Please refer 7.25. ANNEXURE C: Module A - Point 4. Additional clarifications required if any will be shared with successful bidder.

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47	88	Module A Point 4	Digitization of 10-12 key customer journeys across Asset, Liability, Wealth products and fee income products.	Bidder is required to assist the Bank in designing underwriting Rule-Engine & STPs for Lending to NTB and ETB customers using analytics-based models and score cards. Bank envisaged to implement 10 STPs under lending products delivery as part of bidder's scope. Consultant is required prepare Business Rule Engine (BRE) based on Bank's Credit Policy and will implement the same with the help of tech partner	Pls clarify on the envisaged STP processes in terms of products Coverage. Pls clarify if there is any identification of products / prioritization for BREs to be created.	Details will be discussed and shared with successful bidder
48	88	Module B Point 6	On-boarding of Fintech vendor and ecosystem partners for digitized journeys	Digital Product & Services to be provided with end to end user journeys.	Please clarify on the scope of digital products and services here	Details will be discussed and shared with successful bidder
49	88	1/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Prepare a roadmap and strategy for end-to-end digital lending in Retail, Agri, MSME products. Digitization of liabilities and wealth journeys in phased manner.	Does the bank have a view of the number of products that are to be digitized as part of this engagement scope? Can a list of the same be shared?	Details will be discussed and shared with successful bidder

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50	88	2/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Study the existing processes and redefine the processes with minimum degree of manual intervention.	1. Can bank share indicative list of processes to be studied as part of scope? 2. We envisage that the client will handhold consultant on their detailed process flows and consultant would not do something based on assumptions. We will map the processes only provided by the bank. Kindly confirm on this	1. Details will be discussed and shared with successful bidder 2. Bank will extend necessary support and co-operation
51	88	4/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Designing underwriting Rule-Engine for Lending to NTB and ETB customers using analytics-based models and score cards.	What is the current underwriting rule engine used and new rule engine built will be in-house or 3rd party? Can bank provide the existing underwriting rule engine policy for reference?	Please refer 7.25. ANNEXURE C: Module A - Point 4. Additional clarifications required if any will be shared with successful bidder.
52	88	6/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Devise a strategy and help in preparedness for Account Aggregators (AA) for the bank.	As mentioned in section 1.2 on page 8, what the current level of readiness for Account aggregator for the Bank? Kindly clarify if the bank has already been on boarded to AA framework?	Bank has on boarded AA Framework. Bank has already tested few use cases. Additional details will be shared with successful bidder.
53	88	7/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Design digital marketing strategy to improve lead flow for prioritized product journeys	What is expected as part of the RFP response in terms of digital marketing strategy?	Bidder is expected to design digital marketing strategy for the Bank.
54	88	8/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Suggest initiatives to improve acquisition of New-to-Bank (NTB) customers through designed digital journeys	What is the current analytical capability of the Bank so that we can understand what support is expected from the consultant	Details will be shared with successful bidder
55	88	10/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Design Process flow and design requirements for lead management, lead conversion and on boarding	Can you please confirm if Bank has an existing Lead Management system for Asset and Liabilities side of the business which can be considered for designing the process flow and design requirements?	Bank has implemented Loan Life Cycle Management System.

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56	88	4/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Designing underwriting Rule-Engine for Lending to NTB and ETB customers using analytics-based models and score cards.	Can you please specify the number of lending models to NTB and ETB customers the RFP needs to cover?	Details will be shared with successful bidder
57	88	1/Module B	7.25. ANNEXURE C: SCOPE OF WORK	Designing / Refinement of Fintechs selection and on-boarding policy.	1. We request bank to note that Consultant per se cannot provide any 'legal advice' in the Project. In case as part of the scope bank needs legal advice, you may have to hire the legal expert as a sub-contractor. Kindly confirm on this	Scope pertains to refinement of the existing Fintechs selection and on-boarding policy of the Bank
58	88	2/Module B	7.25. ANNEXURE C: SCOPE OF WORK	Devise strategy for tie-up with Fintechs companies as tech enablers and for business volume generation, customer acquisition/retention, enhanced customer experiences. This shall include assisting the Bank in preparing a process document, support for identification, RFP/RFQ preparation; on boarding and integrating the Fintechs service providers/vendors with the bank.	1. We presume that integration of Fintechs service providers/vendors shall be done by the bank's SI/IT team	Integration of Fintechs service provider/ vendors shall be done by the Bank's SI / IT team
59	88	2/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Bank has already on boarded SI for Robotic Process Automation Solution with OEM UI Path. Total of 62 processes are to be automated which are expected to be enhanced to 300	Has Ui Path infrastructure already been established in BOM? Is Ui path also providing any implementation services for automation to BOM	Infrastructure is already established. Details will be shared with successful bidder

