

RFP : 162019		RFP for Appointment of Consultant for Implementation of Risk Management Solutions				
Bidder's Name						
Sr no	Page#	Point / Section #	Main Section Name	Clarification point as stated in tender document	Comment / Suggestions	Reply
1	98	B) Team Experience: Point 2	Annexure 14: Technical proposal Evaluation Criteria	8 such team members plus a member holding Chief Risk Officer (CRO) position of a Bank in the past	We request the bank to remove this clause	As per RFP only. No change in RFP clause.
2	82	Point 2	Annexure 5: Eligibility Criteria	The Bidder should have minimum average turnover of Rs. 35 crores in the last three financial year (2017-18, 2017-16 and 2016-15)	We recommend the bank to modify the criteria to following to ensure, required resource strength and skill sets are available: The Bidder should have minimum average turnover of Rs. 100 crores in the last three financial year (2017-18, 2017-16 and 2016-15)	As per RFP only. No change in RFP clause. As per RFP only. No change in RFP clause.
3	47	Phase 2: Assist the Bank in selection of the vendor	B.6. RFP process for selection of System Integrator (SI) for OFSAA Modules	<ul style="list-style-type: none"> •Carry out technical bid evaluation based on defined criteria and format in RFP & provide a report to the Bank listing all technically qualified vendors for RFP. •Carry out commercial bid evaluation based on defined criteria and format in RFP. •Provide a detailed report to the Bank on final outcome as per Technical-Commercial evaluation of Bidders (SI). 	We request the bank to remove the evaluation and selection clause in order to avoid prejudice of the consultant in the selection process	As per RFP only. No change in RFP clause.
4	44	Phase III: Review the results of Parallel run	B.4. FRAUD RISK MANAGEMENT (FRMS)	<ul style="list-style-type: none"> •To assist the bank in conducting parallel run. •To review the results of parallel run. The review shall essentially include the comparison of capital charge under standardized approach and based on Basel and Regulatory Framework •To review the assumptions used for based on Basel and Regulatory Framework 	Is the parallel run intended in this clause related to integrated risk management including OFSAA modules other than eFRM?	Parallel run intended in this clause related to parallel run of OFSAA modules for Fraud Risk Management and banks existing reporting/Fraud detection methodologies.
5	21-24	B1 and B2	In Section B1 (Asset Liability Management & Liquidity Risk Management), B2 (Market Risk Management)	Consultant to ensure that Process/ System should be having the following attributes:	The consultant can draft policies, frameworks and models fulfilling the requirements in section B1 and B3. But it will be System Integrators responsibility to ensure that the frameworks and model developed by the consultant are implemented in OFSAA. We would like to understand banks expectations from the consultant.	We expect the Consultant should provide the consultancy services and Monitor the project end to end. The Consultant shall also monitor the progress made by the System integrator & the desired output is achieved on a regular basis and submit the report to bank Management.
6	45	B 6	RFP process for selection of System Integrator (SI) for OFSAA Modules		The list of chosen OFSAA module for implementation in the table does not have Operational Risk (OR). Can it be implied that the Operational Risk requirements implementation (B3: Part 3 Operational Risk (page 38))are excluded from OFSAA implementation?	It is not to be done through OFSAA Module. However, all the mentioned task as per the RFP i.e. RCSA, KRI, Loss Data etc. is to be carried out by the Consultant.
7	48	3.4.4 and 3.4.5	Implementation Timelines	<p>3.4.4 Successful vendor is required to implement the project within the stipulated timelines provided below:</p> <ul style="list-style-type: none"> - Implementation of OFSAA Modules - Migration of existing system to new System - Integration with various Reports/systems/ modules <p>3.4.5 Organization wise implementation after successful UAT and final Sign-off</p>	The section 3.4 provided the implementation timeline for OFSAA. Is the consultant's responsibility to manage the project against these timelines and report progress with system implementation being System Integrators responsibility?	yes, We expect the Consultant should provide the consultancy services and Monitor the project end to end as per the Project timelines.

