

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
1	21	4.2 Scope of Work Module 1: - Business/ Operating strategy for the departments Section 1.2 - Micro market study	Module 1: - Business/ Operating strategy for the departments Section 1.2 - Micro market study across key geographies for the Bank	1. The micro market study will be restricted to 3 states where bank has a sizeable presence. Other than these 3 states will be out of scope. Kindly confirm 2. Does the bank want the consultant to design new product offerings for these micro markets also? What all products does the bank intend to include as part of scope?	The initial scope includes conducting Micro Market study in 3 states where Bank has sizeable presence. The intent is to devise micro market strategies in these states and also to design and develop specific products on asset, liability and third party offerings on the basis of analysis of micro market study. However, as a part of deliverables, the consultant should also provide training and tools to the Bank for covering more micro markets in future.
2	21	Module 2: New Ways of Working Section 2.1 : Policy and model on work from home/anywhere	Consultant to prepare a policy and framework on work from home and design suitable strategy for all departments with a view that suitable job assignment can be given and prepare tools for measuring the productivity of employees working from home.	Request bank to clarify on the below points: 1. Is bank currently using any tool (Built in-house or procured) for measuring employees productivity? If procured, please share Vendor/OEM details 2. Is Bank having any pre-defined criteria to measure the employee performance or wants bidder to provide an approach for measuring productivity . Please clarify 3. Share high level details if there is any setup currently done by Bank as part of WFH design	To be discussed with successful bidder.
3	21	4.2 - Module 1 - 1.3	Review, testing and validation of Risk Management Framework of the Bank consisting of various models and techniques.	What are the risk management frameworks currently used by the bank?	Bank uses following framework/models/techniques for effective Risk Management: Exposure monitoring framework Industry risk framework Portfolio analysis framework Risk Based Pricing RAROC framework ECL framework State Govt exposure framework PD framework Capital optimization framework Deviation reporting framework Credit Risk Advisory framework Credit Review framework Group risk monitoring framework Stress testing framework ICAAP framework Risk Profile framework Key Risk Indicators RCSA New Product/Process approval framework Loss data collection ALM and Market risk management framework Credit, Market, Op Risk Capital assessment framework Risk Management related policies  Model Internal Rating model Scoring model Capital adequacy Assessment Model Outsourcing Risk model Reputational risk Model Covid-19 stress Testing and tracker model
4	21	Module 2- New Ways of Working- 2.1 Policy and model on work from home/anywhere	Design and release/ work from home (WFH) policy for the bank. o Design Models for work from home keeping in view of the following key points: o Design & support for development/ implementation of tools/dashboards to: o Monitor the real time performance/productivity of the employee working from home. o Tracking number of transactions/tasks performed by the staff while working from home.	Request the bank to clarify if consultant can provide work from home model implementation support through a technical partner by way of sub-contracting. The consultant will be the main contracting firm to ensure qualitative delivery and project management support throughout implementation so that implementation is aligned to framework designed. Are there any preferred tools for dashboard or is the bank willing to explore	As per para 7.10 on page 48 of RFP document.

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5	21	Module 2- New Ways of Working- 2.1 Policy and model on work from home /anywhere	<ul style="list-style-type: none"> <li>o Identifying the Job roles for WFH for the staff working in branches, Zonal Offices, Field General Manager Offices (FGMO), Stress Asset Management (SAM) Branches, (Retail Agriculture MSME Processing Centre) RAMPCs, Back offices, other Verticals, Field Inspection Offices (FIOs) and Departments at Corporate Office.</li> <li>o Identify vertical wise specific functions for WFH</li> <li>o Identification of areas/jobs/verticals where permanent work from home is possible.</li> </ul>	Request the Bank to share details number of employees and unique job roles for the departments mentioned in RFP e.g. branches, Zonal Offices, Field General Manager Offices (FGMO), Stress Asset Management (SAM) Branches, (Retail Agriculture MSME Processing Centre) RAMPCs, Back offices, other Verticals, Field Inspection Offices (FIOs) and Departments at Corporate Office. Request bank to share following details for each department : - number of employees - Unique job roles (UJRs) for each department	Will discuss in detail with successful bidder
6	22	Module 2- New Ways of Working- 2.2 Model for working in shifts, staggering and flexible working hours	With the aim to provide flexibility in the working hours, optimum utilization of infrastructure and providing 24*7 customer services in selected areas, a strategy to be prepared for working in shifts, staggering and flexible working hours. <ul style="list-style-type: none"> <li>o Frame policy on flexible working hours for the bank.</li> <li>o Define and guide the Bank on Technology tools and aids required for employees to work productively and for supervisors to track performance.</li> </ul>	Request the Bank to clarify if a separate tool is required for assign productivity of flexible working employees / roles. In our understanding, the tool recommended for measuring productivity for Remote employees will also be relevant in this case.	Bank is already having HRMS tool. However, if required bank may consider procuring supplemental tools/software/ systems etc.
7	22	Module -3 Effective implementation of existing processes:	Bank has taken various initiatives towards digitization of the internal processes and developed applications like IB e-note (a customized version of SharePoint) to process internal notes digitally, IB e-Dak for a smart letter management system, e-Archival (for storage of processed e-notes), Video KYC (for customer on boarding), Digi voucher (paperless voucher for executing transaction at branches by the customers) and e- Fraud Risk Management System (e-FRMS).	1. What is the current level of adoption of IB e-note, IB e-Dak, e-Archival, Digi Voucher and e-FRMS within the bank? How many processes have already started using these applications ? 2. Request Bank to confirm if only the mentioned applications are in scope. If No, Request to please share complete list. 3. Does the bank want the consultant to deploy the above applications in all internal processes across business divisions of the bank. Kindly confirm	These processes are at an advance stage of implementation within the Bank. Module No 3 of RFP envisages effective implementation of existing processes of which main are listed in the documents. Details of all applications will be shared with successful bidder.
8	22	Module -4 Define document archival strategy for the bank and program management for implementation of Document Management System (DMS)	Advise on the various options available for digital storage of document with expected cost, data security, and operational ease.  MIS system to track and locate the physical and digital documents.	1. Does the bank have a centralized repository classifying different document type (customer / vendor / internal) and expected tenure for storage and archival of these documents? 2. What proportion of the bank's records are stored digitally and physically? 3. Please confirm if existing Document management system is built in-house or procured. If procured, please share vendor/OEM details. 4. Please confirm if Bank is looking only for evaluation and enhancement of the current DMS being used or looking to replace the existing DMS . 5. Request Bank to confirm if there is any existing system for MIS? If yes is it in-house or procured. (Please share vendor/OEM details if procured) 6. Has the bank shortlisted any tools and vendor for implementation of DMS 7. Does the scope expect EY to be a PMO for implementation of DMS?	Presently Bank is not having a centralised repository for storage of documents. Bank has procured a Document Management System from M/s Newgen which is in a nascent stage of adoption. Bank expects the Consultant to devise strategies, suggest improvements and provide implementation support.
9	23	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	Designing SOP for revamping the operations at various Back office functions like Customer Acquisition and Processing Centres (CAPC), Service branches, ATM Service Center to bring operational efficiency. Advise on the tools, techniques, software, hardware requirement if any, along with cost benefit analysis.	1. How many processes would the bank like the consultant to study in detail across - or Retail Banking, MSME, Credit, Banking operations department, IT, DBD, Audit and Inspection, Recovery, Risk Management, HRM, HRD, Financial Inclusion and other departments at Corporate Office? 2. Is the bank capturing any operational metrics including KPIs. SLAs for these processes? If yes, how are these tracked manually or through a system? 3. Does the bank have existing SOPs for all the processes as outlined in the above questions? Does the bank have L3 level process maps also documented? If yes, through which application?	All back office processes As per RFP document.