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60	88	2/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Bank has already on boarded SI for Robotic Process Automation Solution with OEM UI Path. Total of 62 processes are to be automated which are expected to be enhanced to 300	Has IT hardware been procured and installed for running RPA automation. If yes then which all components are procured (including number of licences)	Bank has Private Cloud in place for IT Infrastructure needs. License details will be shared with successful bidder. Details available in public domain can be referred by bidder for further understanding
61	88	2/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Bank has already on boarded SI for Robotic Process Automation Solution with OEM UI Path. Total of 62 processes are to be automated which are expected to be enhanced to 300	Have the 62 processes been shortlisted which are to be automated? If yes then they are under which functional areas and uses which systems	Details will be shared with successful bidder. Interested bidder may also refer the RPA implementation tender available in public domain.
62	88	2/Module A	7.25. ANNEXURE C: SCOPE OF WORK	Bank has already on boarded SI for Robotic Process Automation Solution with OEM UI Path. Total of 62 processes are to be automated which are expected to be enhanced to 300	300 automations is the target goal in how many years and has any study already been performed in this respect	Details will be shared with successful bidder. Interested bidder may also refer the RPA implementation tender available in public domain.

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63	88	Module A	Module A - Digitization of 10-12 key customer journeys across Asset, Liability, Wealth products and fee income products.	7. Design digital marketing strategy to improve lead flow for prioritized product journeys. Successful bidder has to provide the Digital Marketing Strategy for products / services of Bank. Bidder has to design Digital Marketing Strategy for the products / services of Bank. Also assist in onboarding the partners for implementation of the digital marketing for the identified products / services of Bank. Also measure the performance of the strategy by converting leads to business.	a. What is your current lead flow and conversion rate for the prioritized product journeys? b. What are the biggest challenges you face in acquiring and converting leads for the prioritized product journeys? c. Who is your target audience for the prioritized product journeys? d. What channels are you currently using for digital marketing, and what has been the performance of these channels e. What is your budget for digital marketing, and how will this budget be allocated across different channels and tactics? f. What are the key performance indicators (KPIs) that you use to measure the success of your digital marketing efforts? g. What are your timelines for implementing and measuring the success of the digital marketing strategy?	Detail will be shared with successful bidder
64	89	7/Module B	7.25. ANNEXURE C: SCOPE OF WORK	Creation of customer journeys encompassing all scenarios for the ecosystem partnerships on a product-by-product basis.	Any delay in the timeline from the SI/IT resources should not be attributed to the bidder. There should be clear demarcation in the roles and responsibilities of bidder and SI/IT. (We assume this refers to "Module A - Digitization of 10-12 key customer journeys across Asset, Liability, Wealth products and fee income products")	Required clarification shall be built in the SLA with the successful bidder as per mutual agreement.

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65	89	Module B and Module C	7.25. ANNEXURE C: SCOPE OF WORK	Module B – On-boarding of Fintech vendor and ecosystem partners for digitized journeys Module C – Vendor and Partner selection for digitization of journeys	What is the difference between Module B and Module C's expectations? They both look very similar. One talks about Fintech Tech vendors and other about vendor/fintechs	It is clearly states as under: Module B – On-boarding of Fintech vendor and ecosystem partners for digitized journeys (This Module focuses on FINTECH Partnerships with the project layout limited to the FINTECH Policy) Module C – Vendor and Partner selection for digitization of journeys (This Module focuses on boarding of vendors / FinTechs for digitization of journeys)
66	89	3/Module C	7.25. ANNEXURE C: SCOPE OF WORK	Assist the bank in managing delivery outcome from the vendor with respect to application, infrastructure and security architecture for the bank.	What exact assistance will be required from the consultant. Can you elaborate across what phases (end to end implementation) consultant will be involved or is only for program management of the activities?	RFP clause is self-explanatory and detailed expectations are provided in next point
67	89	4/Module C	7.25. ANNEXURE C: SCOPE OF WORK	Assist the Bank in on-boarding of the Partner to design the technological solution offered for end to end digitization along with the enterprise architecture and support in preparing in RFPs.	Our assumption is that the consultant would not be required to be part of commercial negotiations. Those will be solely conducted between Bank's and technology/Fintechs partner. Kindly confirm	bidder's assumption is correct. However, consultant would be required to provide inputs on pricing in case of negotiations to being conducted by Bank.

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68	89	4/Module C	7.25. ANNEXURE C: SCOPE OF WORK	Assist the Bank in on-boarding of the Partner to design the technological solution offered for end to end digitization along with the enterprise architecture and support in preparing in RFPs.	Our assumption is that the consultant is not expected to provide legal and compliance related inputs around contracting to Tech vendor. The consultant will only be required to support in formulating the Scope in the contract. Kindly confirm	RFP Clause is self-explanatory
69	89	8/Module B	7.25. ANNEXURE C: SCOPE OF WORK	To assist the bank in managing delivery of outcomes from the on boarded FinTech's and ecosystem partners as defined / desired by the bank in the digitization roll-out.	Will consultant be held accountable for delay in any of the expected deliverable of the Fintech vendor?	Required clarification shall be built in the SLA with the successful bidder as per mutual agreement.
70	90	Module E Point 2	Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	2. Recommend measures for centralizing of audit function and for carrying out off-site audits, with new age analysis, tools and methodologies. Bank has established Audit Policies & Systems in place. Bank is already in process of procurement of new software to support 18 modules of Inspections & Audit and expect the consultant to support with further enhancement & digitalization of other Audit & compliance processes including but not limited to GRC.	1. What is the existing structure of the audit function. 2. What are the existing tools and methodologies in use by the organization for off-site and on-site audits	RFP Clause is self-explanatory. Details will be shared with successful bidder. For additional information, Interested bidder may refer the tender for new Audit Management system is available in public domain.

