

**Request for Proposal (RFP) for Appointment of Consultant for Learning Development Revamp**  
**Bid Reference: GEM/2025/B/7045095 dated 26.12.2025**

**Clarifications**

Sl. No	RFP Page No.	RFP Para No.	Description	Query Details	Reply	CRITERIA
1	27	9. EVALUATION CRITERIA 9.1 ELIGIBILITY CRITERIA	4. The Bidder should have successfully completed at least two large-scale projects within the last 5 years, falling into one or more of the following categories: (i) HR related transformation programs (within the last 5 years) with Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (with minimum staff strength of 20000 employees) in India (ii) Learning & development/ coaching/ mentoring/ curriculum design/ training need analysis/ training center revamp/ implementation or design, management training projects, Digital AI based L&D tools with Public Sector Banks/Private Sector Banks/ Financial Institutions (with minimum staff strength of 20000 employees) in India	We request the Bank to kindly consider the following amendments to the eligibility criteria outlined in the RFP: 1) The selection, implementation, and usage of Learning Management Systems (LMS) are primarily influenced by the scale of the organization, complexity of learning requirements, and depth of content management, rather than by the industry sector alone. In this context, we request the Bank to consider extending the eligibility criteria to include organizations beyond Financial Institutions. 2) LMS implementation methodologies and digital learning best practices are largely global in nature. Several leading implementations have been executed outside India, leveraging internationally accepted standards and technologies. Accordingly, we request the Bank to consider extending the eligibility criteria to include relevant experience from organizations based outside India. 3) A significant number of mid-sized organizations with employee strength in the range of 10,000–20,000 have been early adopters of advanced LMS platforms and modern digital learning ecosystems. Such organizations possess comparable complexity in terms of user management, content governance, and system integrations. Hence, we request the Bank to consider extending the eligibility criteria to organizations with an employee strength of 10,000 and above.	Please Refer to Amendment Document	EVALUATION CRITERIA
2	27	9. EVALUATION CRITERIA 9.3 TECHNICAL EVALUATION	Experience of having completed dedicated HR-related transformation programs (completion date within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (minimum staff strength 20,000 employees) in India: Minimum duration – 12 months . Minimum amount – 5 Crore, Ongoing assignments/projects to be considered provided a minimum of 6 months has been completed, HR interventions made as a part of larger transformation / merger / amalgamation / business build / digitization projects, etc not to be considered. Only dedicated assignments/ projects on HR Transformation to be considered, Multiple assignments with the same bank will be counted separately.	We request the Bank to kindly consider the following amendments to the technical evaluation criteria outlined in the RFP: 1) The selection, implementation, and usage of Learning Management Systems (LMS) are primarily influenced by the scale of the organization, complexity of learning requirements, and depth of content management, rather than by the industry sector alone. In this context, we request the Bank to consider extending the eligibility criteria to include organizations beyond Financial Institutions. 2) LMS implementation methodologies and digital learning best practices are largely global in nature. Several leading implementations have been executed outside India, leveraging internationally accepted standards and technologies. Accordingly, we request the Bank to consider extending the eligibility criteria to include relevant experience from organizations based outside India. 3) A significant number of mid-sized organizations with employee strength in the range of 10,000–20,000 have been early adopters of advanced LMS platforms and modern digital learning ecosystems. Such organizations possess comparable complexity in terms of user management, content governance, and system integrations. Hence, we request the Bank to consider extending the eligibility criteria to organizations with an employee strength of 10,000 and above. 4) Comprehensive HR transformations, including LMS implementation and modernization initiatives, are often undertaken as part of larger enterprise-wide or business transformation programs, especially by the larger consulting firms. Additionally, all large transformations typically have components of up-skilling/ re-skilling/ future readiness. In such cases, HR transformation constitutes a defined and integral component of the overall project rather than a standalone engagement. Accordingly, we request the Bank to consider allowing submission of relevant case studies where HR transformation was delivered as part of a broader transformation assignment.	Please Refer to Amendment Document	EVALUATION CRITERIA
3	27	9. EVALUATION CRITERIA 9.3 TECHNICAL EVALUATION	Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR innovation/ HR revamp / curriculum design / HR Training need analysis / HR Training center revamp (completed within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (with minimum staff strength of 20000 employees) in India: Minimum duration – 12 months. Minimum amount – 5 Crore . Ongoing assignments/projects to be considered provided a minimum of 6 months has been completed , HR interventions made as a part of , larger transformation / merger / amalgamation / business build / digitization projects, etc not to be considered. Only dedicated assignments/ projects on HR Transformation to be considered , Multiple assignments with the same bank will be counted separately	We request the Bank to kindly consider the following amendments to the technical evaluation criteria outlined in the RFP: 1) The selection, implementation, and usage of Learning Management Systems (LMS) are primarily influenced by the scale of the organization, complexity of learning requirements, and depth of content management, rather than by the industry sector alone. In this context, we request the Bank to consider extending the eligibility criteria to include organizations beyond Financial Institutions. 2) LMS implementation methodologies and digital learning best practices are largely global in nature. Several leading implementations have been executed outside India, leveraging internationally accepted standards and technologies. Accordingly, we request the Bank to consider extending the eligibility criteria to include relevant experience from organizations based outside India. 3) A significant number of mid-sized organizations with employee strength in the range of 10,000–20,000 have been early adopters of advanced LMS platforms and modern digital learning ecosystems. Such organizations possess comparable complexity in terms of user management, content governance, and system integrations. Hence, we request the Bank to consider extending the eligibility criteria to organizations with an employee strength of 10,000 and above. 4) Comprehensive HR transformations, including LMS implementation and modernization initiatives, are often undertaken as part of larger enterprise-wide or business transformation programs. In such cases, HR transformation constitutes a defined and integral component of the overall project rather than a standalone engagement. Accordingly, we request the Bank to consider allowing submission of relevant case studies where HR transformation was delivered as part of a broader transformation assignment. 5) Learning interventions and LMS implementations in several leading organizations are typically executed in a phased or batch-based manner. Such engagements may also be structured across multiple work orders rather than a single long-duration assignment. In view of this, we request the Bank to consider revising the eligibility criteria to reduce the minimum project duration to 6 months, the minimum assignment value to INR 75 Lakhs and removing the threshold of using 5 tools per project	Please Refer to Amendment Document	EVALUATION CRITERIA
4	38	2. SCOPE OF WORK BY THE CONSULTANT MODULE 2: CURRICULUM AND CONTENT DEVELOPMENT	Benchmarking of course content of core business topics like CASA, retail etc. may be carried out with peer banks STC, Leading Ed-tech, Premier Training Institute.	Request you to confirm whether whether the benchmarking is intended to be: High-level thematic and curriculum-level comparison (e.g., coverage, learning objectives, structure, pedagogy), OR Detailed module-level or lesson-level content comparison, including instructional design, assessments, and learning assets.	Will be shared with the Successful Bidder	SCOPE OF WORK
5	38	2. SCOPE OF WORK BY THE CONSULTANT MODULE 2: CURRICULUM AND CONTENT DEVELOPMENT	Benchmarking of course content of core business topics like CASA, retail etc. may be carried out with peer banks STC, Leading Ed-tech, Premier Training Institute.	Please share the expected coverage of leaders/ stakeholders via interviews for this as-is study. Is the consultant free to suggest a sample for this coverage.	Will be shared with the Successful Bidder	SCOPE OF WORK