8	69	7.1	Inspection of Records	All selected Bidder records with respect to any matters covered by this RFP shall be made available to auditors and or inspecting officials of the Bank and/or Reserve Bank of India and/or any regulatory authority, at any time during normal business hours, as often as the Bank deems necessary, to audit, examine, and make excerpts or transcripts of all relevant data	Suggest the following clause All selected Bidder records directly related to this RFP shall be made available to auditors and or inspecting officials of the Bank and/or Reserve Bank of India and/or any regulatory authority, at any time during normal business hours, as often as the Bank deems necessary, to audit, examine, and make excerpts or transcripts of all relevant data without granting access to consultant premises.	All selected Bidder records directly related to this RFP shall be made available to auditors and or inspecting officials of the Bank and/or Reserve Bank of India and/or any regulatory authority, at any time during normal business hours, as often as the Bank deems necessary, to audit, examine, and make excerpts or transcripts of all relevant data without granting access to consultant premises.
9	95	Annexure 13	Non-Disclosure Agreement	5. Return of Documents: The Recipient shall, upon the request of the Disclosing Party, in writing, return to the Disclosing Party all drawings, documents and other tangible manifestations of Proprietary Information received by the Recipient pursuant to this Agreement (and all copies and reproductions thereof) within a reasonable period. Each party agrees that in the event it is not inclined to proceed further with the engagement, business discussions and negotiations, or in the event of termination of this Agreement, the Recipient party will promptly return to the other party or with the consent of the other party, destroy the Proprietary Information of the other party.	Ernst & Young LLP, should be allowed to retain their working papers	No change in RFP clause.
10	9	1.1	Introduction	Introduction:	1) Clarification needed as to which are the countries apart from India wherein BoM has its footprint and is a regulated entity. For example, with respect to International Banking whether the Bank has obtained any licenses/approvals from overseas regulators 2) Apart from India, customer(s) of which geographies are catered by BoM?	At present bank is not having overseas branch. RCSA for International banking products need to be carried out as per the International Banking policy.
11	39	1. Risk & Control Self Assessments (RCSA)	Phase II: Implementation of risk management architecture for complying with Basel and Regulatory Framework Approach 1. Risk & Control Self Assessments (RCSA):	Conduct RCSA for all key business and processes (including all Branches) across the Bank. The key businesses should include but not be limited to: Treasury, Retail Banking (liabilities, assets and cards), Trade Finance and Corporate Banking, Rural/priority sector lending, Information Technology and International Banking.	Clarification needed on the coverage of RCSA for International Banking i.e. locations, products and services, customer segment, scope	At present bank is not having overseas branch. RCSA for International banking products need to be carried out as per the International Banking policy.
12	40	1. Risk & Control Self Assessments (RCSA)	Phase II: Implementation of risk management architecture for complying with Basel and Regulatory Framework Approach 1. Risk & Control Self Assessments (RCSA):	Conduct RCSA for all key business and processes (including all Branches) across the Bank.	1) Clarification needed if RCSA is to be done for Branch operations overall, or for specific branches 2) Clarification required whether all branches are required to be covered or sample branches. In case of sample branches, the number or percent of branches to be covered and locations of these branches. 3) Approx. number of Key in scope process documented by the Bank	Clarification for mentioned points as stated below: 1.RCSA is to be done for all Branches. 2.All branches. 3.Same will be shared with successful bidder.

13	43	Point 7	Phase II: Implementation of risk management architecture for complying with Basel and Regulatory Framework Approach	7. Business Continuity Plan (BCP)	Clarifications required for BCP coverage as follows - 1) Count and type of applications being used by Bank. 2) Are formal Information security and disaster policies defined, documented and implemented 3) Are there any defined frameworks that need to be used for the engagement ? 4) The assessments / studies will be done on sample basis where ever multiple locations / branches are involved. Kindly confirm	Clarification regarding the points given below: 1.Same will be shared with successful bidder. 2.Yes,defined. 3.Framework needs to be defined by the Consultant. 4.Yes,but sample size to be decided by the Consultant in consultation & to the satisfaction of Bank.