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71	90	8/Module C	7.25. ANNEXURE C: SCOPE OF WORK	Bank is planning to implement Customer Relationship Management (CRM) Solution. Consultant will be required to provide end to end assistance in implementation of CRM solution	What is the timeline envisaged for CRM implementation. Ideally CRM Implementation spans across multiple years. The current RFP scope is only for 12 months. Can Bank clarify the support expected from the consultant during this 12 months period?	Consultant needs to provide their inputs/suggestion for implementation of CRM Solution. RFP for both the Solution is under process. Consultant needs to assist in evaluation , on boarding process of Service Provider and monitoring of overall implementation of CRM
72	90	1/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Identification of back-office processes including reconciliation with high scope for automation	We assume, for automation assessment, pure play RPA is the only technology that is to be considered. No additional tools are to be looked into in conjunction with RPA (e.g. OCR)	For more information, bidder may refer tender of the Bank related to RPA (RFP 08/2022-23) information is already available in public domain .
73	90	7/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Suggest roadmap to the Bank to define "Back-Office of the future" to support going forward, aligned with new ways of working.	Roadmap for 'Back-office of the future' is to included levers of RPA or are there any other levers that is to be considered	Bank expects bidder to identify these details during gap analysis phase
74	90	7/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Suggest roadmap to the Bank to define "Back-Office of the future" to support going forward, aligned with new ways of working.	Need more clarity / explanations on what are strategic objectives, goals related to Back office of the future vision of BOM.	Bidder has to design dashboards to monitor the back-office automation of processes with a proper view to user categories, generate alerts in case of failed processes to concerned user, escalation of issues to higher-ups using automated messages / emails etc. More deliberations will be held with successful bidder.

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75	90	3/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Design automated reconciliation system for all channels of transactions and provide implementation support	Can you please elaborate what all channel of transactions to be covered as a part of scope?	Details will be shared with successful bidder
76	90	7/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Bidder has to design dashboards to monitor the back-office automation of processes with a proper view to user categories,	What kind of data points of the processes are expected to be monitored using the dashboard view?	bidder is expected to identify and suggest the data points. The same will be finalized jointly by Bank with successful bidder
77	90	2/Module E	7.25. ANNEXURE C: SCOPE OF WORK	Bank is already in process of procurement of new software to support 18 modules of Inspections & Audit and expect the consultant to support with further enhancement & digitalization of other Audit & compliance processes including but not limited to GRC	Can you please share the software details that the Bank is procuring and also the details of the modules that it will be supporting?	requested information is already available in public domain under tender/ GEM bid no GEM/2022/B/2925349 dated 30.12.2022
78	90	2/Module F	7.25. ANNEXURE C: SCOPE OF WORK	Reviewing the existing IT architecture of the Bank and to identify gaps to support the proposed digital agenda	Can you please share the details of the components that are part of the overall existing IT architecture of Bank?	Details will be shared with successful bidder
79	90	2/Module E	7.25. ANNEXURE C: SCOPE OF WORK	Recommend measures for centralizing of audit function and for carrying out off-site audits, with new age analysis, tools and methodologies	Is the centralised DMS (Document management system). If yes the name of the DMS used.	DMS is in place. The name will be shared with successful bidder

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80	90	1/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Identification of back-office processes including reconciliation with high scope for automation. The details related to functional areas to be considered for selecting the processes for automation will be shared with successful bidder	Are these back office processes a part of 62 which are to be automated as stated in 2/Module A, 7.25 Annexure C: Scope of Work	The same has to be reviewed and decided by consultant.
81	90	1/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Identification of back-office processes including reconciliation with high scope for automation. The details related to functional areas to be considered for selecting the processes for automation will be shared with successful bidder	If 50-60 processes are to be taken for automation implementation, indicatively what is the number of processes that needs to be shortlisted as part of the assessment process with high degree of automation potential	Details will be shared with successful bidder
82	90	3/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Design automated reconciliation system for all channels of transactions and provide implementation support.	Apart from degree of automation potential is there any other parameter that is to be considered when finalizing the processes for automation	Details will be shared with successful bidder. Consultant is expected to review and identify the process automation parameters.
83	90	3/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Design automated reconciliation system for all channels of transactions and provide implementation support.	As part of Implementation support, does it include design, development, testing and deployment of the automation identified or it is to assist a different implementation vendor who is to be identified as part of 4/Module D	bidder is expected to identify the processes and assist the Bank's RPA partner in implementation.
84	90	4/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Identification and prioritization of vendors with RPA capabilities to automate the processes and on boarding vendors for reconciliation.	As part of this, vendor assessment is to be performed for automation tool vendor or automation implementation vendor (who will develop, test deploy the solution)	Automation implementation vendor