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10	23	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	5.1 Design automated reconciliation system for all channels of transactions and provide implementation support.	1. Request bank to clarify if there is any system/tool currently used for reconciliations (if any). 2. Is Bank only looking for implementation support or wants bidder to be part of vendor selection/RFP formulation for designing automated reconciliation system? Please clarify 3. What is existing reconciliation system used by the bank for reconciling all channels of transactions? Is it in-house or external? If external, who is the vendor?	1. Third party Reconciliation tool is being used. 2. RFP preparation/vendor selection will be under scope of engagement.
11	23	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	5.2 Redesigning processes for Information Technology Department  Design workflow/ process for a portal for branches / zones for accessing various details from channels like IMPS/ UPI/Mobile Banking etc for enhanced customer service.	1. Pls elaborate on the key banking applications and digital channels leveraged by the bank. Request Bank to confirm if the mentioned channels are only in scope. If Not, request to please share the complete list.	Key banking channels are: Branches, ATMs, IMPS, UPI, AEPS,NEFT, RTGS, Mobile banking, Internet Banking, Business Correspondents (through FI).
12	23	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	Prepare roadmap for modernizing In-house applications and provide guidance throughout the journey.	1. Please specify the number of in-house application in scope. 2. Please confirm if Bank is also looking for replacing inhouse applications with any external applications	1. As of now, there are 150+ In-house developed applications in the Bank 2. Consultant has to review all the In-house developed applications including functionality of application and underlying technology(s) used in application development, and compare the same with the solution prevalent in the industry for similar application functionality. Based on the study, consultant has to provide way forward on each of the application including change in technology, cost benefit analysis (in case switching to a COTS application is recommended) as part of their recommendation.
13	23	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	To prepare strategy and assist Bank for making consolidated dashboard for critical IT/ In-house or other applications for effective and real time monitoring at all the levels.	1. Request Bank to share list of critical IT/In-house applications which are in scope for this study 2. Does the bank have an existing dashboard used for monitoring critical IT applications? If yes, is it manual or system driven?	1. Details of all the application will be provided with the successful bidder 2. There is no dashboard for monitoring critical IT applications.
14	23	4.2 - Module 5 - 5.2	Prepare roadmap for modernizing In-house applications and provide guidance throughout the journey.	1. Currently what are the number of inhouse applications used by the bank? 2. What are the legacy applications used by the bank? What is the quantum of transactions performed at these applications ?	1. As of now, there are 150+ In-house developed applications in the Bank 2. The process/parameters for defining an application as Legacy application are not defined. Typically, 5% to 10% of the applications can be considered as Legacy if technology is considered as parameter.
15	24	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	5.3 Review the Outsourcing policy of Bank and suggest improvements as per best industry standards	1. For what functions is the bank leveraging outsourcing at present? How many vendors are working with bank and across which areas?	Based on RBI guidelines applicable to Public Sector Banks on the matter, Bank has a policy for outsourcing of various IT related and Non IT related services . The details of outsourced services and vendors engaged by Bank will be shared with successful bidder.
16	24	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	5.5 Redesign identified processes for Corporate Banking	1. What are the number of SOPs existing in the bank for trade finance processes? 2. At a high level, how many processes has the bank identified under trade finance to redesign? 3. What is the % of fee income generated through trade finance for the bank?	1. There are 10 SOP's for handling the trade finance business. 2. ) The trade finance business is handled in CBS through Exim Bills application. The upgradation of Exim Bill application is under way along with the introduction of Customer enterprise version. The Customer Enterprise version will lead to Online submission of trade documents by the customers.

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17	24	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	5.6 Revamp Cash Management Service Business: - Study the existing Cash Management Service offerings like v-collect and revamp CMS vertical based on the best industry practice.	Please confirm if Bank is looking to provide recommendation on enhancing the existing system or also looking to explore the possibilities of replacing the existing system?	Consultant to study existing Cash Management services offering of Bank as a part of gap analysis and strategise to improve CMS business of the Bank .
18	24	Module -5 Re-designing of the present operating models and processes with a view to bring down the TAT and cost to income ratio of the bank-	Assist the Bank in finalising plans to automate various IT processes viz., Change Request (CR), Incident reporting, Root Cause Analysis (RCA), Ticket Generation etc.,	1. Request Bank to share the list of all the process where recommendations on automation is required. 2. What will be the quantum of IT processes the bank is looking to automate e.g number of monthly CR, incident reporting, ticket generation etc ? 3. What is the existing tool used by the bank to manage these IT service requests?	List of processes which can be automated is not available. It is expected that Consultant will study the processes followed by bank and based on industry standards recommend to bank which all processes can be automated and guide the bank during the entire process of process automation. The consultant has to further help in review policies and suggest necessary changes which suits process automation.
19	25	Module 6: - Leverage data analytic Models for business growth and Risk Management	Module 6: - Leverage data analytic Models for business growth and Risk Management	1. Does the bank plan to leverage the analytical models only for retail banking only or for MSME and rural banking as well? 2. How many use cases and analytical models is the bank looking to implement?	1.The analytical models are to be leveraged for business growth and risk management across all levels in the Bank. 2. Bank is currently having 40 odd developed/developing analytical models.
20	25	Module 7: - Re-organize the structure of Branch Banking and other verticals:	7.1 Branch banking 7.2 Back office operations 7.3 Review the organization structure of RAMPC centres and strategies for rationalization wherever possible	1. What % of the bank's branches are completely or partially digital? 2. Is there existing measurement of TAT and other KPIs at branches? If yes, Is it manual or system driven? 3. How many back offices are there in the bank and number of employees working in these offices? 4. How many RAMPC are there in the bank and number of employees working in these offices? 5. Request the bank to share the number of different back offices including RAMPC, CASA account opening, recoveries etc along with indicative strength of employees working across these offices? 6. What different applications are being used by the bank for these back offices?	1. All branches of Bank are on CBS platform. 2. Measurement of TAT and other KPI at branches is based on Manual and System generated data. 3 to 6 : Details will be shared with Successful bidder.
21	25	Module 7: Re-organize the structure of Branch Banking and other verticals:	Reduce operating cost at branches & Administrative offices and improvement in cost to income ratio.	Is bank looking to replace/upgrade the existing systems/tools used in branches/administrative offices currently? Please confirm	Bank expects consultant to study and support in revamping the existing systems/tools and processes wherever required.
22	26	Module 8: - Revise model to improve Third Party Product (TPP) business	8.1 Strategies and tools to improve Third Party Product Income	1. Is there a dedicated customer acquisition team within the bank to sell TPP? How many resources are deployed in selling TPP? 2. What % of fee income revenue is generated through LI, GI, MF and broking business? 3. What % of TPP revenue comes to bank through branches, BC network and digital channels? 4. Request Bank to define scope for third party products to be evaluated. Also please clarify for timelines for implementation support ( Is support expected after a period of 12 months also?)	1.Third Party Products are being sold through branch channel. 2 to 3 : The details will be shared with successful bidder. 4. Scope includes products LI,GI,MF, Bonds , Stock Broking (through subsidiary) etc. ( support required is As per RFP terms and conditions.)
23	26	Module 8: - Revise model to improve Third Party Product (TPP) business	8.2 Study the existing tie-up arrangement with Fisdom (a third party tie up for offering WMS)	Request Bank to clarify if procurement of WMS application (Fisdom) is finalized/In process/Already implemented. Please share the current status.	Bank, under tie-up with M/s FISDOM, offers / is in the process of offering the following products in Bank's digital platforms of Mobile Banking and Internet Banking.  Mutual Fund - Offered E-NPS (Fisdom) – Offered Digital Gold (Fisdom)-Work In progress Online e-Tax filing (Fisdom)- Work In progress Advisory Services to HNIs under Mutual Fund (Fisdom)- Work In progress