14	78	Points 11 and 14	Annexure 2: Technical Proposal Format	Details required to be furnished for points 11 and 14 appear similar, point 11 specifically provides for illustrative deliverables; Also Consultant is required to provide details of approach/ methodology in Annexure 6	Clarification needed if Points 11 and 14 in annexure 2 are summaries for detailed approach/methodology to be provided by us in Annexure 6. Or the Bank requires anything additional/ incremental other than details for approach and illustrations for deliverables	Yes, Points 11 and 14 in annexure 2 are summaries for detailed approach/methodology to be provided by bidder in Annexure 6.
15	48	Point 3.4	Implementation Timelines:	Successful vendor is required to implement the project within the stipulated timelines provided below:	Timelines provided in the table seems to be challenging and also would be lot external dependency as well. For example, for floating an RFP, we need to review current system & infrastructure (around 7 to 8 major systems used by the Bank), develop functional & technical requirement across all risk categories, obtain necessary approvals within the Bank, etc. We also need to understand the overall architecture of the Bank for this. This will take around 2 to 2.5 months. Similarly, it is expected that implantation of OFDSAA modules will be done in 3 months form the date when SI is selected. This again is a very stringent ask, since this involves developing & the model framework for each risk, addressing data challenges (lack of data) and implementing the same. Based on our experience, developing and implementing AIRB framework for credit risk will easily take around 6 months. We believe that timelines should get agreed with the vendor within 10 to 15 days of issuing the letter of intent.	No change in RFP clause.
16	19	Point 3.3	Broad scope of work	VII. The new system has to be integrated with the existing and proposed systems mentioned below (but not limited to): 1)Existing Applications: a) Current Core Banking System in the Bank as on the date of Software Requirement Specifications (SRS) Signoff b) E-Treasury system c) CPTMS d) CIMS and MIS e) APR system f) FTP g) Any other System as per Bank's requirement Proposed/ Planned Applications: a) Data Warehouse/ Data Lake and Business Intelligence b) LOS/ LLMS/ EWS c) Ind AS (IFRS) d) Fraud Risk Management System e) Any other System as per Bank's requirement	1)Please provide brief about each of the applications (functional as well as technical). 2) Please confirm the implementation stage at which the list of applications/systems provided in 'Planned Applications' are ? Are they procured and in process of implementation, or procurement is under process, or will be procured in coming months? This is imperative to understand since the implementation of 'proposed new system' is contingent on integration with proposed systems too.	Same will be shared with the successful bidder.