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85	90	7/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Suggest roadmap to the Bank to define "Back-Office of the future" to support going forward, aligned with new ways of working. Bidder has to design dashboards to monitor the back-office automation of processes with a proper view to user categories, generate alerts in case of failed processes to concerned user, escalation of issues to higher-ups using automated messages / emails etc.	Our assumption is that dashboard is to be created only for automations that will be created as part of this RFP. No other integration with any existing automation, system is to be performed. Kindly confirm	RFP clause is self-explanatory
86	90	3/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Design automated reconciliation system for all channels of transactions and provide implementation support.	Do you already have tool providing OCR capabilities within Bank of Maharashtra infrastructure. If Yes, then what is the tool vendor providing the capability	tool providing OCR capabilities is available. Details will be shared with successful bidder
87	90	4/Module D	7.25. ANNEXURE C: SCOPE OF WORK	Identification and prioritization of vendors with RPA capabilities to automate the processes and on boarding vendors for reconciliation.	As RPA vendor is already on boarded, does this vendor assessment include identification and prioritization of OCR vendors	RPA vendor is already on boarded. OCR licenses are already procured as part of RPA tender.

Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
88	91	Module E Point 3	Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	3. Recommend improvement in processes for effective fraud control and efficient control mechanisms-ways and means for increased monitoring and early warning systems.	1. How is EWS mechanism working at this time and the follow up mechanism? 2. What is the organizational hierarchy for fraud control mechanism at this time within the organization?	Details will be shared with successful bidder
89	91	Module E Point 4	Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	4. Identify internal and external data/data sources to build use cases for generating fraud monitoring alerts.	1. What is the internal data source that is currently deployed within the organization for generation of fraud monitoring alerts?	Details will be shared with successful bidder

Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
90	91	Module E Point 6,7	Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	6. Evaluate process improvement & control gaps for all IT activities performed in the Bank. 7. Review IT architecture for existing and proposed applications. Suggest areas of improvements for regulation compliance, risk management and overall efficiency.	- Bank to clarify the IT activities to be evaluated pertaining to the compliance vertical or with respect to all the activities of the bank '- Does the expectation include evaluating the ITGCs	- Bidder is expected to evaluated pertaining to all the activities of the bank '- Yes
91	91	Module E Point 9	Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	9. Report to include recommendations & implementation roadmap for mitigation of identified gaps.	Is the Consultant expected to create from scratch, Governance & Risk framework document or the expectation is to review the existing policy and framework and provide gap & recommendations. Please clarify	Yes

Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
92	91	6/Module E	7.25. ANNEXURE C: SCOPE OF WORK	Module E - Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	By IT activities which technology teams are expected to be covered - application, IT infrastructure team, network operations team, help desk team.	Bidder is expected to cover all applicable team
93	91	7/Module E	7.25. ANNEXURE C: SCOPE OF WORK	Module E - Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	Review IT architecture for existing applications - how many applications are expected to be covered - which CBS is used by the bank and how many product processors linked to it	Details will be shared with successful bidder
94	91	7/Module E	7.25. ANNEXURE C: SCOPE OF WORK	Module E - Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	Review IT architecture for proposed applications - how many applications expected to be newly implemented Need to understand whether the evaluation is to be done more from a capacity and availability perspective or functionality of the applications	Details will be shared with successful bidder
95	91	7/Module E	7.25. ANNEXURE C: SCOPE OF WORK	Module E - Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances.	Need clarity on whether the review of IT architecture has to be done from a technology / solutions perspective or from the perspective of compliance on risk solutions implemented by the bank	Both perspectives are to be adopted for review

Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
96	91	5/Module G	7.25. ANNEXURE C: SCOPE OF WORK	Assisting bank in implementing HRMS solution, integrating various systems with HRMS for better performance measurement.	What are the indicative Departments and Roles who will be impacted by this transformation?	All Departments and business units of Bank (Branches, ZO etc.)
97	91	5/Module G	7.25. ANNEXURE C: SCOPE OF WORK	Assisting bank in implementing HRMS solution, integrating various systems with HRMS for better performance measurement.	What does 'assisting in implementation mean'? Is it program management of the implementation (actual implementation done by Bank of a separate SI)? Or, the ask is to run the end to end process right from evaluation of requirements, creating BRDs, select the platform (SF, People Soft etc.) and then implement and integrate the same?	RFP Clause is self-explanatory. It is already mentioned in the RFP that Implementation of HRMS (SAP) solution is in process. Successful bidder needs to review the implementation and provide consultancy for better performance of the system.
98	91	5/Module G	7.25. ANNEXURE C: SCOPE OF WORK	Assisting bank in implementing HRMS solution, integrating various systems with HRMS for better performance measurement.	Does the bank have a performance management System, Succession planning, Learning, Recruitment, on boarding modules? If yes, then is it part of the HRMS or a custom built solution? If not, is there a need to build a customer POMS solution as part of this engagement?	Following Modules are available under HRMS platform : performance management System, Succession Planning, Recruitment, onboarding module. Learning modules is available and solution is different from HRMS platform but both are integrated
99	91	5/Module G	7.25. ANNEXURE C: SCOPE OF WORK	Assisting bank in implementing HRMS solution, integrating various systems with HRMS for better performance measurement.	Is it about end-to-end performance measurement or performance measurement related to the Digital Transformation agenda?	it is about Designing and implementing "Digital Organization of the Future" for the Bank.

Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
100	91	1/Module G	7.25. ANNEXURE C: SCOPE OF WORK	Define Digital organization structure required for driving transformation effort across the Bank e.g., new skill sets.	To what level does the scope of organization structure design transcends (n-2, n-3 etc.)?	Successful bidder is required to review and suggest the design transcends to achieve Designing and implementing “Digital Organization of the Future” for the Bank
101	91	3/Module G	7.25. ANNEXURE C: SCOPE OF WORK	Developing talent strategy for the digital organization — competencies, hiring plan, on-boarding strategy. Successful bidder has to do manpower planning - identifying number of personnel required in each role /functions/levels. Once Organization Structure and Skill Requirements are finalized, bidder has to help Bank in assessment of employees and using that in Training & hiring plan.	Does the scope include both technical and behavioural competency design? Are there existing JDs for unique digital roles? Will it be shared? Is BOM looking for creation of JDs and Delegation of Authority (DoA) in this scope element? In line with the skill requirement assessment, does the successful bidder require to provide an assessment framework or need to implement/drive assessments as well? Does the successful bidder require to provide a hiring plan or drive in the entire hiring process?	Details will be shared with successful bidder. Hiring process will be executed by the Bank.
102	91	4/Module G	7.25. ANNEXURE C: SCOPE OF WORK	Identifying the training needs of the employees in the context of digital transformation and Devise Strategy to revamp and strengthen various e-learning / virtual learning / training program for the employees which is proposed to be part of digital transformation. Bidder is required to create training roadmap which would help Bank to conduct staff trainings.	In line with training roadmap for digital transformation, do we require to provide the areas of training or provide further training details (Content/Curriculum) ?	RFP clause is self-explanatory.

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103	91	1-4 /Module G	7.25. ANNEXURE C: SCOPE OF WORK	Points 1-4	For points 1-4, would BOM require support in designing the asks or implementing the same as well? Also what would be the tentative timelines around designing and implementing ?	RFP Clause is self-explanatory in terms of role of bidder. Please refer Annexure F for project timelines.
104	91	6/Module F	7.25. ANNEXURE C: SCOPE OF WORK	Explore more effective use of Cloud to reduce transaction and technology cost & Formulation of Cloud adoption policy, apart from IT, Digital Banking and Digital Lending Policy.	Can you share details on the current cloud policy and up to what level the cloud implementation has been executed? Also can you please share some numbers on the number of transactions and cost incurred to have a visibility on the scale of things?	Bank has Private Cloud (Nakshtra) in place. More details will be shared with successful bidder.

105	91	Module E	Enhancing effectiveness of 2nd and 3rd line of defense in the Bank especially compliance vertical. Technology initiatives / Automations for internal and external Regulatory Compliances	3. Recommend improvement in processes for effective fraud control and efficient control mechanisms-ways and means for increased monitoring and early warning systems. 4. Identify internal and external data/data sources to build use cases for generating fraud monitoring alerts.	<p>We will be covering below mentioned scope of work w.r.t points 3 and 4 of Module E. Please confirm our understanding of scope & assumptions and also if any additional items are required to be covered:</p> <p>A. Fraud Risk Management (FRM) space: 1) Assessment of FRM framework in the Bank w.r.t regulatory guidelines and industry leading practices. 2) Review the existing fraud alert generation solution for payment channels (traditional and digital channels) for covering additional fraud risk scenarios and effectiveness of generation of fraud risk scenarios. 3) Based on gaps identified and recommendations agreed to be implemented, provide PMO support to coordinate with IT vendor (of FRM system) for implementation of agreed recommendations. 4) Provide support in updating FRM Policy and SOP documents, wherever required, based on gaps identified and recommendations from Framework perspective.</p> <p>B. AML/ KYC space: 1) Institutional Risk Assessment from AML standpoint. 2) AML/ KYC framework assessment w.r.t regulatory guidelines and industry leading practices.</p>	RFP Clause is self explanatory
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					<p>3) Review transaction monitoring tool (if any) to identify additional fraud risk scenarios as well as efficiency of generating alerts.</p> <p>4) Based on gaps identified and recommendations agreed to be implemented, provide PMO support to coordinate with IT vendor (of AML transaction monitoring system) for implementation of agreed recommendations.</p> <p>5) Provide support in updating AML KYC Policy and SOP documents, wherever required, based on gaps and recommendations from Framework perspective</p> <p>C. Insider Trading Code:</p> <p>1) Review existing Insider Trading Code and procedures to monitor trading by KMPs etc. as per the PIT regulations of SEBI applicable to the Bank.</p> <p>2) Support in enhancing Bank's Insider trading code to accommodate the recommendations accepted by the Bank.</p> <p>Assumptions to above mentioned scope of work:</p> <p>1) Threshold tuning will not be covered for FRM and AML.</p> <p>2) Bank will be responsible to take management decisions such as acceptance of gaps and</p>	
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					recommendations, reviewing draft BRS, UAT results, etc.	
106	92	8/Module H	7.25. ANNEXURE C: SCOPE OF WORK	Working across the organization and operating offices to communicate and handhold in change management, ensure sustainability of digital transformation post end of program	How many end users will be impacted by the change approximately? How are branches distributed across different locations (No of branch offices, zonal offices)?	Successful bidder is expected to assess the No of users impacted by change. Please refer section 1.1 About Bank for details on number of branches (2066). No of Zonal offices (42).
107	92	1/Module H	7.25. ANNEXURE C: SCOPE OF WORK	Support and work with the digital department / training centre and business departments for adoption of the changes and scale up lending through digital channels.	Does the bank already have an in-house Change Management team?	Details will be shared with successful bidder.
108	92	1/Module H	7.25. ANNEXURE C: SCOPE OF WORK	Support and work with the digital department / training centre and business departments for adoption of the changes and scale up lending through digital channels.	What are the indicative Departments and Roles who will be impacted by this transformation?	Successful bidder is expected to access which are the indicative Departments and Roles who will be impacted by this transformation
109	92	1/Module H	7.25. ANNEXURE C: SCOPE OF WORK	Support and work with the digital department / training centre and business departments for adoption of the changes and scale up lending through digital channels.	Will the roll-out be multilocation wherever there are BoM offices, or will it be just for stakeholders who are in the HQ?	Successful bidder is expected to suggest roll-out mechanism for effective implementation and achieve desired objective.
110	92	1/Module H	7.25. ANNEXURE C: SCOPE OF WORK	Support and work with the digital department / training centre and business departments for adoption of the changes and scale up lending through digital channels.	Do we need to create user journeys for only stakeholders from the bank? Or do we need to consider customer user journeys too?	RFP Clause is self-explanatory