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24	27	Module 9: Control & Governance	Design, Support for development of the tools/dashboards for a framework on centralizing Audit function and conducting offline audit from remote locations to save cost and improve efficiency of the department. Consultant to extend implementation support for the revised processes.	Request Bank to clarify if there is any existing system used for audit. If yes please share the name of the vendor/OEM.	Yes, eTHIC application is in place for conduct of Audit.  OEM : M/s NCS Solutions(P) Ltd.
25	28	Module 9: Control & Governance	9.6 Enhancing effectiveness of 2nd and 3rd line of defence in the Bank	Request Bank to confirm if only existing system needs to be reviewed for enhancement or Bank is exploring the possibility of replacing the system as well.	As per RFP terms and conditions.
26	28	Module 9: Control & Governance	9.7 Design, support for development for the tools/dashboards/software and implementation of an integrated complaint management system and enhanced customer service experience. Consultant to Review and re-design suitable model for Complaint Management System	1. What are number of critical service journeys identified by the bank? 2. How many contact centres are there in the bank? 3. What digital channels are used by the bank to measure customer service? Is social media also used for measuring customer service? 4. Are the customer service KPIs measured across branches and other channels? If yes, are the measured manually or are system driven? 5. Request Bank to provide information on various applications/Tools used in contact centre. Please share names of vendor/OEM. 6. What % of complaints are received through branches , contact centres, digital channel etc?	1. To be identified through Gap Analysis. 2. Bank has a single centralised online Portal for Complaint Management (CGRS) 3.Call centres and Social Media. 4. Yes, Manually. 5. The CGRS is an integrated portal for all types of complaints including ATM/POS failure, E Banking, Credit Card, apart from addressing the complaints received through Govt of India Portals ( CPGRAM/INGRAM) , RBI ( BO) etc 6.Will be shared with successful bidder.
27	30	Module 11: - Implementation Support and Program Management. 11.3 Organisation readiness	o Prepare the revised organisation charts across all businesses, branches, departments & verticals. o Lay out the revised KRAs and KPIs for the roles. o Revise the delegation authority documents. o Identify the manpower redeployment plan. o Identify the key areas and incidence of capability gaps that will need to be addressed for successful implementation. This leads to a capability development plan.	Request the bank to clarify if revised organisation structure, KRAs and KPIs, Manpower redployment plan and capability gaps is required for entire bank or for functions specified in the RFP i.e. : - Branch Banking - Back Office Operations - MSME / Retail / Agriculture Vertical - Wealth Management Services	As mentioned in RFP document.
28	30	Module 11: - Implementation Support and Program Management. 11.3 Organisation readiness	- Prepare the revised organisation charts across all businesses, branches, departments & verticals. - Lay out the revised KRAs and KPIs for the roles. - Revise the delegation authority documents. - Identify the manpower redeployment plan. - Identify the key areas and incidence of capability gaps that will need to be addressed for successful implementation. This leads to a capability development plan.	Request the bank to provide count of number of Unique Job Roles in the following departments: - Branch Banking - Back Office Operations - MSME / Retail / Agriculture Vertical - Wealth Management Services	As per RFP terms and conditions.
29	30	Module 11: - Implementation Support and Program Management. 11.3 Organisation readiness	- Prepare the revised organisation charts across all businesses, branches, departments & verticals. - Lay out the revised KRAs and KPIs for the roles. - Revise the delegation authority documents. - Identify the manpower redeployment plan. - Identify the key areas and incidence of capability gaps that will need to be addressed for successful implementation. This leads to a capability development plan.	Request the bank to clarify if this clause requires the consultant to also provide capability development plan recommendation or is this limited to identification of capability gap as per the proposed structure	Consultant is expected to draw a capability development plan also.

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30	34	5.1 Eligibility criteria	Bidder should have an experience of at least two completed assignments during the last five years, in the nature of Business consultancy of Public Sector Banks/ Private Sector Banks having minimum Business of Rs.3.0 Lakh crore as on 31.03.2021. The duration of project should be minimum six months.	We would request the bank to broaden the eligibility criteria for qualification and have increased participation. Accordingly, would request the bank to: a) Allow bidders with 2 ongoing assignment where executed duration is more than 6 month b) Allow bidders with one completed assignment during the last five years in nature of business consultancy c) Not restrict the experience to being completed in last 5 years and by removing the clause, make it more open and participative for the bidders	As per RFP terms and conditions.
31	34	5.1 Eligibility criteria	Bidder should have an experience of at least two completed assignments during the last five years, in the nature of Business consultancy of Public Sector Banks/ Private Sector Banks having minimum Business of Rs.3.0 Lakh crore as on 31.03.2021. The duration of project should be minimum six months.	Given the nature of engagement, it is a business transformation encompassing operating model, HR, digital and IT transformation. Would request the bank to allow any engagements of the above nature - business, operating model, HR, digital and IT /technology transformation to be accepted as a credential for scoring as well as eligibility criteria	As per RFP terms and conditions.
32	37	5.2,2 Technical Bid Evaluation Criteria	Relevant experience of projects as per context of this RFP (experience in Operating Models Transformation/ Digital Transformation/ HR Transformation/ IT Transformation etc.) Experience of working with PSB/Private Sector Banks in India having minimum business of Rs. 3.0 Lakh Crore+ as on 31.03.21, preferably in last 5 years.	We would request the bank to broaden the scoring criteria for technical round: and not restrict the experience to being completed in last 5 years and by removing the clause, make it more open and participative for the bidders	As per RFP terms and conditions.
33	37	5.2,2 Technical Bid Evaluation Criteria	Relevant experience of projects as per context of this RFP (experience in Operating Models Transformation/ Digital Transformation/ HR Transformation/ IT Transformation etc.) Experience of working with PSB/Private Sector Banks in India having minimum business of Rs. 3.0 Lakh Crore+ as on 31.03.21, preferably in last 5 years.	We would request the bank to broaden the scoring criteria for technical round and allow the same credential to be used in the eligibility criteria be used for scoring criteria as well	As per RFP terms and conditions.
34	37	5.2,2 Technical Bid Evaluation Criteria	Bidder experience in implementation of Transformation/ Consultancy for a PSB/Private Sector Banks in India during the last five years.	As per our experience, entities across diverse Financial sector are implementing digital & HR Transformation which provides ample opportunity to derive learning. Would request Bank to allow experience and credentials from Financial sector including Insurance, NBFC, FinTech along with private & public sector banks.	As per RFP terms and conditions.
35	37	5.2,2 Technical Bid Evaluation Criteria	Relevant experience of projects as per context of this RFP (experience in Operating Models Transformation/ Digital Transformation/ HR Transformation/ IT Transformation etc.) Experience of working with PSB/Private Sector Banks in India having minimum business of Rs. 3.0 Lakh Crore+ as on 31.03.21, preferably in last 5 years.	Request the Bank to broaden the relevant experience requirement to accommodate emerging organisations in the Financial sector which might not necessarily meet the criteria of Rs. 3.0 Lakh Crore+ as on 31.03.21, preferably in last 5 years. Request the Bank to remove the criteria of "minimum business of Rs. 3.0 Lakh Crore+ as on 31.03.21"	As per RFP terms and conditions.
36	38	5.2,3 Overall Evaluation Criteria	This will be a "Techno Commercial Evaluation" and accordingly the Technical evaluation will have 80% weightage and Commercial evaluation shall have 20% weightage.	We will request the bank to revisit the techno commercial evaluation criteria and make it 70% for technical and 30% for commercial to have competitive and most efficient bids submitted to the bank	As per RFP terms and conditions.
37	63	Annexure 01, Sr. No. 6	The Bidder should have earned net profit at least for two out of last three financial years. (2018-19, 2019-20, and 2020-21). • Turnover of Last Three Years. • Net Worth of Last Three Years	We kindly request the Bank, that since we do not have financials for FY21 available (audited or provisional), to please accept the financials for FY17-18, FY18-19 and FY19-20.	In case the Audited Balance sheet of FY -2020-21 is not available, the Audited Balance Sheet for the FY 2017-18, 2018-19, and 2019-20 may be submitted alongwith Provisional Balance sheet for FY 2020-21 certified by a CA . If provisional Balance sheet for the FY 2020-21 is also not available , then the Audited Balance sheet to be submitted by the successful bidder after completion of Audit