6	39	2. SCOPE OF WORK BY THE CONSULTANT MODULE 2: CURRICULUM AND CONTENT DEVELOPMENT	<p>Learning Pathways:</p> <ul style="list-style-type: none"> <li>• Define clear learning pathways or certification tracks for employees across different job families, grades and skill levels.</li> <li>• Cross Skill Learning pathways for various levels (Advanced, Intermediate, Beginner etc.) for each skill to be developed.</li> <li>• Outline progression routes (from foundational to advanced) for critical skill areas, providing employees with a structured development journey and recognition at each stage of skill acquisition.</li> </ul>	Please clarify the number of job families, grades and skill levels the career paths need to be created for (within a function, cross function etc.)	Will be shared with the Successful Bidder	SCOPE OF WORK
7	39	2. SCOPE OF WORK BY THE CONSULTANT MODULE 2: CURRICULUM AND CONTENT DEVELOPMENT	<p>Learning Pathways:</p> <ul style="list-style-type: none"> <li>• Define clear learning pathways or certification tracks for employees across different job families, grades and skill levels.</li> <li>• Cross Skill Learning pathways for various levels (Advanced, Intermediate, Beginner etc.) for each skill to be developed.</li> <li>• Outline progression routes (from foundational to advanced) for critical skill areas, providing employees with a structured development journey and recognition at each stage of skill acquisition.</li> </ul>	Please confirm if skill frameworks across these roles/ job families are already available with the bank and can be leveraged for design of learning pathways, or whether skill frameworks also need to be defined by the consultant?	Will be shared with the Successful Bidder	SCOPE OF WORK
8	39	2. SCOPE OF WORK BY THE CONSULTANT MODULE 2: CURRICULUM AND CONTENT DEVELOPMENT	<p>Content Development Support:</p> <ul style="list-style-type: none"> <li>• Work with internal content developers or subject matter experts to provide pilot versions of minimum three training modules for each of the nine identified themes of excellence as per Bank's extant L&amp;D Policy</li> <li>• Consultant should provide the internal content development team with clear SOP and guidance to utilize latest content development technologies like generative AI.</li> </ul>	Please clarify the themes being referred to here, for the design of 3 pilot modules.	Will be shared with the Successful Bidder	SCOPE OF WORK
9	40	2. SCOPE OF WORK BY THE CONSULTANT MODULE 3: SELECTION AND DEVELOPMENT OF FACULTY/ TRAINER	<p>Train-the-Trainer Program:</p> <ul style="list-style-type: none"> <li>• Design and conduct a Train-the-Trainer initiative to build internal faculty's capacity.</li> <li>• This should include workshops and coaching sessions to train the trainers on modern instructional techniques, facilitation and presentation skills, effective use of new technologies and platforms, methods for evaluating training effectiveness and capability to curate/improve training programs based on feedback.</li> <li>• The consultant will arrange for core training sessions with the internal trainers after which they will support, monitor and evaluate every internal trainer for their first three sessions as they begin delivering updated content or utilizing new delivery modes, providing a clear plan and feedback for sustained improvement.</li> </ul>	<p>Request clarification on the below point:</p> <p>The approximate number of internal trainers/faculty members to be covered under the Train-the-Trainer program.</p>	Will be shared with the Successful Bidder	SCOPE OF WORK

10	40	2. SCOPE OF WORK BY THE CONSULTANT MODULE 3: SELECTION AND DEVELOPMENT OF FACULTY/ TRAINER	<p>Train-the-Trainer Program:</p> <ul style="list-style-type: none"> <li>• Design and conduct a Train-the-Trainer initiative to build internal faculty's capacity.</li> <li>• This should include workshops and coaching sessions to train the trainers on modern instructional techniques, facilitation and presentation skills, effective use of new technologies and platforms, methods for evaluating training effectiveness and capability to curate/improve training programs based on feedback.</li> <li>• The consultant will arrange for core training sessions with the internal trainers after which they will support, monitor and evaluate every internal trainer for their first three sessions as they begin delivering updated content or utilizing new delivery modes, providing a clear plan and feedback for sustained improvement.</li> </ul>	<p>Request clarification on the below point</p> <p>The expected number and duration of workshops and coaching sessions to be conducted as part of the initiative.</p>	Will be shared with the Successful Bidder	SCOPE OF WORK
11	40	2. SCOPE OF WORK BY THE CONSULTANT MODULE 3: SELECTION AND DEVELOPMENT OF FACULTY/ TRAINER	<p>Train-the-Trainer Program:</p> <ul style="list-style-type: none"> <li>• Design and conduct a Train-the-Trainer initiative to build internal faculty's capacity.</li> <li>• This should include workshops and coaching sessions to train the trainers on modern instructional techniques, facilitation and presentation skills, effective use of new technologies and platforms, methods for evaluating training effectiveness and capability to curate/improve training programs based on feedback.</li> <li>• The consultant will arrange for core training sessions with the internal trainers after which they will support, monitor and evaluate every internal trainer for their first three sessions as they begin delivering updated content or utilizing new delivery modes, providing a clear plan and feedback for sustained improvement.</li> </ul>	<p>Request clarification on the below point:</p> <p>Whether the workshops are expected to be conducted in-person, virtual, or in a hybrid mode.</p>	Will be shared with the Successful Bidder	SCOPE OF WORK
12	40	2. SCOPE OF WORK BY THE CONSULTANT MODULE 3: SELECTION AND DEVELOPMENT OF FACULTY/ TRAINER	<p>Train-the-Trainer Program:</p> <ul style="list-style-type: none"> <li>• Design and conduct a Train-the-Trainer initiative to build internal faculty's capacity.</li> <li>• This should include workshops and coaching sessions to train the trainers on modern instructional techniques, facilitation and presentation skills, effective use of new technologies and platforms, methods for evaluating training effectiveness and capability to curate/improve training programs based on feedback.</li> <li>• The consultant will arrange for core training sessions with the internal trainers after which they will support, monitor and evaluate every internal trainer for their first three sessions as they begin delivering updated content or utilizing new delivery modes, providing a clear plan and feedback for sustained improvement.</li> </ul>	<p>Request clarification on the below point:</p> <p>The expected duration over which the post-training support, monitoring, and evaluation of internal trainers (for their first three sessions) should be carried out.</p>	Will be shared with the successful bidder	SCOPE OF WORK

13	41	2. SCOPE OF WORK BY THE CONSULTANT MODULE 4: TRAINING DELIVERY CHANNELS	<p>Blended Learning Program Design:</p> <ul style="list-style-type: none"> <li>• Create blended learning frameworks that combine multiple delivery methods for a unified learning experience.</li> <li>• For key training programs, design a blended learning framework (for example, an e-learning pre-course, followed by an instructor-led workshop, and supplemented by post-training coaching and on-the job assignments), with detailed implementation guidelines for these blended programs and train the Learning &amp; Development team on how to coordinate and facilitate blended learning effectively.</li> </ul>	<p>Request clarification on the below point:</p> <p>The number &amp; type of key training programs for which blended learning frameworks are expected to be designed.</p>	Will be shared with the Successful Bidder	SCOPE OF WORK
14	41	2. SCOPE OF WORK BY THE CONSULTANT MODULE 4: TRAINING DELIVERY CHANNELS	<p>Blended Learning Program Design:</p> <ul style="list-style-type: none"> <li>• Create blended learning frameworks that combine multiple delivery methods for a unified learning experience.</li> <li>• For key training programs, design a blended learning framework (for example, an e-learning pre-course, followed by an instructor-led workshop, and supplemented by post-training coaching and on-the job assignments), with detailed implementation guidelines for these blended programs and train the Learning &amp; Development team on how to coordinate and facilitate blended learning effectively.</li> </ul>	<p>Request clarification on the below points:</p> <p>The expected level of detail in the implementation guidelines (eg high-level playbooks versus program-wise execution plans).</p>	Will be shared with the Successful Bidder	SCOPE OF WORK
15	44	2. SCOPE OF WORK BY THE CONSULTANT MODULE 9: INNOVATION IN L&D	<p>Innovation in L&amp;D</p> <ul style="list-style-type: none"> <li>-Establish a structured L&amp;D innovation environment for development and testing of new L&amp;D tools and ideas, incorporating formal processes for idea generation, prototyping, and iterative refinement of solutions.</li> <li>-To co-create and test new L&amp;D tools and ideas with bank's L&amp;D team with employee involvement before full-scale rollout. It will be helpful to conduct periodic Experience Lab sessions across Zones with representatives from different employee cadres. It can gather direct employee feedback on usability, fairness, accessibility, and relevance.</li> <li>-Provide framework for integrating validated employee feedback into final solution rollouts to increase adoption and relevance, ensuring final solutions align with user needs and gain broad acceptance across the organization.</li> </ul>	<p>Request clarification on the below point:</p> <p>Whether the L&amp;D innovation environment is envisaged as a physical setup, a virtual/digital construct, or a process and governance framework.</p>	Will be shared with the Successful Bidder	SCOPE OF WORK