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111	92	1/Module H	7.25. ANNEXURE C: SCOPE OF WORK	Support and work with the digital department / training centre and business departments for adoption of the changes and scale up lending through digital channels.	Will vendors/suppliers/contractors to the bank be included as part of all OCM activities like roadshows, face to face workshops, communication, training etc., or it will be limited only to BoM staff?	Successful bidder is expected to shortlist appropriate audience as part of all OCM activities for effective implementation and achieve desired objective.
112	94	Point 8	7.26. ANNEXURE D: ELIGIBILITY EVALUATION	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	We request the bank to edit the point as below: 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 pursuant to such judicial pronouncement, which restricts its ability to provide the proposed services under this RFP.	No Change in RFP Clause (Standard Clause)
113	95	7.27. ANNEXURE E: PAYMENT TERMS	7.27. ANNEXURE E: PAYMENT TERMS	Under payment terms (Annexure E), a 15% component under 'each' module is subject to accomplishing objectives or specific defined outcomes out of activities recommended by consultant in the module.	We would suggest that the Bank decide on 5-6 key engagement objectives at the program level rather than module level, and 10% of the payment be contingent of achievement of these objectives	No Change in RFP Clause

Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
114	95	Payment Terms	7.27 Annexure E - Payment Terms	Module A - A4 - Successful Implementation of all identified Journeys Module A - A3 - Successful Implementation of all identified 10Journeys. Signoff from the Bank for individual journey implemented by respective partners should be completion milestone.	1. Can you please confirm the criteria to qualify for the completion of this milestone? As part of the scope, we are not implementing any scope here. 2. Kindly clarify the difference between A3 and A4 data items.	1. 10-12 journeys will be selected by the Bank and consultant. Implementation of these journeys and signoff from the Bank is milestone. Consultant is expected to assist the Bank in getting these journeys implemented. 2. A3 refers to sign off of 10-12 journeys taken up for implementation. A4 is signoff of the complete module
115	95	Payment Terms	7.27 Annexure E - Payment Terms	Module A - A3 - Successful Implementation of all identified 10Journeys. Signoff from the Bank for individual journey implemented by respective partners should be completion milestone.	There are 10 journeys in total, will the payment (50%) be pro-rated for each journey sign off/completion	Yes, or same can be discussed and mutually agreed with successful bidder.
116	95	Payment Terms	7.27 Annexure E - Payment Terms	Module B - B4 - Delivery of outcomes from the on-boardedFinTechs. Signoff from the Bank for individual journey implemented by respective partners should be completion milestone.	There are 10 journeys in total, will the payment (30%) be pro-rated for each journey sign off/completion	Yes, or same can be discussed and mutually agreed with successful bidder.
117	95	Payment Terms	7.27 Annexure E - Payment Terms	Module B4/B5	Kindly clarify the difference between B4 and B5 data items	B4 talks about signoff of individual implementations. B4 talks about complete module.

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118	95	Payment Terms	7.27 Annexure E - Payment Terms	Module A - A5/B6/C6/D5/E4/F5/G4/H3 - After complete module Signoff from Bank.	1. Bidder proposes the payment terms to be revised to 5% maximum instead of 15%. Since the work would have already been completed/sign off received, holding 15% is on the higher side. 2. Maximum timeline of 1-month post completion/sign off A3 and B4 should be considered for disbursement of payments.	No change in RFP Clause
119	95	Payment Terms	7.27 Annexure E - Payment Terms	Delivery of outcomes from the on-boarded FinTechs	Payment as per milestones B4 and B5 are dependent on boarding of vendors by bank. What will be the outcome in case the on boarding process between bank and vendor exceed the timeline which may result in delay of the final deliverables milestone for the consultant. Our suggestion is to delink the payment for the activities which are not in our control	implementation of initiatives within time is in the interest of the Bank. Bank will extend all support and co-operation for timely implementation of proposed initiatives. Hence, suggestion not accepted.