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38	20	1.1	<p>Consultant to review the existing Business /Operating strategies of Retail, MSME, Credit, Banking Operations department, IT, Digital Banking Dept (DBD) Resources &amp; Govt Relationship (R&amp;GR), Audit and Inspection, Recovery, Risk Management, HRM, HRD, Rural Banking Division, Financial Inclusion and other Corporate office departments and frame revised Business/Operating strategy/ based on the best industry practices along with a forecast of 5 years plan for the departments with a focus on following key areas :</p> <ul style="list-style-type: none"> <li>• Improved efficiency</li> <li>• Improved turnaround time</li> <li>• Ease of processes</li> </ul> <p>Review, testing and validation of Risk Management Framework of the Bank consisting of various models and techniques.</p>	<p>1. With respect to review of risk management and recovery framework, Can the bank please elaborate on the expectations and key items under scope of work ?                  2. Does review of risk management framework expected to cover all risk dimensions (Credit, market, operational risks etc.) ?                  3. Are there any specific functions / areas Bank wants to focus on ?</p>	<p>1. Expectations and key items under scope of work:                  - The consultant is required to evaluate the various risk management framework, models and techniques currently in use in the bank, test and validate the same.</p> <p>2. Yes, review of risk management framework expected to cover all risk dimensions (Credit, market, operational risks etc.)</p> <p>3. The consultant is required to Review, test and validate the entire Risk Management Framework of the Bank consisting of various models and techniques.</p>
39	20	1.1	<p>Consultant to review the existing Business /Operating strategies of Retail, MSME, Credit, Banking Operations department, IT, Digital Banking Dept (DBD) Resources &amp; Govt Relationship (R&amp;GR), Audit and Inspection, Recovery, Risk Management, HRM, HRD, Rural Banking Division, Financial Inclusion and other Corporate office departments and frame revised Business/Operating strategy/ based on the best industry practices along with a forecast of 5 years plan for the departments with a focus on following key areas :</p> <ul style="list-style-type: none"> <li>• Improved efficiency</li> <li>• Improved turnaround time</li> <li>• Ease of processes</li> </ul>	<p>Please confirm from IT department standpoint consultant is not expected to review and prepare revised IT processes and policies</p>	<p>Yes, consultant has to review and prepare revised IT processes and policies</p>
40	21	1.2	<p>Micro Market Study across key geographies for the Bank (consisting of 3 States where Bank has a sizeable presence).</p>	<p>Request the Bank to clarify the number of micro-markets expected to be covered for the study in 3 states</p>	<p>All major centres in that state , provide tool and training to bank</p>
41	21	2	<p>Policy and model on work from home/anywhere</p>	<p>1) What is the current VPN tool?                  2) Does VPN policy exist as of now?                  3) What are other tools and technologies that are being used for remote working currently?</p>	<p>1.Bank is currently using CISCO Pulse Secure as VPN Tool.                  2.VPN Policy is in place                  3.Bank is currently using VPN only for remote Working from External Environment</p>
42	21	2.1	<p>Study and understand the existing processes, operating model in the branches and departments</p>	<p>1. Can the bank elaborate the existing philosophy of extent of work from home applied for different departments?                  2. Are there any GIG workforce/ temporary workforce working with the bank?</p>	<p>1.As far as practical, the employees are working from home with their contributions limited to recovery, marketing, PNPA followup and jobs allotted outside the CBS domain.                  2.No</p>
43	21	2.1	<p>Monitor the real time performance/productivity of the employee working from home.</p>	<p>Can the bank confirm if the KRA/ KPIs for performance monitoring are well defined or is the consultant expected to also define the KR/ KPI for monitoring. Can bank provide a top level estimation of unique roles in the bank.</p>	<p>KRA/KPI are in place but refinement is required for KPI/KRA role wise.Also It is expected from the consultant to define new KPI/KRA based upon changing banking Scenario. Bank is already having a UJR &amp; KPI Library</p>
44	22	2.2	<p>With the aim to provide flexibility in the working hours, optimum utilization of infrastructure and providing 24*7 customer services in selected areas, a strategy to be prepared for working in shifts, staggering and flexible working hours.</p>	<p>Can the bank provide a list of already selected areas for working in shifts, staggering and flexible working hours if any</p>	<p>Bank expects consultant to study and advise on the areas where work from home can be extended with an objective to provide flexibility in working hours, optimal utilisation of infrastructure and providing 24*7 customer service.</p>
45	22	2.2	<p>Identify the gaps where customer services can be extended for 24*7.</p>	<p>Does the bank envisage areas of work/ products/ processes where customer services can be extended for 24*7? If yes, can the bank share details of such work areas/ products/ processes</p>	<p>Bank expects consultant to study and advise on the critical areas where 24*7 customer services can be provided.</p>

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
46	22	2.3	Video Banking - Suggest roadmap for rollout of Video Banking e.g. technology required to support new ways of working.	1. Any infra currently in place to support video banking? 2. Pilot rollout of Video Banking may not be possible by T+6 as it has a technology dependency 3. Does the Bank is going to leverage existing Video KYC vendor for this or is the consultant expected to select new Vendor for Video Banking	1. Infra requirement to be part of gap analysis. 2. As per RFP terms and conditions. 3. It will be part of Gap analysis.
47	22	4	Module -4 Define document archival strategy for the bank and program management for implementation of Document Management System (DMS)	1. What is the current storage technique of physical and digital documents (Centralized/ decentralized) 2. Is there any existing DMS? 3. Is there any document archival strategy existing? 4. Does this module include procurement of DMS tool through RFP and PMO during implementation	1. Decentralized 2. Yes. It is in a Nascent stage of Implementation. 3. Yes 4. DMS tool has recently been procured by Bank. Consultant to review and suggest improvements and provide implementation support.
48	23	5.1	Design automated reconciliation system for all channels of transactions and provide implementation support.	Please share list of external systems and stakeholders involved.	Will be shared with successful bidder.
49	23	5.2	5.2 Redesigning processes for Information Technology Department like:	1. Kindly confirm only the processes mentioned in sub-points are SOW 2. What is the current IT Application Landscape of India Bank for complete operations (Assests and liabilities, Customer servicing, support application, payment applications, security and other infra monitoring apps etc.) 3. What all applications are currently exposed at branch level?	1. Consultant has to study the current IT operating model and the processes followed in the current IT operations, and compare the same with best practises prevailing in the industry. Based on the outcome, recommend changes for ensuring the IT operating model and processes are inline with the best practices. 2. The details pertaining to IT application landscape are confidential in nature and can't be shared over public platform. The same will be provided to the successful bidder.
50	23	5.2	Design workflow/ process for a portal for branches / zones for accessing various details from channels like IMPS/ UPI/Mobile Banking etc for enhanced customer service	List and nature of information/data sources - single or distributed?	All applications are centralized.
51	23	5.2	Prepare roadmap for modernizing In-house applications and provide guidance throughout the journey	Please share list of in-house applications to be upgraded is required. Also, share any digital and technology initiatives already in place in the bank	Consultant has to review all the In-house developed applications including functionality of application and underlying technology(s) used in application development, and compare the same with the solution prevalent in the industry for similar application functionality. Based on the study, consultant has to provide way forward on each of the application including change in technology, cost benefit analysis (in case switching to a COTS application is recommended) as part of their recommendation. Bank has taken digitization initiatives such as IB e-Note and e-Dak for digitization of administrative approval process and letter management respectively, Implementantion of DMS in CO and initiated process for Branches in Phase-I, etc.
52	23	5.2	To prepare strategy and assist Bank for making consolidated dashboard for critical IT/ In-house or other applications for effective and real time monitoring at all the levels.	Any policy of the bank towards cloud based vs on-premise data storage?	Bank has a cloud policy in place. It is detailed that bank will keep its sensitive data on Private Cloud and non-critical data/applications can be hosted on Public Cloud. This is subject to change based on regulatory framework going forward.
53	24	5.4	Segmentation and bucket management, with improved contact strategies with customers e.g usage of Contact centre, WhatsApp etc. Usage of Data and Advance analytics for better targeting for resolution and offering settlement to delinquent customers.	1. Can the bank please provide an overview of the current process of allocation strategy and how it is the conducted ? 2. Can the bank please elaborate on how is the performance data maintained for bounces/ settlements/ DPDs/write off etc. Is it structured/manual ? 3. Can the bank please provide details on the availability of data with respect to loan performance and subsequent recovery ? 4. Can the bank please further clarify the list of products to be included for the collection & recovery strategy ?	1. Currently Bank has an In-House allocation process for both Live and NPA accounts. Details will be shared with successful bidder. 2. Performance data for bounces/settlements/Writeoff/DPDs is maintained structured/manual. 3. Bank has data of loan performance and subsequent recovery in the system the details will be discussed with the successful bidder. 4. All products to be included .
54	24	5.6	Revamp Cash Management Service Business: -Advise on fintech partnerships for payment and collection business.	Request the Bank to clarify that the scope of this activity pertains only to advise/ putting together a framework for fintech partnerships for payments, collection business. It is assumed that the Bank will undertake necessary vendor selection activities to onboard the fintech partners	As per 3rd Bullet point of para 11.1 , page No 30 of RFP, Consultant to onboard fintech partner's/vendor in case of need during operation transformation including preparation of suitable RFP document for vendor/ Fintech onboarding.