16	44	2. SCOPE OF WORK BY THE CONSULTANT MODULE 9: INNOVATION IN L&D	<p>Innovation in L&amp;D</p> <ul style="list-style-type: none"> <li>-Establish a structured L&amp;D innovation environment for development and testing of new L&amp;D tools and ideas, incorporating formal processes for idea generation, prototyping, and iterative refinement of solutions.</li> <li>-To co-create and test new L&amp;D tools and ideas with bank's L&amp;D team with employee involvement before full-scale rollout. It will be helpful to conduct periodic Experience Lab sessions across Zones with representatives from different employee cadres. It can gather direct employee feedback on usability, fairness, accessibility, and relevance.</li> <li>-Provide framework for integrating validated employee feedback into final solution rollouts to increase adoption and relevance, ensuring final solutions align with user needs and gain broad acceptance across the organization.</li> </ul>	<p>Request clarification on the below point: The number of Zones and approximate number of employees/cadres expected to participate in the experience lab sessions.</p>	Will be shared with the Successful Bidder	SCOPE OF WORK
17	44	2. SCOPE OF WORK BY THE CONSULTANT MODULE 9: INNOVATION IN L&D	<p>Innovation in L&amp;D</p> <ul style="list-style-type: none"> <li>-Establish a structured L&amp;D innovation environment for development and testing of new L&amp;D tools and ideas, incorporating formal processes for idea generation, prototyping, and iterative refinement of solutions.</li> <li>-To co-create and test new L&amp;D tools and ideas with bank's L&amp;D team with employee involvement before full-scale rollout. It will be helpful to conduct periodic Experience Lab sessions across Zones with representatives from different employee cadres. It can gather direct employee feedback on usability, fairness, accessibility, and relevance.</li> <li>-Provide framework for integrating validated employee feedback into final solution rollouts to increase adoption and relevance, ensuring final solutions align with user needs and gain broad acceptance across the organization.</li> </ul>	<p>Request clarification on the below point: The extent of the consultant's role in co-creation and testing activities, including facilitation, prototyping, documentation, and refinement of solutions.</p>	As per RFP.	SCOPE OF WORK
18	44	2. SCOPE OF WORK BY THE CONSULTANT MODULE 10: CHANGE MANAGEMENT AND ADOPTION BY EMPLOYEES	<p>Communication and Engagement:</p> <ul style="list-style-type: none"> <li>- Develop a communication and engagement plan to promote the new Learning &amp; Development offerings and encourage learning culture. This includes strategies for internal marketing of training programs (e.g., newsletters, intranet announcements, learning campaigns), aligning with management to champion employee development, and possibly incentive mechanisms (such as recognition for completion of certain learning paths or gamified rewards) to motivate participation. Change management efforts should be outlined to help learners and managers adapt to new modes of learning.</li> <li>- Emphasize themes of growth, empowerment, and inclusion through internal communications, circulars, newsletters, recognition posts, and leadership endorsements, reinforcing the organization's commitment to employee development and an inclusive learning culture.</li> <li>- Align learning achievements with existing Rewards &amp; Recognition frameworks to enhance visibility and participation, integrating learning milestones into existing recognition programs to formally acknowledge employee growth and encourage continuous learning.</li> </ul>	<p>With respect to communication, engagement, and change management initiatives (including incentives and Rewards &amp; Recognition linkage), kindly clarify whether the expectation is to provide a high-level framework and recommendations or to support detailed change plans, campaign rollouts, and adoption tracking</p>	As per RFP.	SCOPE OF WORK

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19	57	Conditions of Contract - #3 Payment Terms	<p>Subject to any deductions from the Contract price as per Contract, the Bidder shall be entitled to receive the Contract Price in the following manner after accomplishment of assigned tasks:</p> <p>% Payment</p> <p>1 Phase 1 – Mobilization &amp; Initiation(office set-up) - T+1 - 10%</p> <p>2 Phase 2 – Diagnostic &amp; Gap Analysis - T+2 - 10%</p> <p>3 Phase 3 – Solution Design - T+4 - 10%</p> <p>4 Phase 4 – Digital Framework, Tool Design, &amp; PoC - T+6 - 20%</p> <p>5 Phase 5 – Tool Development, Testing &amp; Deployment - T+10 - 25%</p> <p>6 Phase 6 – Final Integration, Adoption &amp; Change Management - T+12 - 25%</p>	<p>Given the significant effort investment required over the first few months to baseline existing L&amp;D construct and offering, and to design the new-age model, we request you to consider a modification to the payment terms.</p> <p>1 Phase 1 – Mobilization &amp; Initiation(office set-up) - T+1 - 15%</p> <p>2 Phase 2 – Diagnostic &amp; Gap Analysis - T+2 - 15%</p> <p>3 Phase 3 – Solution Design - T+4 - 10%</p> <p>4 Phase 4 – Digital Framework, Tool Design, &amp; PoC - T+6 - 20%</p> <p>5 Phase 5 – Tool Development, Testing &amp; Deployment - T+10 - 25%</p> <p>6 Phase 6 – Final Integration, Adoption &amp; Change Management - T+12 - 15%</p>	As per RFP Terms and conditions.	Conditions of Contract
20	58	Conditions of Contract - #6 Human Resource Requirements	<p>The key persons identified by the Successful Bidder for the assignment should carry out their activities related to technical and administrative support from a suitable location in Chennai. Bank will provide the working space/sitting arrangements without any travelling or lodging and boarding facilities. Other logistics have to be taken care by the selected bidder.</p> <p>The requirement of the staff members from the Bank along with their expected skill sets/ desired qualifications should be requested at least 1 month in advance for different phases and areas of implementation. The expected skill set will be provided from the available resources of the Bank that can be put at the disposal of the Selected Bidders contract.</p>	<p>We will be deploying a multidisciplinary team of specialists comprising Project Manager, Project Consultants, L&amp;D Experts, Solution/Technical Architects, Developers etc. to deliver the requirements of this assignment. These specialists are often based across the country and support projects globally - please confirm if it will be acceptable to deploy a hybrid working model where key members may be based onsite, while other SMRs and specialists may support the requirements virtually from time to time.</p>	As per RFP Terms and conditions.	Conditions of Contract
21	60	Conditions of Contract - #8 Sub-Contracting	<p>As per the scope of this RFP, sub-contracting is not permitted without the prior written consent of the Bank. Bank at its own discretion may permit or deny the same.</p>	<p>Please confirm whether the Bank is amenable to granting approvals for the engagement of alliance partners/ subcontractors, particularly for implementation initiatives related to digitization, modernization, etc., for the LM</p>	As per RFP Terms and conditions.	Conditions of Contract
22	73	Conditions of Contract - #33 Inspections and Tests	<p>The Purchaser or its representative(s), RBI or any of the Statutory bodies, shall have the right to visit and /or inspect any of the Bidder's premises to ensure that software / code provided to the Bank is secured or goods confirm to requisite specifications. The Purchaser shall notify the Supplier in writing, in a timely manner, of the identity of any representatives retained for these purposes.</p> <p>Any charges payable to the Purchaser's representative designated for inspection shall be borne by the Purchaser.</p> <p>Should any inspected or tested Goods/software fail to conform to the Specifications, the Purchaser may reject the Goods/software, and the Supplier shall make alterations necessary to meet specification requirements at no additional cost to the Purchaser. The Purchaser's right to inspect, test and, where necessary, reject the Goods or software after the delivery shall in no way be limited or waived by reason of the goods/software having previously been inspected, tested and passed by the Purchaser; provided such inspection, test or rejection is made within the Acceptance Period, and Supplier fails to</p>	<p>To facilitate this review, we are happy to provide you or your auditor (bound by respective confidentiality obligations) upon request of the latter with all the information and documents directly related to the engagement. We may also provide tours of our data centers and discuss EY information security practices. However, given our nature of work and confidentiality obligations to our other clients, it may not be feasible for us to allow auditing our information systems by third parties. Accordingly, we request you to kindly consider modifying this requirement of visiting our premises.</p>	As per RFP Terms and conditions.	Conditions of Contract