Sl. No	Page #	Point / Section #	Main Section name	Clarification point as stated in tender document	Comment / Suggestions	Bank's Response
120	95	Payment Terms	7.27 Annexure E - Payment Terms	Module E - payment Terms E1 : 30 % - Report on recommendations for centralising Audit Function. Report risk assessment on security policies, identify internal & external data sources for fraud monitoring. E2 : 25 % - Completion of risk assessment, recommendation on policies. Designing Organization structure for compliance, risk and audit. E3 :45% - After complete module Signoff from Bank	We request the bank to modify the payment terms as below: E1:40% E2: 35% E3:25%	No change in RFP Clause
121	98	Project Timelines	7.28 ANNEXURE F: PROJECT TIMELINES	On-boarding of FINTECHs / Partners	On boarding of Fintechs/vendors is mentioned as part of module A (Phase 3). Scope of module A does not include any on boarding of Fintech's/vendors. Therefore, this milestone should be part of Module B. Kindly confirm on this.	As part of module A 10-12 journey are to be implemented. The same may be required on boarding of FINTECH/Partners. The Phase 3 is provisions the same.
122	100	Annexure G	7.29. Annexure G: Service level requirements	Resource Availability: Attendance for proposed resources. Minimum attendance level on any day is 90% of agreed deployment.	In principle, team will be on-ground but as a part of L&D practices at BCG, resources go for quarterly trainings to learn new tools (e.g., Tableau) and best/ emerging practices in industry. Request relaxation in the attendance level (physically on-ground) from 90% currently to > 80% levels.	RFP Clause is self-explanatory, not change in RFP Clause.

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123	100	Service level requirements	7.29 ANNEXURE G:	Resource Availability Attendance for proposed resources. Minimum attendance level on any day is 90% of agreed deployment.	As this project will be delivered on a hybrid model, bidder will ensure timely availability to cater to project timelines. Request you to amend minimum attendance level suitably	RFP Clause is self-explanatory, not change in RFP Clause.
124	100	Staff transition period	ANNEXURE G: SERVICE LEVEL REQUIREMENTS	More than 1 change in the proposed Program Manager or Service delivery manager would lead to penalty of INR 50,000 for each default	We request the bank to allow 3 replacements as part of the SLA (1 change from key resources and 2 changes from senior/junior resources)	No Change in RFP Clause
125	27,44	6.5, 6.43(5)	Inspection of records	The scope of such audit would be limited to activities being covered under the contract, and financial information would be excluded from such inspection, which will be subject to the requirements of statutory and regulatory authorities. Bank reserves the right to conduct an audit/ongoing audit of the consulting services provided by the bidder. Bank also reserves the right to conduct audits on the service provider whether by its internal or external auditors, or by Regulator (RBI), or by external specialists appointed to act on its behalf and to obtain copies of any audit or review reports and findings made on the service provider in conjunction with the services performed for the bank	We would like to clarify that scope of audit should exclude disclosure of any documents or other material relating to the profitability or internal profit and loss/balance sheets associated with Consultant's business, payroll information, or information or material that constitute, in the opinion of Consultant's legal counsel, legally privileged documents or information that Consultant is bound to maintain as confidential by written obligation to a third party. We request a clarification is added to this extent in the final contract.	RFP Clause is self-explanatory (standard clause)

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126	45-46	6.44	Other terms and conditions	<p>2. Substitution of Project Team Members:</p> <p>During the assignment, the substitution of key staff identified for the assignment will 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 bidder can do so only with the concurrence of Bank by providing other staff of same level of qualifications and expertise.</p>	<p>1. Kindly clarify if the substitution will not be acceptable of the key staff who have assigned since awarding of the RFP to the successful bidder or it's being referred to the profiles mentioned during submission of technical bid?</p> <p>2. Can the bank provide substitution/replacement period in case of resource replacement?</p>	<p>Bidder is expected to assign same staff as whose profile are mentioned during submission of the technical bid.</p> <p>No change in RFP clause.</p>

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127	82 and 86	7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Experience - Evaluation Parameters	<p>7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA Should have prior experience in performing digital transformation consultancy services in the nature of projects related to (page 82) :</p> <p>Experience criteria 1 1. Digital strategy 2. Digital Banking Product design 3. Digital Lending Eco system /transformation/ automation in Public Sector Banks</p> <p>Section 7.25. ANNEXURE C: SCOPE OF WORK - point number 12 on (page 86) - "Co-lending is strengthened through additional functionalities in Co-lending platform for monitoring and processing of loans."</p>	<p>As Co-Lending is one of your current digital initiatives mentioned under section 7.25. ANNEXURE C: SCOPE OF WORK - (point number 12 on page number 86) please include Co-Lending experience as criterion in conditions '1' under Technical Experience Criteria. So, revised Experience criteria 1 will be as below: Should have prior experience in performing digital transformation consultancy services in the nature of projects related to:</p> <p>1. Digital strategy 2. Digital Banking Product design 3. Digital Lending Eco system /transformation/ automation in Public Sector Banks 4. Co-Lending</p>	Digital Co-lending journeys are part of Digital Lending