17	24	Point B.3.1	Part 1 Credit Risk Management Phase II: Implementation of risk management architecture for complying with IRB Approach norms of RBI	Model Development Framework:	<p>a) Please provide details on the current infrastructure with respect to Internal Rating framework</p> <p>i. Non-Retail - Number of rating models and consequent coverage of exposure types</p> <p>ii. Details on availability of Rating history across each implemented rating model</p> <p>iii. LGD – Availability of collateral details, recovery & collections history across collateral types, data present in system or needs to collated from files(excel or hard copy files) outside of system</p> <p>b) IFRS 9 Framework</p> <p>i. Does Bank envisage implementing a system to implement IFRS 9? Does the scope of proposed application on Ind AS include computation of IFRS 9 ECL</p> <p>ii. Does Bank currently have infrastructure (system or application) to generate facility level projected cash flows ?</p>	<p>Clarification point wise given below:</p> <p>a)Details of the same will be shared with the successful bidder.</p> <p>b)The bank is already having separate system to implement IFRS9. However, proposed system should compute the ECL.</p>
18	28	Point B.3.1	Part 2 Market Risk Management: Phase II	Part 2: MARKET RISK MANAGEMENT Scope	<p>i. Need clarity on envisaged scheduling of this phase, it is mentioned in RFP that 'this review should be performed post the implementation of the OFSAA Market Risk Module'. Is the vendor expected to perform this review on OFSAA Market risk module, if yes isn't the Vendor being asked to review their own implementation. Or is the expectation from this phase is to review the current market risk system (please provide the name) in which case performing its review post OFSAA implementation doesn't seem to serve any purpose.</p>	<p>At present bank is not having any tool for Market Risk. Therefore review is to be performed post implementation of OFSAA Market Risk Module. However, Consultant is to review & Ensure that the entire OFSAA system (Comprising of all modules) is implemented as per the scope of RFP and the methodology developed by the consultant.</p>
19	39	Point B.3.1	Part 3 Operational Risk Management: Phase II	Part 3 Operational Risk Management: Phase II	<p>a. Does Bank currently use any application for Operational Risk management? If yes, provide some details please</p> <p>b. Does Bank envisage implementing the RCSA, KRI and loss management framework in the ORM system being used currently? If not does bank have any expectations towards using system application for RCSA and KRI i.e. procure a new ORM system, update the existing one to incorporate RCSA, KRI and loss management?</p> <p>c. BCP – Need clarity on the expectations from this phase. What system does bank envisage to use for conducting BCP, a new system or upgrading some existing system?</p> <p>d. What are the current system to capture operational risk and near losses. Are these centralised?</p>	<p>At present bank is having in house developed system for operational Risk Management. However, during the implementation ,the consultant needs to redesign the entire methodology and Implement the same as per the scope of work mentioned in RFP.</p>

B) General queries Related to RFP

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Sr. No.	General Query related to RFP	Comment / Suggestions	Reply
1	On page 56, it is provided that " The selected Organization must strictly adhere to the delivery dates or lead times identified in their proposal and as agreed by the Bank. "	Does that Bank have a suggested end date or a duration for the overall project that consultant shall adhere to?	As per Project timelines mentioned in RFP.
2	Coverage of International Banking Operations	Whether there are any specific requirements on the International Banking operations and whether there would be a requirement of outstation or overseas travel.	Bank did not have International Branch .Hence Overseas travel is not required. However, International Banking operations are taking place in the AD(Authorized Dealer) branches across the country. Therefore outstation travelling may be required with in the country.
3	Clarification needed whether locations would be other than Mumbai or Pune i.e. branch visits required at any locations other than the two cities.	Locations can be specified in the RFP. And as there is a requirement of performing RCSA at all branches, whether visit will be required at every branch?	RCSA to be carried out for all the branches. However we suggest visit to be paid to the sample branches covering different geographical locations under the coverage. The sample size and location of the branches should be selected in consultation with the bank.
4	Other costs and expenses	Whether costs and expenses based on subsequent requirements for performance of duties as per scope subsequently brought to the Bank's attention shall be eligible for being covered for reimbursement?	No additional cost will be reimbursement by the bank. Bank will not reimburse / Pay any other expenses other than the Agreed Professional Fee.
5	The RFP does not clarify the responsibility for drafting of requirements for system implementation.	-	Drafting of requirement for System Implementation to be drafted by the Consultant. However related policies not to be drafted by the Consultant.
6	The bank has published another RFP for SUPPLY, INSTALLATION, COMMISSIONING AND MAINTENANCE OF ENTERPRISE FRAUD RISK MANAGEMENT SOLUTION (TENDER REFERENCE 152019). Is the consultant required to support the implementation	The request is to exclude the scope of Fraud Risk Management from the current RFP (162019) and publish the separate RFP for providing consultancy services for ENTERPRISE FRAUD RISK MANAGEMENT SOLUTION that will be selected under other RFP (TENDER REFERENCE 152019).	Both the RFPs have different scope & should be red in isolation. No change in RFP clause.