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23	2	Module I Current State Assessment	Consultant to conduct a comprehensive review of existing L&D infrastructure, including physical training facilities (locations, classrooms, accommodation) .	which are the locations in which physical training rooms have to be assessed? does the scope of module 1 involve vendor to submit a comprehensive report post evaluation?	ALL STC( <a href="https://www.indianbank.bank.in/departments/units-of-image/">https://www.indianbank.bank.in/departments/units-of-image/</a> ), YES	SCOPE OF WORK
24	3	Module II Curriculum Review and Requirement Analysis	Review all existing training programs, materials and learning paths, conduct curriculum overhaul analysis and gap identification .	Should third party certification agency/auditors to be engaged or vendor can carry out the gap analysis?	Successful bidder has to complete the Gap Analysis	SCOPE OF WORK
25	3	Module II Curriculum Review and Requirement Analysis	Review of infrastructure and approvals for development based on gap analysis and norms like green building and energy efficiency .	Should the vendor list the approvals to be procured or support in getting the necessary approvals?	As per RFP.	SCOPE OF WORK
26	3	Module II Curriculum Review and Requirement Analysis	Review existing data and performance inputs for curriculum benchmarking and analysis .	In what format are the existing data available?	Will be shared with the Successful Bidder	SCOPE OF WORK
27	4	Module II Curriculum Review and Requirement Analysis	Consultant to provide pilot versions of minimum three training modules for each of the nine identified themes of excellence, with SOPs for latest content tech like generative AI .	Are these three defined clearly at present?	Will be discussed with the successful bidder.	SCOPE OF WORK
28	4	Module II Curriculum Review and Requirement Analysis	Development of three sample modules per theme covering formats and timelines .	What should be the duration of the three sample modules? what format should these be i.e. eLearning or blended learning? what is the timeline looked at for developing these?	Successful bidder will develop the three sample modules based on gap analysis of existing curriculum	SCOPE OF WORK
29	5	Module III Train-the-Trainer Program	Design and conduct TTT initiative to build internal faculty capacity on modern instructional techniques and technologies .	Can this TTT be mix of in-person and virtual?	As per RFP	SCOPE OF WORK
30	5	Module III Faculty/Trainer Need Assessment	Framework for assessing and selecting internal and external trainers, including current trainer base .	How many trainers are there at present? is the TTT for the current trainers or should be done for those who would be hired (if any)?	Will be shared with the Successful Bidder	SCOPE OF WORK
31	9	Module X Change Management & Adoption by Employees	Design an internal branding and communication campaign to promote learning programs and new L&D tools .	The scope of the vendor is limited to design/propose the campaign or execute it?	As per RFP	SCOPE OF WORK
32	10	L&D Chatbot (AI HR Assistant)	• Development of a conversational AI model using SLMLLM engines to help employees navigate learning resources policies and compliance guidelines.	Should the assistant act more as an informational guide or a personal HR advisor?	As per RFP	SCOPE OF WORK
			• Development of API to existing Learning Management System (currently PeopleSoft), LMS, PMS, and Content Libraries to ensure real time recommendation of L&D content during conversation with the chatbot.	Do you expect the assistant to proactively guide employees or respond only to queries?	Will be shared with successful bidder	SCOPE OF WORK
			• Implementation of a continuous model retraining using Retrieval Augmented Generation(RAG) technology.	What parameters should influence personalized learning paths (KRAs, roles, past learning)?	Will be shared with successful bidder	SCOPE OF WORK
			• Integration of voice-to-text and speech recognition APIs Automatic Speech Recognition(ASR) for accessibility and enhanced user experience.	Should the chatbot support multiple languages?	Will be shared with successful bidder	SCOPE OF WORK
			• Development of sentiment analysis pipeline for improvements in the chatbot model.	Are there any restrictions on the visibility of learning content or policy information based on employee roles or levels?	Will be shared with successful bidder	SCOPE OF WORK
			• Implementation of role-based response filtering tied with the employee.	Is the primary objective focused on compliance training, capability building, or employee experience improvement?	As per RFP	SCOPE OF WORK
			• Build chat	What level of role-based response filtering is required across different banking functions?	Will be shared with successful bidder	SCOPE OF WORK
				How should sensitive or high-risk queries be handled to avoid misinterpretation or misuse?	Will be shared with successful bidder	SCOPE OF WORK
33	10	AI Matching Engine (Career Progression & Workforce Planning)	• Development of a talent model connecting skills, roles, and competencies.	Will historical HRMS/PMS data be provided for training predictive models?	As per RFP	SCOPE OF WORK
			• Implementation of AI/ML based model for generating learning pathways.	What level of detail is expected in career progression predictions (role level, department level)?	Will be shared with successful bidder	SCOPE OF WORK
			• Creation of a training nomination engine using data ingestion pipelines from HRMS/PMS.	Should 'what-if' simulations be accessible to employees or only HR/admin?	Will be shared with successful bidder	SCOPE OF WORK
			• Development of predictive career path ML models using historical progression data to suggest career pathway for role transitions using "what-if" simulation.	Confirm whether the Bank has a skills/competency ontology or expects the consultant to co-create one.	Will be shared with successful bidder	SCOPE OF WORK
			• Integration of a KRA data, career path data & job family.	How does the bank view career progression—structured paths or flexible mobility?	Will be shared with successful bidder	SCOPE OF WORK
			• Build APIs for Matching Engine --> new LMS & Feedback Tool.	Should the AI Matching Engine act as a decision-support tool or a decision-making engine?	As per RFP	SCOPE OF WORK



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34	11	Community Connect	<ul style="list-style-type: none"><li>• Development of internal social media style-social interaction module/tool (posts, feeds, reactions).</li></ul>	How often should pulse surveys be triggered (weekly, monthly)?	As per Requirement of the bank	SCOPE OF WORK
			<ul style="list-style-type: none"><li>• Creation of sentiment analysis of posts &amp; comments for enhancing employee engagement.</li></ul>			SCOPE OF WORK
			<ul style="list-style-type: none"><li>• Building gamification engine with configurable rules, badges, levels &amp; leaderboards.</li></ul>			SCOPE OF WORK
35	11	AI Feedback & Performance Insights Tool	<ul style="list-style-type: none"><li>• Development of NLP-based sentiment analysis engine.</li></ul>	Should predictive performance models include external factors or only internal data?	Will be shared with successful bidder	SCOPE OF WORK
			<ul style="list-style-type: none"><li>• Creation of pulse survey generator/ survey analyzer.</li></ul>	What KPIs should be prioritized in analytics dashboards?	Will be shared with successful bidder	SCOPE OF WORK
			<ul style="list-style-type: none"><li>• Development of a 360° feedback module with weighted scoring.</li></ul>	Should dashboards be role-based (HR, managers, employees)?	Will be shared with successful bidder	SCOPE OF WORK
			<ul style="list-style-type: none"><li>• Implementation of predictive performance ML models (attrition, leadership potential).</li></ul>	Who should have access to sentiment and behavioral insights?	Will be shared with successful bidder	SCOPE OF WORK
				What metrics are most critical for compliance, audit, and L&D leadership?	Will be shared with successful bidder	SCOPE OF WORK
36		General queries related to AI	General queries related to AI	Core Systems: Apart from PeopleSoft (LMS), what specific platforms are currently used for PMS and HRMS? Are these on-premise or cloud-based?	Will be shared with successful bidder	SCOPE OF WORK
				Should the AI models be hosted on-premise, private cloud, or bank-approved cloud environments?	As per RFP	SCOPE OF WORK
				Authentication: Is Single Sign-On (SSO) required for these four modules? If yes, please provide the technical details for the required SSO standard (e.g., Active Directory, Azure AD, OAuth).	As per RFP	SCOPE OF WORK
37	11	Queries on AI-Powered Personalized LMS Platform	Queries on AI-Powered Personalized LMS Platform	Are secure APIs available for real-time data exchange?	Yes	SCOPE OF WORK
				Does people soft provide necessary support for the requested API based integrations, as the integration cannot be successful with necessary support from Existing LMS platform	Will be shared with successful bidder	SCOPE OF WORK
				While you already have an LMS system, please elaborate on your expectation on your existing LMS and the new AI powered LMS.	Will be shared with successful bidder	SCOPE OF WORK
				What level of integration do you expect between existing LMS and the modular API based LMS, do you expect it to seamlessly integrate with your current LMS as an additional module or does it have to be a separate platform with single sign on access and data sync only? Or if more please elaborate	Will be shared with successful bidder	SCOPE OF WORK
38	11	General Queries related to LMS	General Queries related to LMS	Do you have subscription with udemy, LinkedIn, courseera or other Moot platform to provide content based for learning path or skill requirement recommendations?	Will be shared with successful bidder	SCOPE OF WORK
				What is the total number of users throughout the entire contract period who will be utilising the LMS platform?	39,000 + employees	GENERAL
				What is the user concurrency are you expecting in the LMS platform	10,000 users at a time	GENERAL
39	30	9.3	<b>Technical evaluation criteria point 1 Credentials/Documents:</b>	Who will be bearing the AI subscription or utilisation charges	The acceptance of such document will be on sole discretion of the Bank.	EVALUATION CRITERIA
			Copy of PO/SLA with work completion certificate / satisfactory performance certificate issued by the organization			
40	30	9.3	<b>Technical evaluation criteria point 2 Credentials/Documents:</b>	We have signed confidentiality agreements with our clients that limit our ability to disclose their names & the contracts / work orders with them. While we shall be happy to disclose the same where we are legally permitted to, we request you to accept the certificate with a brief description of our client (without disclosing their names), the nature of services we performed for them, the duration of the project and a tentative contract value duly attested by CA	The acceptance of such document will be on sole discretion of the Bank.	EVALUATION CRITERIA
			Copy of PO/SLA with work completion certificate / satisfactory performance certificate issued by the organization should clearly mention the tools as part of the scope of work			
41	30	9.3	<b>Technical evaluation criteria point 1:</b>	The RFP specifies the eligibility conditions for this criterion but does not clearly indicate the scoring methodology. We kindly request the Bank to clarify whether the marks under this criterion will be awarded based on	As per RFP terms and conditions.	EVALUATION CRITERIA
			Experience of having completed dedicated HR-related transformation programs (completion date within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (minimum staff strength 20,000 employees) in India:	a) Relative evaluation (i.e., the bidder with the highest number of qualifying projects receives the maximum marks, with proportionate scoring for others), or		
			1. Minimum duration – 12 months	b) Absolute scoring (i.e., predefined marks based on number of projects).		
			2. Minimum amount – 5 Crore			
			3. Ongoing assignments/projects to be considered provided a minimum of 6 months has been completed			
			4. HR interventions made as a part of larger transformation / merger / amalgamation / business build / digitization projects, etc not to be considered. Only dedicated assignments/ projects on HR Transformation to be considered			