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128	82 and 86	7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA	Experience - Evaluation Parameters	<p>7.24. ANNEXURE B: TECHNICAL EVALUATION CRITERIA Experience Criteria 2 Should have prior experience in at least 5 out of 8 modules as mentioned under scope of work (Annexure C) of this RFP for Scheduled commercial banks or NBFC clients.</p> <p>Section 7.25. ANNEXURE C: SCOPE OF WORK - point number 12 on (page 86) - "Co-lending is strengthened through additional functionalities in Co-lending platform for monitoring and processing of loans."</p>	<p>As Co-Lending is one of your current digital initiatives mentioned under section 7.25. ANNEXURE C: SCOPE OF WORK - (point number 12 on page number 86) please include Co-Lending experience as criterion in conditions '2' under Technical Experience Criteria.</p> <p>So, revised Experience criteria 2 will be as below: Should have prior experience in at least 5 out of 8 modules including Co-Lending as mentioned under scope of work (Annexure C) of this RFP for Scheduled commercial banks or NBFC clients.</p>	RFP Clause is self-explanatory
129	93	Point No. 5 Section 7.26	Annexure D: Eligibility Evaluation Compliance	Bidder should have an experience of at least 1 assignment in last 5 years in digital transformation at a Public Sector Bank / Private Sector Bank having minimum 1000 Branches in India with business mix of more than Rs 2,00,000 Crore as on RFP issuance date.	<p>Kindly consider extending this criteria to include NBFCs with minimum 250 branches in India.</p> <p>Suggested revision: Bidder should have an experience of at least 1 assignment in last 5 years in digital transformation at a Public Sector Bank / Private Sector Bank / NBFC having minimum 250 Branches in India as on RFP issuance date.</p>	No change in RFP Clause

Annexure – 1: responses to General queries

Sr. No.	General Query related to RFP	Comment / Suggestions	Bank Response
1	Additional Term - Re-distribution of deliverables with third parties	Consultant prepares a deliverable specifically for the client as per their requirements and instructions, we urge inclusion of the below, which shall protect Consultant's rights against any third-party claims that may arise from unauthorized re-distribution of the deliverable. "The Client acknowledges and agrees that the Deliverables are prepared solely for the Client's internal use. The Client will not disclose the Deliverables or make the Deliverables available for use by any third party without the prior written consent of consultant. The Client will procure that any third party to which it wishes to disclose the Deliverables or any other Consultant materials, or work must first sign Consultant 's standard form of non-reliance letter. Consultant can provide the Client with a copy of this form upon the Client's request. If Consultant agrees to the Client disclosing the Deliverables to third parties, the Client agrees that Consultant will not be responsible for any losses incurred by the Client or any third party because of or in connection with such disclosure, or the third party's use of, or reliance on the Deliverables or any other aspect of consultant work."	Addition not accepted.
2	Availability of existing artefacts	We assume that Bank will be providing existing artefacts around business and technology landscape at the start of the engagement at the start of the engagement	Yes
3	Availability of adequate team members from Bank	Bank will ensure adequate availability of team members across Business & Technology and other teams including vendors required to define the digital blueprint as part of the Design phase	Yes
4	Imposing penalty for reputational loss	Penalty will be applicable only if the failure is solely attributable to the Consultant / Bidder. Kindly Confirm	Yes. The same shall be guided by the terms finalized in SLA to be signed with successful bidder.
5	Intellectual Property Rights	The pre-existing IPR of the consultant will still be with the consultant. We suggest to ensure there is a proper bifurcation of the documents and property to identify the IPR.	Yes. The same shall be guided by the terms finalized in SLA to be signed with successful bidder.

Sr. No.	General Query related to RFP	Comment / Suggestions	Bank Response
6	Corrupt and Fraudulent Practice	We can give the ownership of deliverables to the client. However, pre-existing IPR in the deliverables will still be with consultant. Considering this we propose below language: "Upon expiration of this Agreement / Contract or sooner upon written request of the Client, all Confidential Information in the possession of consultant shall be returned to the Client or destroyed under conditions which preserve the confidentiality of the Confidential Information, at the option and instruction of the Client. Notwithstanding the foregoing, consultant retains all rights in the Deliverables and work product, and in any software, materials, know-how and/or methodologies that consultant may use or develop in connection with this Contract. Consultant is not responsible if the client infringes the IPR by modifying the deliverables submitted by the Consultant	The same shall be guided by the terms finalized in SLA to be signed with successful bidder.
7	Non-Disclosure Agreement Signing	Can the bank confirm at what stage this needs to be signed?	NDA provided in tender needs be submitted as part of bid. Additional NDA will be signed with successful bidder which would be finalized mutually.
8	Confidentiality Clause	Can the bank add below clause at end of paragraph: The confidentiality obligations shall survive the termination of this Contract / completion of services for a period of one (1) year	No Change in RFP Term.