**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
55	25	6	<u>Leverage data analytic Models for business growth and Risk Management:</u> Consultant to analyse and prepare gap analysis of above models and other models in line with best industry practice, including assessing business value delivered from these models and prepare a framework for better utilization of these models.	Can the bank please clarify the expectations during gap analysis stage of models ? Is consultant expected to evaluate the performance / robustness of the model using back testing or other statistical techniques ? Is consultant also expected to assess the existing model governance framework around these models ?	Data analytics Models to be at par with other Peer Banks. Yes we are expecting consultant to evaluate the performance of model and also assess the existing model governance framework.
56	25	6	<u>Leverage data analytic Models for business growth and Risk Management:</u> Consultant to analyse and prepare gap analysis of above models and other models in line with best industry practice, including assessing business value delivered from these models and prepare a framework for better utilization of these models.	1. As indicated by the Bank, there are 40 in-house analytical models. Do the existing models rely on internal data only ? Are there any external data sources leveraged by the models ? 2. Has the bank conducted any validations on the existing models & how has the performance been ?	Almost for all the models we are extracting the Data from our Internal source systems. For some models we are extracting the data from external sites like RBI site, social media etc. Every model we have obtained UAT from user department before moving into the Production
57	25	6	Prepare a roadmap for the Bank on additional models to be built, including technology roadmap requirement, AI/ ML tools, people capabilities, etc.	Has the bank identified areas and products/services for which the additional models are to be built ? Or Is the consultant expected to review existing model landscape and recommend additional models to be built ?	Yes we are expecting our consultant to review our Data analytics models and recommend additional models and enhancement in the existing models, if required.
58	25	6	Support the Bank to implement these models across all verticals.	Out of the 40 models outlined by bank in module 6, how many models are already implemented and used for decision making ? For how many models, consultant is required to provide implementation support ?	Out of 40 Data analytical models , we have developed and implemented 32 Data analytical models so far, and we expect our consultant to provide implementation support for all the 40 models
59	26	7.3	MSME/Retail/Agriculture Vertical: Review the organization structure of RAMPC centers and strategies for rationalization wherever possible.	1. Does the bank follow central or regional processing centers model for Retail operations and how many of these are there? 2. Does the bank follow central or regional processing centers model for MSME operations and how many of these are there? 3. Does the bank follow central or regional processing centers model for Agri operations and how many of these are there?	Presently Bank has a verticals at each of the 79 Zones spread across different geographies for processing loans for Retail, MSME and Agri .
60	28	9.6	Enhancing effectiveness of 2nd and 3rd line of defense in the Bank: Consultant to study current Early Warning Signals and suggest: - Opportunities for improved tracking and management, using internal and external data available with the bank. Triggers for delinquency Management to various stake-holders inside and outside the Bank. Recommend improvement in processes and efficient control mechanism for increased monitoring. Consultant to suggest roadmap to the Bank to define and build future-state Early Warning Signals (EWS) and delinquency management. Design and support for implementation of revised process	From the risk management perspective, can the bank please elaborate on the key areas / functions (e.g. credit risk, market risk etc.) of Line of Defense 2 & 3 to be reviewed as part of scope of work ?	Risk Based Internal Audit covering Control Risk & Business Risk as per RBI guidelines is in place.
61	28	9.6	<u>Consultant to study current Early Warning Signals and suggest: -</u> Opportunities for improved tracking and management, using internal and external data available with the bank. Triggers for delinquency Management to various stake-holders inside and outside the Bank. Recommend improvement in processes and efficient control mechanism for increased monitoring. Consultant to suggest roadmap to the Bank to define and build future-state Early Warning Signals (EWS) and delinquency management. Design and support for implementation of revised process	1. Our understanding as per scope of work mentioned in module 9.6, effectiveness of 2nd LoD (Line of Defense) and 3rd LoD (line of Defense) is to be reviewed from EWS perspective only and it does not include any other parts of credit life cycle. Please confirm. 2. With regards to review of 'Early Warning Signals, can the Bank please mention the loan products / sub-products are to be covered as part of scope of work ?	As per RFP terms and conditions.
62	29	10.1	Devise suitable training programs and design training material to implement operational transformation in the bank	Can the bank elaborate if there is competency framework in place and provide details on the linkage to the training and development	As per RFP terms and conditions.
63	29	10.1	Identify people freed from branches to be repositioned for improved productivity and design the training of employees for the new roles in the context of operational transformation and new processes	Does the scope also include defining job descriptions for new roles along with KRA and KPIs	Yes

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
64	29	10.1	Communicate the transformation objectives to the project teams	Can the bank provide details of project team. Is this same as Project Delivery Teams defined under section 11.2?	Yes
65	30	11.3	Identify the key areas and incidence of capability gaps that will need to be addressed for successful implementation. This leads to a capability development plan.	Is the consultant expected to conduct people assessment for capability gaps through assessment and development centers or virtual assessments as per design? If yes, can the bank provide details of number of staff expected to go through people assessment	The revised process to be implemented in Bank at various levels and in various verticals. The consultant is expected to analyse the capability gaps (overall) and prepare capability development plan.
66	30	11	Consultant to onboard fintech partner's/vendor in case of need during operation transformation including preparation of suitable RFP document for vendor/ Fintech onboarding.	1. We understand that RFP preparation and vendor selection is in scope for the required transformation. Please confirm what all tech vendors are already associated with Indian Bank and for which applications/ infra elements. 2. What all new applications have been already identified by Indian Bank for procurement?	1. The list of the technology vendors which are already associated with bank for various applications and infrastructure will be provided to the successful bidder. 2. Bank has not identified any application for partnering with a Fintech. Consultant to study the existing environment and prepare Gap Analysis report. Based on gap analysis, consultant to suggest new products/process or revamp of existing product/process for enabling streamlined process for fintech onboarding. This may includes changes in the current policy or introducing a separate policy defining process for on-boarding/partnering with Fintech.
67	30	11	Consultant to onboard fintech partner's/vendor in case of need during operation transformation including preparation of suitable RFP document for vendor/ Fintech onboarding.	In the case of procurement through RFP, vendor selection and implementation cannot be completed in 6 months. Please confirm how would we manage the plan in such case.	As per RFP terms and conditions.
68	32	Key Milestones	Pilot Rollout - T+6	Certain changed processes will be dependent on implementation of new processes on digital channels to be enabled for Pilot roll out in this RFP and hence doing pilot of such new processes in T+6 may not be possible if the front end new changed digital processes under Digital RFP are not implemented by T+6 which is a dependency	As per RFP terms and conditions.
69	37	5.2.2	Technical Bid Evaluation criteria - 1. Bidder experience in implementation of Transformation/ Consultancy for a PSB/Private Sector Banks in India during the last five years.	1. Request the Bank to clarify that 'Transformation/Consultancy' projects for PSB/ Private Sector Banks includes areas around Business Process Re-engineering, Business Transformation, IT Transformation, Digital Transformation, HR Transformation, Risk Transformation 2. Request the Bank to clarify number of credentials required to get full marks on this criteria in technical evaluation	As per RFP terms and conditions.
70	37	5.2.2	Technical Bid Evaluation Criteria - Relevant experience of projects as per context of this RFP (experience in Operating Models Transformation/ Digital Transformation/ HR Transformation/ IT Transformation etc.) Experience of working with PSB/Private Sector Banks in India having minimum business of Rs. 3.0 Lakh Crore+ as on 31.03.21, preferably in last 5 years.	Request the Bank to clarify number of credentials required to get full marks on this criteria in technical evaluation	As per RFP terms and conditions.
71	38	5.2.3	Overall evaluation criteria: This will be a "Techno Commercial Evaluation" and accordingly the Technical evaluation will have 80% weightage and Commercial evaluation shall have 20% weightage.	Request the Bank to revise the criteria to techno-commercial evaluation of 75%:25% with technical evaluation having 75% weightage and commercial evaluation having 25% weightage.	As per RFP terms and conditions.
72	28	9.7	Consultant to Review and re-design suitable model for Complaint Management System and design for integration with various channels like Branches, Contact Centres, Call centres, Digital Channels, Social Media and website for resolution of customer complaints received on these channels	We would like to clarify if there are other channels that the existing Complaint Management system(s) cover, beyond Branches, Contact Centres, Call Centres, Digital Channels, Social Media and Indian Bank website?	As per RFP terms and conditions.
73	25	6	Consultant to analyse and prepare gap analysis of above models and other models in line with best industry practice, including assessing business value delivered from these models and prepare a framework for better utilization of these models. Support the Bank to implement these models across all verticals. Prepare a roadmap for the Bank on additional models to be built, including technology roadmap requirement, AI/ ML tools, people capabilities, etc.	What is the timeframe for implementation of select/ prioritized models across the verticals?	The indicative time frame is mentioned under "Key Milestones" at page 32 of RFP document.