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			5. Multiple assignments with the same bank will be counted separately.			
42	30	9.3	<b>Technical evaluation criteria point 2:</b>  Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR innovation/ HR revamp / curriculum design / HR Training need analysis / HR Training center revamp (completed within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (with minimum staff strength of 20000 employees) in India.  1. Minimum duration – 12 months 2. Minimum amount – 5 Crore  3. Ongoing assignments/projects to be considered provided a minimum of 6 months has been completed  4. HR interventions made as a part of larger transformation / merger / amalgamation / business build / digitization projects, etc not to be considered.  5. Only dedicated assignments/ projects on HR Transformation to be considered  Multiple assignments with the same bank will be counted separately	The RFP specifies the eligibility conditions for this criterion but does not clearly indicate the scoring methodology. We kindly request the Bank to clarify whether the marks under this criterion will be awarded based on  a) Relative evaluation (i.e., the bidder with the highest number of qualifying projects receives the maximum marks, with proportionate scoring for others), or  b) Absolute scoring (i.e., predefined marks based on number of projects).	As per RFP terms and conditions.	EVALUATION CRITERIA
43	30	1, 2 (Credentials/Documents)	Copy of PQ/SLA with work completion certificate / satisfactory performance certificate issued by the organization	We request the Bank to kindly confirm the applicable and correct format for the Performance Certificate.	As per RFP Annexure XII	EVALUATION CRITERIA
44	30,31	9	Technical Evaluation Criteria: 1) Experience of having completed dedicated HR-related transformation  2) Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR innovation/ HR revamp / curriculum design / HR Training need analysis / HR Training center revamp (completed within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (with minimum staff strength of 20000 employees) in India.	We recommend that the Bank may specify that the term "Private Banks in India" refers exclusively to Private Sector Scheduled Commercial Banks, and excludes Small Finance Banks and Foreign Banks operating in India.  Further, we suggest that the Bank consider introducing minimum eligibility parameters—such as minimum of 100 branches in India for such private sector banks	As per RFP terms and conditions.	EVALUATION CRITERIA
45	57	3	Payment terms: All payment invoices are to be raised only after obtaining sign-off for each stage from the Bank's team for satisfactory delivery of the scope for the respective milestones.	We propose invoices to be raised as per the timelines listed in RFP under section Payment Terms or upon successful delivery of the scope.	As per RFP terms and conditions.	Conditions of Contract
46	57	3	PAYMENT TERMS: All payment invoices are to be raised only after obtaining sign-off for each stage from	1. Kindly confirm that invoices may be raised as and when each milestone is achieved, rather than only upon overall completion. 2. The term "satisfaction" is subjective in nature and currently undefined in the RFP. We request the Bank to kindly provide more specificity or objective criteria to determine satisfactory performance.	As per RFP terms and conditions.	Conditions of Contract
47	57	3	To be added (Payment terms)	Request the bank to add the payment terms that "Bank will pay the invoices within thirty(30) days from the invoice date.	As per RFP terms and conditions.	Conditions of Contract
48	57	3	To be added (Payment terms)	The Bank shall review and raise any objections or discrepancies regarding an invoice within fifteen (15) days from the date of its receipt.  If no such objection is raised by the Bank within the said period, the invoice shall be deemed to have been accepted by the Bank as correct and payable, and the payment shall be made within the agreed payment timeline as specified under this Agreement.	As per RFP terms and conditions.	Conditions of Contract
49	58	4	Change Orders	We propose that any change orders impacting scope, timelines or commercials be mutually agreed in writing by both parties prior to implementation, instead of Bank's unilateral right to issue change orders.	As per RFP terms and conditions.	Conditions of Contract
50	61	12	Liquidated Damages on delay in implementation: For delay beyond the implementation schedule issued by Bank, the Bank reserves the right to charge a Liquidated damage (LD) at the	We suggest deleting these clauses in entirety. We will pay actual damages as determined by a court and suggest removing a pre-agreed liquidated damages/ penalty from the Contract.  Alternately, We propose that this clause be revised as:	As per RFP terms and conditions.	Conditions of Contract