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

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74	24	5.3	Review the outsourcing policy of the bank and suggest improvements	We would like to clarify if this is a bank-wide outsourcing policy or if the policies differ by vertical?	Bankwide Outsourcing Policy is available.
75	23	4	MIS System to track and locate the physical and digital documents	What is the scope for the MIS system to track documents, and the timeline for design/ implementation?	As per RFP terms and conditions.
76	48	7.11	During the assignment, the substitution of key staff identified for the assignment	We request you to please remove this requirement including the penalty of 10% of contract price. We are committed in having experienced/ quality resources on our team and execute on key deliverables outlined, regardless of the change in resources	As per RFP terms and conditions.
77	49	7.12 ii	The Successful Bidder's liability in case of claims by the banks resulting from its wilful misconduct or gross negligence, loss suffered by banks due to damage to real or tangible or intangible property by Successful Bidder, its employees and/ or subcontractors or loss suffered by banks due to infringement of patents, trademarks, copyrights or such other Intellectual Property Rights or breach of confidentiality obligations shall be unlimited.	We request to amend to read as follows: "The Successful Bidder's liability in case of claims by the banks resulting from its wilful misconduct or gross negligence, loss suffered by banks due to damage to real or tangible or intangible property by Successful Bidder, its employees and/ or subcontractors or loss suffered by banks due to infringement of patents, trademarks, copyrights or such other Intellectual Property Rights that the Successful Bidder uses or creates (except for those designated by the Bank) shall be unlimited."	As per RFP terms and conditions.
78	46	7.2 xii	Any intellectual property arising during the course of the execution under this contract related to tools/ systems/ product/ process, developed with the consultation of the bidder will be intellectual property of the Bank	We request to please amend to read as follows; "Any intellectual property arising during the course of the execution under this contract related to tools/ systems/ product/ process, developed with the consultation of the bidder will be intellectual property of the Bank. Notwithstanding the above, any intellectual property rights including in relation to concepts, know-how, tools, questionnaires and assessments, modules, courses, frameworks, software, algorithms, databases, content, models and industry perspectives that the bidder has owned before the engagement or those that have been developed or enhanced by the bidder during the course of this engagement shall be owned by the bidder and bidder shall license the bank to use such for the propose of the engagement."  Bidder represents and warrants that the Deliverable (including software) will perform in substantial conformance to any applicable specifications set forth herein and as otherwise agreed in writing by Bank and Bidder. The Deliverables are otherwise being provided to Bank AS IS, without any express or implied warranty, and Bidder shall not be obligated to maintain, upgrade, support, host, update, or correct the Deliverables beyond the period of this Agreement. Bank warrants that it will not use the Deliverables in a "closed-loop" system, including where no Bank employee or agent is materially involved in implementing the Deliverables and/or insights derived from the Deliverables. The Deliverables are not meant for any autonomous use and the Bank undertakes that where it intends to use the Deliverables in a mechanical unit, it shall seek consent from Bidder before such use and shall engage expert third parties to conduct appropriate tests and releases Bidder from any loss, claims or damages that may result from such use.  Notwithstanding anything contained herein or in the Schedule hereto, the Bank will be responsible for the security, penetration, stability and other independent testing, final integration and movement of the Deliverables (which may include any software provided by Bidder) into the production environment. Bank will be responsible at all times for the functionality and security of Bank's devices, systems, and networks, including without limitation any industrial controls systems (e.g. programmable logic controllers (PLCs), Robots, Motion Controllers, DCSs) to which Bidder may access to retrieve or view Bank's data. Bank is responsible for disclosing to Bidder Bank's security protocols and any other administrative, technical, and organizational measures Bidder must follow to comply with Bank's access and security protocols. Bank represents and warrants that it has the right to provide Bidder with access to Bank's devices and that the provision of such access will not infringe upon any third party rights.	As per RFP terms and conditions.
79	50	7.13	The bidder shall return all the Confidential Information that is in its custody, upon termination/expiry of this Agreement	We request to please amend to read as follows: "The bidder shall return all the Confidential Information that is in its custody, upon termination/expiry of this Agreement except for a copy that bidder needs to retain for professional archive purpose or as required under relevant law. Bank agrees that it will not disclose any materials or information that Bidder furnishes to the Bank, including the deliverables, to any third parties without bidder's prior written permission. Each party further agrees not to use the other party's name or trademarks in any communication with any third party without the other party's prior written permission."	The revised clause is as follows: The bidder shall return all the Confidential Information that is in its custody, upon termination/expiry of this Agreement. The Bidder will be permitted to retain a copy the information held with him, if, it is needed for professional archive purpose or as required under relevant law. But he should give an undertaking that he will not use the same for other Banks purposes. <b>(Kindly refer Amendment no. 7 dated 13.10.21)</b>

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
80	55	7.2	Bank shall have the option to terminate this RFP any time or at any stage without giving notice. Bank also shall have right to terminate any subsequent agreement and / or any particular order, in whole or in part by giving Bidder at least -3- months prior notice in writing. It is clarified that the Bidder shall not terminate the subsequent Agreement for convenience.	We request to please amend as follows: "Bank shall have the option to terminate this RFP any time or at any stage without giving notice. Bank also shall have right to terminate any subsequent agreement and / or any particular order, in whole or in part by giving Bidder at least -3- months prior notice in writing. Bidder shall have the right to terminate the subsequent Agreement for convenience by giving notice to the Bank.  In case of the termination, the Bidder shall be entitled to be paid for the work that it has been performed until the date of termination."	As per RFP terms and conditions.
81	51	7.14	The Bank and their authorized representatives, including Reserve Bank of India (RBI) or any other regulator shall have the right to visit any of the Bidder's premises with prior notice to ensure that data provided by the Banks is not misused. The Bidder shall cooperate with the RFP for appointment of Consultant for Digital Transformation authorized representative/s of the Banks and shall provide all information/ documents required by the Bank/ RBI / any other regulator failing which the Bidder will be liable to pay any charges/ penalty levied by RBI/ any other regulator. All Bidder records with respect to any matters covered by this RFP shall be made available to auditors and or inspecting officials of the Banks and/or Reserve Bank of India and/or any regulatory authority, at any time during normal business hours, as often as the Banks deem necessary, to audit, examine, and make excerpts or transcripts of all relevant data. Said records are subject to examination. The Successful Bidder shall furnish certifications required in the process of Audit relating to risk parameters finalized by the Bank at its discretion. Any discrepancies observed during such Audit have to be rectified by the Successful Bidder in consultation with the Bank	We request to please amend as follows: "The Bank and their authorized representatives, including Reserve Bank of India (RBI) or any other regulator shall have the right to visit any of the Bidder's premises with prior notice to ensure that data provided by the Banks is not misused. The Bidder shall cooperate with the RFP for appointment of Consultant for Digital Transformation authorized representative/s of the Banks and shall provide all information/ documents that has been provided by the Bank and required by the Bank/ RBI / any other regulator failing which the Bidder will be liable to pay any charges/ penalty levied by RBI/ any other regulator. All Bidder records with respect to any deliverable covered by this RFP shall be made available to auditors and or inspecting officials of the Banks and/or Reserve Bank of India and/or any regulatory authority, at any time during normal business hours, as often as the Banks deem necessary, to audit, examine, and make excerpts or transcripts of all relevant data regarding such deliverables. Said records are subject to examination. The Successful Bidder shall furnish certifications required in the process of Audit relating to risk parameters finalized by the Bank at its discretion. Any discrepancies observed during such Audit have to be rectified by the Successful Bidder in consultation with the Bank"	As per RFP terms and conditions.
82	53	7.17	The selected Bidder shall execute (a) Service Level Agreement (SLA), which must include all the services and terms and conditions of the services to be extended as detailed herein, and as may be prescribed or recommended by the Bank and (b) Non-Disclosure Agreement (NDA). The selected Bidder shall execute the SLA and NDA within one month from the date of acceptance of letter of appointment or as intimated by the Bank.	We request to please amend to read as follows; "Subject to reviewing and agreeing on its terms, the selected Bidder shall execute (a) Service Level Agreement (SLA), which must include all the services and terms and conditions of the services to be extended as detailed herein, and as may be prescribed or recommended by the Bank and (b) Non-Disclosure Agreement (NDA). Parties shall use its best effort to negotiate and agree on the terms of the SLA and NDA within one month from the date of acceptance of letter of appointment or as intimated by the Bank."	As per RFP terms and conditions.
83	33	4.3	Non-Exhaustive Clause	We request you to share illustrative details of the different functions that are sought to be covered in this provision by the Bank	As per RFP terms and conditions.
84	34	5.1	Eligibility Criteria	We would like to clarify if the self-declartations can be submitted as part of a single document?	As per RFP terms and conditions.
85	50	7.13	The bidder shall extent practicable, immediately furnish a certificate signed by its director/Partners/authorised signatory or other responsible representative confirming that to the best of his/her knowledge, information and belief, having made all proper enquiries the requirements of this paragraph have been fully complied with	We would like to clarify if there is a preferred format for the certificate?	The format of certificate will be shared with the successful bidder.
86	20	4.2.	Bank has floated RFP on Digital Transformation on 07.09.2021 for digitising its products and processes. While re designing/ revamping the operating models under the scope of present RFP, the consultant to ensure that the changed processes are designed in line with revised Digital models/ Journeys as per Digital Transformation RFP.	Please confirm that as part of the Design phase, the revised digital models/journey maps as per Digital Transformation RFP will be made available. The bidder will not be responsible for any delay caused due to unavailability of the aforementioned documents	The documents will be provided by the Bank to succesfull bidder
87	21	1.2.	Micro Market Study across key geographies for the Bank (consisting of 3 States where Bank has a sizeable presence).	Please confirm the identified count of niche markets/clusters that the bank is particularly interested in	All major centres in that state , Consultant to provide tool and train the Bank team to conduct further studies.