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			rate as specified in the RFP. 0.5% of the cost of deliverables per week for the respective implementation phase, as per the project implementation timelines.	<i>Liquidated Damages on delay in Implementation: For delay beyond the implementation schedule issued by Bank, the Bank reserves the right to charge a Liquidated damage (LD) at the rate as specified in the RFP. 0.25% of the cost of deliverables per week for the respective implementation phase, as per the project implementation timelines, subject to maximum of 5% of total cost of project. Once the Liquidated Damages (LD) crosses 5% of the cost of the project, Bank reserves the right to terminate the contract.</i>		
51	62	15	Limitation of Liability	We recommend clarifying that neither party shall be liable for indirect/ consequential losses.	As per RFP terms and conditions.	Conditions of Contract
52	62	14	Performance Security/Guarantee: Within 15 days of issuance of Purchase Order, the successful bidder shall furnish to the Bank the Performance Security equivalent to 5% of the contract value in the form of a Bank Guarantee from a scheduled commercial Bank located in India, valid for 12 months from issuance of purchase order with three month of claim period, in the format enclosed (Annexure-IV). Relaxation if any, extended by GOI competent authorities for furnishing PBG shall be passed on to eligible bidders.	We request the Bank to kindly clarify whether a blank, signed copy of the PBG format is required at this stage for bid submission, and confirm that the final PBG with complete details will be furnished only after award of contract to the successful bidder.	As per RFP terms and conditions.	Conditions of Contract
53	63	16	Indemnity clause	We can agree to indemnifying only for losses that arise from third party claims for intellectual property rights infringement; gross negligence or intentional misconduct. All direct claims or any other third-party claims can and should be litigated (or otherwise resolved) between the parties via arbitration or other agreed processes.	As per RFP terms and conditions.	Conditions of Contract
54	64	18	Patent Rights	We propose that the Intellectual Property Rights (IPR) clause be aligned with standard consulting industry practices. Specifically:  "The consultant shall provide the Bank with the final versions of all materials, reports, and presentations prepared for delivery (the "Deliverables").  The consultant shall retain ownership of its pre-existing and background intellectual property, methodologies, tools, frameworks, and know-how used in developing the Deliverables.  In cases where the consultant uses third-party materials, or proprietary products are used as part of the Deliverables, the relevant license terms and usage restrictions shall be disclosed to the Bank for compliance. In the event of any software deliverables, the parties can mutually agree on the IP terms.  The Bank may share the Deliverables with third parties only after such parties sign the consultant's standard non-reliance letter, acknowledging that the consultant shall not have any obligations or liabilities toward non-client third parties arising from redistribution or use of the Deliverables."  This modification ensures appropriate protection of intellectual property while maintaining the Bank's ability to utilize the Deliverables effectively.	As per RFP terms and conditions.	Conditions of Contract
55	64	20	INTELLECTUAL PROPERTY RIGHTS (IPR)		As per RFP .	Conditions of Contract
56	65	22	<b>Signing of Contract Form and NDA and SLA:</b>  Within 15 (fifteen) days of issuance of Purchase Order, the successful bidder shall sign the contract form (Annexure-III), Non-Disclosure Agreement (Annexure-VI) and Service Level Agreement (terms as mentioned in Section-III of this RFP)	Request the bank to clarify whether the NDA is required to be executed only after award of contract, or if a signed unexecuted NDA is to be submitted with the bid, and whether the same should be on letterhead or non-judicial stamp paper	As per RFP terms and conditions.	Conditions of Contract
57	66	23	Dispute resolution	We propose simplification of the dispute resolution mechanism, removal of broad "excepted matters", and adoption of arbitration as the final and binding mechanism, without unilateral exclusions by the Bank.	As per RFP terms and conditions.	Conditions of Contract
58	70,71	25, 26, 27, 28	Payment for termination	If the Agreement is terminated under any scenario, Bank will pay BCG the amount of Fees payable to BCG through the date of the termination plus any expenses up to the date of termination.	As per RFP terms and conditions.	Conditions of Contract
59	71	28	<b>Termination for default:</b>  In the event the Bank terminates the Contract in whole or in part, the Bank may procure the Goods or Services similar to those undelivered, upon such terms and in such manner as it deems appropriate, and the Supplier shall be liable to the Bank for any excess costs paid/ to be paid by the Bank for such similar Goods or Services.	We suggest the right to terminate for material breach should be mutual for the parties. We propose the deletion of these clauses, as the obligations and services under this Agreement should cease upon the effective date of termination. Further, recovery of excess cost should be deleted.	As per RFP terms and conditions.	Conditions of Contract
60	70	26	<b>Termination for convenience:</b>  The Bank, by 15 days' written notice sent to the Successful bidder, may terminate the Contract, in whole or in part, at any time for its convenience. The notice of termination shall specify that termination is for the bank's convenience, the extent to which the performance of the Successful bidder under the Contract is terminated, and the date upon which such termination becomes effective.	We propose mutual and equal right to terminate the Contract for convenience. Either of the parties should be able to terminate the contract for default, to be incorporated in the Termination clause	As per RFP terms and conditions.	Conditions of Contract
61	70,71	27,28	Termination for default and Termination for insolvency	Service Provider should be entitled to be paid for the Services delivered to Bank. Therefore, requesting the insertion of the below clause for both Termination for Default and insolvency  "Termination or expiry of the Engagement will not release a Party from any liability that, as of the date of termination or expiry, has accrued but remains unpaid or outstanding; and (b) Upon the expiration or termination of the Engagement, licenses and rights to use granted hereunder will automatically and immediately terminate unless renewed or extended by express written agreement of Supplier."	As per RFP terms and conditions.	Conditions of Contract
			The supplier shall provide unrestricted access to its premises and records being maintained with regard to the job being performed as per its contract with the Bank, to the authorized personnel of	We seek clarification and protection for our confidential business information, financial data, and third-party confidentiality obligations.  Nothing herein shall obligate the Service Provider to disclose to the Bank or its auditors any documents or other material relating to the profitability or internal		

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62	73	33	the Bank/ its auditors (internal and external)/ any statutory/ regulatory authority/ authorized personnel from RBI to carry out any kind of process of audit including that of its operations and records related to services provided to the Bank, in the presence of Confidentiality	<p>profit and loss/balance sheets associated with the Service Provider's business, payroll information, or information or material that constitute, in the opinion of the Service Provider's legal counsel, legally privileged documents or information that the Service Provider is bound to maintain as confidential by written obligation to a third party.</p> <p>Any audit results, including information and documentation disclosed or made available to the Bank in the course of such audit, shall be deemed the Service Provider's Confidential Information and treated as such under this Agreement.</p> <p>Further, any auditors appointed by the Bank shall exclude the Service Provider's competitors."</p> <p>In the Contract, we propose to mutually define 'Confidential Information' and to add mutual confidentiality obligations for both parties.</p>	As per RFP terms and conditions.	Conditions of Contract
63	72	30	Confidentiality	While we can agree to the Bank's limited right to audit, we would like to clarify that we will maintain the records for the purpose of Bank assessing our compliance with the terms of the Contract. The right to audit shall not be a visitatorial right. Bank's internal or external auditors/ monitors may audit, copy and inspect the records at reasonable times and upon reasonable notice; provided, however, that such auditors shall not be our competitors and all such auditors are subject to confidentiality obligation. Further, nothing shall obligate us to disclose any documents or other materials relating to the profitability or internal profit and loss/ balance sheets associated with our business, payroll information, or information or material that constitute, in our opinion, legally privileged documents or information that we are bound to maintain as confidential by written obligation to a third party.	As per RFP terms and conditions.	Conditions of Contract
64	73	33	Inspection and Tests	BCG proposes that publicity restrictions be mutual and that neither party make public announcements or disclosures relating to the engagement without the other party's prior written consent.	As per RFP terms and conditions.	Conditions of Contract
65	82	42.5	Publicity	We agree to the clause and suggest making the clause mutual to apply to both parties. Additionally, we suggest including a carve out for employment through placement of advertisements addressed to the general public.	As per RFP terms and conditions.	Conditions of Contract
66	82	42.7	Solicitation of employees	With reference to the eligibility criteria requiring experience in HR-related transformation programs, we note that the scope of this RFP is focused on Learning & Development (L&D) and LMS Revamp. Hence, we request the Bank to clarify the rationale for including HR transformation experience and whether this criterion may be removed or modified to recognize only L&D- and LMS-related transformation, in alignment with the objectives of this RFP	As per RFP Both HR transformation and L&D transformation project will be considered	EVALUATION CRITERIA
67	27	4	"The Bidder should have successfully completed at least two large-scale projects within the last 5 years, falling into one or more of the following categories: (i) HR related transformation programs (within the last 5 years) with Public Sector Banks/Private....."	With reference to the eligibility criterion requiring Learning & Development experience exclusively with Public / Private Sector Banks and Financial Institutions, we request the Bank to clarify whether large-scale L&D transformation, training modernization, LMS implementation, and digital learning initiatives executed in non-financial services industries may also be considered. We submit that leading L&D platforms, learning technologies, and frameworks are industry-agnostic, and experience from other large enterprises would be directly relevant to the objectives of this RFP.	Both HR transformation and L&D transformation project will be considered	EVALUATION CRITERIA
68	27	4	"Learning & development/ coaching/ mentoring/ curriculum design/ training need analysis/ training center .....th Public Sector Banks/Private Sector Banks/ Financial Institutions (with minimum staff strength of 20000 employees) in India"	Kindly clarify whether the scoring is dependent on the number of eligible projects submitted by the bidder.	As per RFP	EVALUATION CRITERIA
69	30	3	Bidders Experience - S No 1 - "Experience of having completed dedicated HR-related transformation programs with Indian Public sector ....."	If yes, please specify the scoring pattern/marks allotted per project and the basis on which marks will be aggregated up to the maximum of 20 marks.		
70	30	3	Bidders Experience - S No 1 - "Experience of having completed dedicated HR-related transformation programs with Indian Public sector ....."	With reference to the Technical Evaluation criteria under Bidder's Experience, which specifies a minimum project value of ₹5 Crore, we request the Bank to clarify the rationale for prescribing this threshold. Given that the scope of this RFP pertains to Learning & Development and LMS-focused transformation, the stipulated value appears to implicitly presume the engagement budget upfront, whereas L&D revamp programs of comparable scale and complexity are often delivered effectively at varying commercial values depending on approach, phasing, and technology mix.	Please Refer to Amendment Document	EVALUATION CRITERIA
				Accordingly, we request the Bank to consider whether this minimum project value criteria may be reduced to ₹2 Crore, so as to enable participation of bidders with proven large-scale L&D transformation experience, while remaining aligned with the objectives and scope of the current RFP.	Please Refer to Amendment Document	
71	30	4	Bidders Experience - S No 2 - "Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR innovation/ HR..."	kindly clarify whether the scoring is dependent on the number of eligible projects submitted by the bidder.	As per RFP terms and conditions.	EVALUATION CRITERIA
				If yes, please specify the scoring pattern/marks allotted per project and the basis on which marks will be aggregated up to the maximum of 20 marks.		
72	30	4	Bidders Experience - S No 2 - "Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR innovation/ HR..."	With reference to the Technical Evaluation criteria under Bidder's Experience, which specifies a minimum project value of ₹5 Crore, we request the Bank to clarify the rationale for prescribing this threshold. Given that the scope of this RFP pertains to Learning & Development and LMS-focused transformation, the stipulated value appears to implicitly presume the engagement budget upfront, whereas L&D revamp programs of comparable scale and complexity are often delivered effectively at varying commercial values depending on approach, phasing, and technology mix.	Please Refer to Amendment Document	EVALUATION CRITERIA
				Accordingly, we request the Bank to consider whether this minimum project value criteria may be reduced to ₹2 Crore, so as to enable participation of bidders with proven large-scale L&D transformation experience, while remaining aligned with the objectives and scope of the current RFP.	Please Refer to Amendment Document	
73	30	3	Bidders Experience - S No 1 - "Experience of having completed dedicated HR-related transformation programs with Indian Public sector ....."	We note that eligibility and scoring are currently linked to completion of dedicated HR-related transformation programs.	Both HR transformation and L&D transformation project will be considered	EVALUATION CRITERIA
				Given that the scope & delivery expectations of this RFP is only focused on Learning & Development (L&D) & LMS Revamp, we request the Bank to clarify whether experience in the L&D-centric transformation programs may be considered in place of HR transformation programs to better reflect the scope of the current RFP ?		
74	30	3	Bidders Experience - S No 1 - "HR interventions made as a part of larger transformation / merger / amalgamation / business build / digitalization projects, etc not to be considered. Only dedicated assignments/ projects on HR Transformation to be considered...."	Given that the scope and delivery expectations of this RFP are exclusively focused on Learning & Development (L&D) Revamp, we request the Bank to reconsider this restriction. In large-scale enterprise and banking transformation programs, L&D initiatives are often executed as a distinct and substantial workstream, even when part of a larger organizational or digital transformation. . Hence, we request to clarify whether L&D-centric transformation workstreams executed as part of larger transformation programs, with a clearly demarcated scope & deliverables may be considered for evaluation	Both HR transformation and L&D transformation project will be considered	EVALUATION CRITERIA
75	30	3	Bidders Experience - S No 1 - "Experience of having completed	With reference to the Bidder's Experience criterion requiring completion of dedicated HR-related transformation programs with Public / Private Sector Banks and Financial Institutions, we request the Bank to reconsider this restriction in view of the Learning & Development-centric scope of the RFP.	Both HR transformation and L&D transformation project will be	EVALUATION CRITERIA