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
88	24	5.5.	Redesign identified processes for Corporate Banking: - ☑ Review and revamp existing Trade Finance business with a view to increase the Fee Based income.	Please confirm if the study of processes pertaining to Corporate Banking is limited to Trade Finance Business or are there any other businesses in scope as part of Corporate Banking	As per RFP terms and conditions.
89	25	7.1.	Design, support for development of Dashboard /tools for monitoring TAT of various services extended in the Branch and implementation of these tools/ dashboard	Please confirm the tool/Technology that the bank currently uses for dashboards (e.g. PowerBI, Tableau, SAP, Cognos, etc.)	Bank is using PowerBI for dashboards and reports.
90	29	11.1.	Rollout & Implementation plan - Consultant to draw a rollout and Implementation plan for all the modules covered in the RFP. This includes Pilot roll out in the branches and other departments.	Please confirm the scope of pilot roll-out in terms of number of regions/states to be covered	Bank has a wide branch network in 34 States and Union Territories spread across the entire country. Pilot Roll out shall be based on mutually agreed number of regions/states and may cover the verticals / administrative/ controlling/back offices.
91	30	11.1.	Consultant to onboard fintech partner's/vendor in case of need during operation transformation including preparation of suitable RFP document for vendor/ Fintech onboarding.	Please confirm that the final decision of onboarding of any third-party partner/vendor will be of the bank.	YES
92	34	5.1.	5. The Bidder should not have been blacklisted/debarred by the Central Government/State Governments / Semi-Government departments / Regulatory Authorities / Financial Institutions/ banks/ Public Sector Undertakings in India and overseas.	We request the consider to include appropriate wordings on the lines below (sample): The Bidder should not have been blacklisted/debarred by the Central Government/State Governments / Semi-Government departments / Regulatory Authorities / Financial Institutions/ banks/ Public Sector Undertakings in India and overseas as on date.	As per RFP terms and conditions.
93	35	5.1.	6. The Bidder should have neither failed to perform on any agreement during the last three years, as, evidenced by imposition of a penalty by an arbitral or judicial pronouncement or awarded against the Bidder or its Affiliates /Group Companies/member firms, nor from any project or agreement nor had any agreement terminated for breach by such Bidder or of its Affiliates/Group Companies/member firms.	We request the consider to include appropriate wordings on the lines below (sample): The Bidder should have neither failed to perform on any agreement during the last three years, as, evidenced by imposition of a penalty by an arbitral or judicial pronouncement or awarded against the Bidder or its Affiliates /Group Companies/member firms, nor from any project or agreement nor had any agreement terminated for breach by such Bidder or of its Affiliates/Group Companies/member firms as on date.	As per RFP terms and conditions.
94	38	5.2.2.	4. Key resources/ proposed team profile to be deployed for the Project. - 25 Max.Sub-score	In keeping with the industry best-practices for similar assignments, request to limit the max. sub-score for this criteria to 20	As per RFP terms and conditions.
95	38	5.2.2.	5. Plan for Transfer of knowledge and capabilities for scale up and sustaining impact. - 15 Max.Sub-score	In keeping with the industry best-practices for similar assignments, request to limit the max. sub-score for this criteria to 10	As per RFP terms and conditions.
96	38	5.2.3	This will be a "Techno Commercial Evaluation" and accordingly the Technical evaluation will have 80% weightage and Commercial evaluation shall have 20% weightage	We request you to consider revising the technical: commercial bid evaluation criteria to 70:30 as it is standard practice for bids of similar nature and scale	As per RFP terms and conditions.
97	48	7.11.	If the Bank is not satisfied with the substitution, the Bank reserves the right to terminate the contract and recover whatever payments made by the Bank to the bidder during the course of this assignment besides claiming an amount, equal to 10% of the contract value as liquidated damages	We request client to cap the liquidated damages cumulatively to 5% of the total contract value.	As per RFP terms and conditions.
98	54	7.19.	Notwithstanding Bank's right to cancel the order, the Bank reserves the right to recover the penalty at 0.50% of the contract value per week for every week's delay in the specified delivery schedule subject to a maximum of 10% of the contract value. Bank reserves its right to recover these amounts by any mode such as adjusting from any payments to be made by Bank to the Bidder. If the total amount of penalty reaches 10% of contract value, it will be sufficient reason to terminate the contract and invoke Bank Guarantee.	We request client to cap the penalties cumulatively to 5% of the total contract value.	As per RFP terms and conditions.
99	64	Annexure 1	Experience of the Bidder as per eligibility criteria 5.1, S. No -3	Please clarify on reference annexure numbers as 5.1 S.No. - 3 in RFP pertains to net profit and net worth	Experience of the Bidder as per eligibility criteria 5.1, S. No -3 (Detail to be submitted as per Annexure -18) <b>Kindly refer Amendment No. 4 dated 13.10.2021</b>

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
100	65	Annexure 1	29. ☐ Experience and Credentials as per evaluation criteria 5.2.2 (S. No1, Point number 1.1) ☐ Experience and Credentials as per evaluation criteria 5.2.2 (S. No1, Point number 1.2) ☐ Experience and Credentials as per evaluation criteria 5.2.2 (S. No.2)	Please clarify if there are any specific details pertaining to 5.2.2. S. No. 1. as there are no sub-points mentioned in the RFP	It may be read as 5.2.2 S No 1 and 5.2.2 S.No 2. The detailed should be as provided separately as per Annexure 17 ( <b>Kindly refer Amendment no. 5 to RFP Dated 13.10.2021</b> )
101	49	1	7.12 Limitation of Liability: All employees engaged by the successful Bidder shall be in sole employment of the successful Bidder and the successful bidder shall be solely responsible for their salaries, wages, statutory payments etc. That under no circumstances shall Indian Bank be liable for any payment or claim or compensation (including but not limited to compensation on account of injury/death/termination) of any nature to the employees and personnel of the successful bidder.	Clause to be made mutual	As per RFP terms and conditions.
102	50	1	7.13 Confidentiality : The bidder shall return all the Confidential Information that is in its custody, upon termination/expiry of this Agreement.	We propose the below language: "The Bidder may retain such portion of the Confidential Information that is required for compliance with its statutory, regulatory or professional conduct obligations"	The service provider will be permitted to retain a copy the information held with him, if, it is needed for professional archive purpose or as required under relevant law. But, he should give an undertaking that he will not use the same for other Banks purposes. <b>(Kindly refer Amendment No. 7 dated 13.10.2021)</b>
103	51	1	7.13 Confidentiality : Was acquired by the bidder from any third party under the conditions such that it does not know or have reason to know that such third party acquired directly or indirectly from Indian Bank.	Kindly requesting you to add 2 other scenarios  (a) is developed by the receiving Party independently of, or was known by the receiving Party prior to, any disclosures made by the disclosing Party to the receiving Party of such information; (b) is required to be disclosed by either Party by order of a court, administrative agency or governmental body, or by any law, rule, regulation, subpoena, or any other administrative or legal process, or by applicable regulatory or professional standards;	The revised clause is as follows: -Was acquired by the bidder from any third party under the conditions such that it does not know or have reason to know that such third party acquired directly or indirectly from Indian Bank. However, the bidder may disclose the information held with him if, it is required under relevant law or in compliance of the Court Order. But he should give an undertaking that he will not use the same for other Banks purposes. <b>(Kindly refer the Amendment No. 8 dated 13.10.2021)</b>
104	51	1	7.13 Confidentiality: The obligation under NDA shall survive the expiration/termination of the original contract referred and the obligations contained herein shall continue indefinitely as long as the underlying information remains confidential.	We would like to limit the confidentiality obligation period for a period of one (1) year post completion of the project.	As per RFP terms and conditions..
105	51	2	7.14 Visitorial Rights: The Bank and their authorized representatives, including Reserve Bank of India (RBI) or any other regulator shall have the right to visit any of the Bidder's premises with prior notice to ensure that data provided by the Banks is not misused. All Bidder records with respect to any matters covered by this RFP shall be made available to auditors and or inspecting officials of the Banks and/or Reserve Bank of India and/or any regulatory authority, at any time during normal business hours, as often as the Banks deem necessary, to audit, examine, and make excerpts or transcripts of all relevant data. Said records are subject to examination. The scope of such audit would be limited to Service Levels 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.	Please note that Audit of our office and system is not acceptable as the Bidder will have data / information of other clients and it would be breach of confidentiality in case we allow the client to audit our office / system  However, the scope and period may be discussed and negotiated once the contract is awarded to us	The revised clause is as follows:  All Bidder records with respect to any matters covered by this RFP shall be made available to auditors and or inspecting officials of the Banks and/or Reserve Bank of India and/or any regulatory authority, at any time during normal business hours, as often as the Banks deem necessary, to audit, examine, and make excerpts or transcripts of all relevant data. Said records are subject to examination. The Successful Bidder shall furnish certifications required in the process of Audit relating to risk parameters finalized by the Bank at its discretion. Any discrepancies observed during such Audit have to be rectified by the Successful Bidder in consultation with the Bank. Availability of Bidder records is limited to matters covered under this RFP and shall be restricted to Statutory requirements only.  <b>(Kindly refer the Amendment No. 9 dated 13.10.2021)</b>