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			dedicated HR-related transformation programs with Indian Public sector .....	<b>We request the Bank to consider that they use resources of secondary research to ensure consideration of appropriately scoped Learning &amp; Development modules and training-related tool implementations, including L&amp;D transformation programs executed in non-financial-services industries, as leading L&amp;D platforms, learning technologies, and methodologies are largely industry-agnostic and directly transferable to the banking context.</b>	considered	EVALUATION CRITERIA
76	30	4	Bidders Experience - S No 2 - "Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR Innovation/ HR..."	Considering that large-scale Learning & Development (L&D) transformation programs typically involve implementation of learning and training-focused platforms such as Learning Management Systems (LMS), digital learning platforms, learning analytics and assessment tools etc., rather than multiple different HR tools for other HR functions, <b>we request the Bank to clarify whether this criterion may be modified to specifically recognize experience in implementation of Learning &amp; Development and training-related tools, in alignment with the scope of the current RFP.</b>	Both HR transformation and L&D transformation project will be considered	EVALUATION CRITERIA
77	30	4	Bidders Experience - S No 2 - "Experience of having completed dedicated HR-related transformation programs with Indian Public sector ....."	Given that the scope and delivery expectations of this RFP are exclusively focused on Learning & Development (L&D) Revamp, we request the Bank to reconsider this restriction. In large-scale enterprise and banking transformation programs, L&D initiatives are often executed as a distinct and substantial workstream, even when part of a larger organizational or digital transformation. Hence, we request to clarify whether <b>L&amp;D-centric transformation workstreams executed as part of larger transformation programs, with a clearly demarcated scope &amp; deliverables may be considered for evaluation</b>	As per RFP	EVALUATION CRITERIA
78	30	4	Bidders Experience - S No 2 - "Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR Innovation/ HR..."	We request the Bank to clarify the rationale for prescribing a fixed number of tools within a single project. Given the L&D-specific scope of this RFP, we request whether this requirement may be removed or relaxed to allow consideration of appropriately scoped Learning & Development modules and training-related tool implementations, <b>including non-FS industry L&amp;D programs, as leading L&amp;D platforms and methodologies are typically industry-agnostic and transferable to the banking context.</b>	As per RFP	EVALUATION CRITERIA
79	31	4	Case Study to be presented for work done in India over the last 5 years from SI number 2 - Minimum duration – 12 months	With reference to the Case Study evaluation criterion, we request the Bank to clarify whether the case study to be presented may be drawn from projects specifically relevant to Learning & Development (L&D) transformation, aligned with the scope of this RFP.	As per RFP	EVALUATION CRITERIA
80	32	3	This will be a TECHNO COMMERCIAL EVALUATION and accordingly the Technical evaluation will have 80% weightage and Commercial evaluation shall have 20% weightage.	With reference to the techno-commercial evaluation criteria, <b>we request the Bank to consider revising the evaluation weightage from 80:20 (Technical:Commercial) to 75:25</b> , to ensure a balanced assessment between technical merit and commercial competitiveness for this engagement.  <b>We submit that such a revision would help balance solution features, quality, and pricing, particularly as LMS platforms typically offer standardized features to a certain extent, and a marginally higher commercial weightage would support objective comparison of offerings while maintaining the required technical quality.</b>	As per RFP	EVALUATION CRITERIA
81	General	General	Evaluation Criteria	Given the scale and complexity of the Learning & Development Revamp engagement, we recommend the bank to stipulate for deployment of a <b>dedicated full-time on-site team of at least six (6) members</b> for effective delivery of the scope.  Such a team structure would be essential to ensure execution across multiple workstreams including L&D strategy and design, LMS and digital platform implementation, curriculum and content development, integration with existing systems, stakeholder coordination, and change management while <b>maintaining delivery timelines, governance, and quality standards</b>	As per RFP	EVALUATION CRITERIA
82	General	General	Evaluation Criteria	We note that the current technical evaluation criteria do not provide <b>explicit scoring or weightage for the experience level of proposed team members</b> . In this context, we request the Bank to <b>consider adding a dedicated evaluation criterion</b> to provide <b>explicit weightage / scoring for team members with more than five (5) years of relevant experience Learning &amp; Development / Learning management system</b> , as such profiles are critical for effective solution design, stakeholder alignment, change management, and successful execution of enterprise-wide L&D transformation initiatives.	As per RFP	EVALUATION CRITERIA
83	General	General	Evaluation Criteria	We note that the current technical evaluation criteria do not provide separate or explicit scoring <b>for seasoned Learning &amp; Development (L&amp;D) practitioners with industry experience proposed as part of the project team</b> . We request the Bank to consider introducing a distinct evaluation criterion or dedicated weightage for experienced L&D practitioners, in addition to overall team experience, as such roles are central to learning strategy formulation, curriculum design, faculty enablement, stakeholder engagement, and change management for successful enterprise-wide L&D transformation.	As per RFP	EVALUATION CRITERIA
84	90	1	Commercial Bid	We request the Bank to clarify whether the <b>commercial bid is to be submitted for only Batch-1 / Year-1 (12 months)</b> of the engagement, or for the <b>entire program duration covering all three batches across three years</b> , as outlined in the RFP.	For 1 Year Contract Period and 1 Year AMC	EVALUATION CRITERIA
85	General	General	Evaluation Criteria	<b>We request the Bank to clarify whether the credentials, relevant experience, and technical capabilities of proposed sub-contractors / implementation partners may be considered as part of the eligibility and technical evaluation criteria, where such partners are engaged through formal and disclosed arrangements</b> as large-scale Learning & Development revamp engagements will rely on specialist ecosystem partners to deliver specific components effectively, while maintaining <b>overall accountability with the prime bidder</b> .	As per RFP	EVALUATION CRITERIA
86	General	General	General	We request the Bank to consider including an explicit clause in the RFP to clarify that the Consultant shall be permitted to <b>retain copies of sufficient documentation as part of its professional records, solely for the purpose of supporting and evidencing the work performed under the engagement</b> .  We further request that such retention be expressly subject to the confidentiality and non-disclosure obligations stipulated in the RFP	As per RFP	EVALUATION CRITERIA
87	73	3	Inspection & Tests	<b>We request the Bank to consider including the following clause in the RFP / contract governing audit rights, to clearly set out the scope, safeguards, and governance of audit &amp; inspection:</b>  "any audit shall be subject to the following:(i) the audit shall be restricted to the engagement and shall be conducted with prior reasonable notice (ii) Employer or its authorized representatives shall execute a Non-Disclosure Agreement before such audit which shall govern the conduct of audit and any results thereof; (iii) the auditors or the representatives of Employer for the audit shall not be bidder's competitors; (iv) the audit shall not be conducted more than once in a calendar year and twice in entirety; and <b>We request the Bank to consider including the following clause in the RFP / contract to explicitly clarify the scope of services and exclusion of legal services.</b>	As per RFP	SCOPE OF WORK
88	General	General	General	"Notwithstanding anything to the contrary, kindly note that we do not provide any legal services directly or indirectly since we are not permitted to provide the same. Our scope is limited to technical/commercial aspect and our services will not include provision of any legal services or legal advice. No work performed by our employees shall be construed as legal service/legal advice."	As per RFP	SCOPE OF WORK
89	41	8	"The consultant should bring advanced platforms such as simulation tools and AR/VR-based solutions, which can be evaluated for imparting next generation physical training to our employees. Consultant should set up a AR/VR classroom with 5 simulation based content."	We request the Bank to clarify whether the underlying hardware and infrastructure (such as AR/VR headsets, sensors, computing hardware) will be provided by the Bank or is expected to be supplied by the consultant as part of the scope.	As per RFP	SCOPE OF WORK