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
106	52		7.16 Indemnification: Bank's authorized / bona fide use of the Deliverables and /or the Services provided by Bidder under this RFP; and/or  breach of any of the terms of this RFP or breach of any representation or false representation or inaccurate statement or assurance or covenant or warranty of the Bidder under this RFP; and/or	Since the deliverables are provided by the Bidder, we would like to exclude this from the indemnification.	As per RFP terms and conditions.
107	54	3	7.19 Penalty and Liquidated damages: Notwithstanding Bank's right to cancel the order, the Bank reserves the right to recover the penalty at 0.50% of the contract value per week for every week's delay in the specified delivery schedule subject to a maximum of 10% of the contract value.	Kindly add the following clause after the word "delay" - "for the reasons solely attributable to the Bidder"	As per RFP terms and conditions.
108	54	3	7.19 Penalty and Liquidated damages: If the total amount of penalty reaches 10% of contract value, it will be sufficient reason to terminate the contract and invoke Bank Guarantee.	Is penalty word is used as synonymous with liquidated damages? Below the LD is capped to 5%?	Both Penalty and liquidated damages are independent of each other and applicable separately and concurrently. Penalty can reach maximum 10% of contract value and LD @ 5% of contract value in case of termination of contract for non performance.
109	55	6	7.19 Penalty and Liquidated damages SLA violation will attract penalties.	Is this a separate penalty?	Both Penalty and LD are independent of each other and are applicable separately and concurrently.
110	63	9	The Bidder should have neither failed to perform on any agreement during the last three years, as, evidenced by imposition of a penalty by an arbitral or judicial pronouncement or awarded against the Bidder or its Affiliates /Group Companies/member firms, nor from any project or agreement nor had any agreement terminated for breach by such Bidder or of its Affiliates/Group Companies/member firms.	Kindly limit this clause to only the team working on the project.	As per RFP terms and conditions.
111	22	Module 4	Document Management System	We would like to know if the bank already has a Document management System in place. If yes, request to share details of the system adopted by the bank.	DMS tool has recently been procured by Bank from Vendor M/s Newgen. It is in a Nascent stage of Implementation.
112	24	Module 5.5	Redesign identified corporate banking processes	We request you to clarify on the number and nature of such corporate processes or whether that can that be mutually agreed upon in first phase of the project.	Bank is looking at top 3-5 corporate journeys across cash management, trade finance, treasury and channel financing etc.
113	27	Module 9.2, 9.4	Control and Governance	We request you to let us know whether the consultant will also have to provide the tools and dashboards for conducting audit, or will only have to recommend the changes in framework required and design the dashboards	Consultant may recommend the changes in framework required and design the dashboards
114	28	Module 9.7	Complaint Management system	We would like to know if the bank already has a Complaint management System in place. If yes, request to share details of the system adopted by the bank.	Bank has a single centralised online Portal complaint management (CGRS).The CGRS is an integrated portal for all types of complaints including ATM/POS failure, E Banking, Credit Card, apart from addressing the complaints received through Govt of India Portals ( CPGRAM/INGRAM) , RBI ( BO) etc
115	34	5.1 (4)	Eligibility Criteria	Our financials for FY 20-21 are still in Audit. We are happy to share the same post our audit will be over. Meanwhile we can share the audited turnover for the three years prior to FY 20-21	The revised clause is as follows: Self-attested Copies of audited financial statements duly certified by auditor along with the auditor's report to be enclosed. In case the Audited Balance sheet of FY -2020-21 is not available, the Audited Balance Sheet for the FY 2017-18, 2018-19, and 2019-20 may be submitted along with Provisional Balance sheet for FY 2020-21 certified by a CA. If provisional Balance sheet for the FY 2020-21 is also not available, then the Audited Balance sheet to be submitted by the successful bidder after completion of Audit. <b>(Kindly refer the Amendment No. 3 dated 13.10.2021)</b>

**Reply to Pre-Bid queries raised by prospective bidders on RFP for "Appointment of consultant for Operating Model Transformation" ( Ref No - OT/TMO/2021-22/002)**

S.No.	Page No.	Para No.	Description	Query Details	Response
116	34 37	5.1; 5.2.2	Eligibility Criteria	We have signed confidentiality agreements with our clients that limit our ability to disclose contract copy/ service completion certificate, etc. While we shall be happy to disclose the same where we are legally permitted to, we request you to accept the certificate with a brief description of our client (without disclosing their names), the nature of services we performed for them, the duration of the project and a tentative contract value duly attested by CA.	The acceptance of such document will be on sole discretion of the Bank subject to the following : 1. It should be backed by relevant documents 2. It should be CA certified, wherever possible. 3. Name of the client must be mentioned.
117	49	7.13	Confidentiality	We agree to the confidentiality obligations. In the Contract, we propose to further clarify this clause to define 'Confidential Information' and to add mutual confidentiality obligations for both parties. Further, Confidential Information should also not include information that: (a) the receiving party can demonstrate was independently developed by or for the receiving party without reliance on any Confidential Information of the other party; or (b) is disclosed pursuant to an order of any court of competent jurisdiction or any regulatory, judicial, governmental, or similar body or any taxation authority of competent jurisdiction requiring disclosure of the Confidential Information of the disclosing party, provided that, to the extent legally permitted, the receiving party shall promptly notify the disclosing party. Additionally, in order to be compliant with any legal or tax orders, we request that we are allowed to retain the copies of the reports or deliverables submitted by us as an evidence of the work completed by us under the Contract. Any such information retained shall continue to be held in confidence as per the confidentiality terms of the Contract/ NDA.	a) As per RFP  b) The revised clause is as follows: All Indian Bank's product and process details, documents, data, applications, software, systems, papers, statements and business/customer information which may be communicated to or come to the knowledge of the bidder or its employees or its sub-contractors during the course of discharging their obligations shall be treated as absolutely confidential and the bidder irrevocably agrees and undertakes and ensures that the bidder and its employees and sub-contractors shall keep the same secret and confidential and not disclose the same, in whole or in part to any third party without the prior written permission of Indian Bank nor shall use or allow to be used any information other than as may be necessary for the due performance by the bidder of its obligations hereunder. The bidder hereby specifically agrees to indemnify and keep Indian Bank indemnified safe and harmless at all times against all or any consequences arising out of any breach of this confidentiality undertaking by the bidder and/or its employees and/or its sub-contractors shall immediately reimburse and pay to Indian Bank on demand all damages, loss, cost, expenses or any charges that Indian Bank may sustain suffer, incur or pay in connection therewith. However, if statutory requirement or regulatory authority requirement or compliance of judicial order, the disclosure of such information may be considered for disclosure & accepted subject to obtaining prior written permission from the Bank. (Kindly refer Amendment No -6, dated 13.10.21)
118	34	Clause 5.1, Sr No.2	Bidder Should have an experience of atleast two completed assignments during the last five years, in the nature of Business Consultancy of Public Sector Banks / Private Sector Banks having minimum business of Rs.3.0 Lakh Crore as on 31.03.2021. The duration of project should be minimum six months.	Our Suggestion/Required Changes:- 1. Criteria of Minimum Business of Rs. 3.0 Lakh crore as on 31.03.2021 to be removed. 2. Bidder should have experience of conducting consulting assignment in any Non-Banking Finance Company / Public Sector Undertaking / Financial Institutions / Corporates.	As per RFP terms and conditions.
119	34	Clause 5.1, Sr No.4	The Bidder should have an average annual turnover of atleast INR 300 Crores for last three financial years as per the audited financial statements.	Rs. 300 Crore average Turnover of consultancy business looks on a very higher side. Keeping in mind the overall project cost of this assignment.  The Turnover Criteria should be as per Project Cost of Above RFP or maximum 2 times of Project Cost.  Also the Turnover criteria should support MSME in Service Sector as per Make in India Program and hence encourage Indian MSMEs.  Our Suggestion/Required Changes :The Bidder should have an average annual turnover of atleast INR 15 Crores for last three financial years as per the audited financial statements.	As per RFP terms and conditions.