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90	37	2. Scope of work by the Consultant	Sufficient handholding may be given to HR Transformation team of the bank to develop any new L&D tool, if required mentioned in Module – III, IV, and V (which are not in scope of deliverable tools) where the consultant may help develop the new tool within the overall scope of work in the project.	Please confirm whether the Bank expects: a) Only advisory and handholding support to enable the HR Transformation team to design such tools internally, or b) The consultant to additionally configure, deploy, or provide enabling digital tools/platform modules as part of the overall scope of work.  This will help us align the solution approach, effort estimation, and ownership model.	Handholding Support to the Bank team to maintain the delivered tools as per RFP.	SCOPE OF WORK
91	43	Accessibility	Comply with extant global accessibility guidelines (WCAG 2.2)	Will the Bank require a formal accessibility compliance audit/certification, or self-declaration is sufficient?	As per RFP	SCOPE OF WORK
92	44	Module X. Change Management & Adoption by Employees	The Consultant will assist in designing the solution, while HTC will develop and implement it.	Kindly clarify: • What does HTC refer to (internal Bank team, external SI, or a designated technology partner)? • Will HTC be responsible for custom development on the tools provided as part of this RFP, or also for configuration and rollout of commercial off-the-shelf platforms, if proposed by the consultant?	1. HR TRANSFORMATION CELL (Internal Team) 2. As per RFP	SCOPE OF WORK
93	45-49	Module XI	General	Kindly specify the target user groups for the proposed solution (e.g., officers, clerical staff, frontline staff, managers, trainers, administrators, etc.), along with the approximate total user count and, if available, category-wise distribution of end users.	Will be shared with successful bidder	SCOPE OF WORK
94	45-49	Module XI	General	Please specify the expected concurrent user load (peak concurrency), if any, for the proposed platform, to enable appropriate sizing of infrastructure, licensing, and performance benchmarks.	10,000 USERS AT A TIME	SCOPE OF WORK
95	45-49	Module XI	General	Please confirm whether the user interface is required in languages other than English, and if so, kindly indicate the languages to be supported and whether multilingual support is expected from Day 1 or in a phased manner.	As per RFP	SCOPE OF WORK
96	45-49	Module XI	General	Kindly clarify the expected delivery and ownership model for the digital tools to be implemented—specifically whether the scope includes Build–Operate–Transfer (BOT), ongoing operations and maintenance, or build-and-handover post implementation.	Will be shared with successful bidder	SCOPE OF WORK
97	45	Module XI - AI-Powered Personalized LMS Platform	Development of a modular API based LMS engine on top of existing LMS in bank (currently PeopleSoft).	Please confirm whether the New LMS will fully replace PeopleSoft LMS or co-exist with PeopleSoft as a parallel system.	Will be shared with successful bidder	SCOPE OF WORK
98	45	Module XI - AI-Powered Personalized LMS Platform	Development of a modular API based LMS engine on top of existing LMS in bank (currently PeopleSoft).	If co-existence is expected, kindly confirm which system will act as the System of Record (SoR) for learning data post go-live—specifically, whether PeopleSoft LMS will continue as the primary system for maintaining learning records, or whether the new LMS will become the SoR, with PeopleSoft serving only as a data source or integration layer.	Will be shared with successful bidder	SCOPE OF WORK
99	45	Module XI - AI-Powered Personalized LMS Platform	Integration with existing Learning Management System (currently PeopleSoft) using Web Services, APIs and SSO.	Kindly confirm the integration mechanisms supported by PeopleSoft LMS (REST, DB-level, File-based) and whether existing APIs are available or need to be built.	Will be shared with successful bidder	SCOPE OF WORK
100	45	Module XI - AI-Powered Personalized LMS Platform	Integration with existing LMS using Web Services, APIs and SSO.	Please clarify the direction of integration: Old LMS → New LMS, New LMS → Old LMS, or bi-directional sync.	Will be shared with successful bidder	SCOPE OF WORK
101	45	Module XI - AI-Powered Personalized LMS Platform	Integration with existing LMS using Web Services, APIs and SSO.	What data entities should be synced between Old LMS and New LMS (users, courses, enrollments, completions, scores, certifications)?	Will be shared with successful bidder	SCOPE OF WORK
102	45	Module XI - AI-Powered Personalized LMS Platform	Development of API to existing Learning Management System (currently PeopleSoft), LMS, PMS, and  Content Libraries to ensure real time recommendation of L&D content during conversation with the chatbot.  Deployment of background syncing process.	Please clarify the scope of the proposed background synchronization process, specifically:  • The systems between which synchronization is required (e.g., LMS ↔ HRMS, LMS ↔ performance systems, LMS ↔ identity systems).  • The nature of data to be synced (user profiles, roles, learning records, scores, certifications, etc.).  • Expected frequency (real-time, near real-time, scheduled batch).	Will be shared with successful bidder	SCOPE OF WORK
103	45	Module XI - AI-Powered Personalized LMS Platform	Integration with existing LMS.	Please confirm whether historical learning data from PeopleSoft (past years) must be migrated into New LMS at go-live.	Will be shared with successful bidder	SCOPE OF WORK
104	45	Module XI - AI-Powered Personalized LMS Platform	Integration with existing LMS.	If historical migration is required, please confirm data lookback period (e.g., last 3 years / 5 years / complete history).	Will be shared with successful bidder	SCOPE OF WORK
105	45	Module XI - AI-Powered Personalized LMS Platform	Digital badges & certificate generation.	Should certificates/badges generated in New LMS be pushed back to PeopleSoft LMS records?	Will be shared with successful bidder	SCOPE OF WORK
106	45	Module XI - AI-Powered Personalized LMS Platform	Integration with existing LMS.	Will course creation and catalog management continue in PeopleSoft or move entirely to New LMS?	Will be shared with successful bidder	SCOPE OF WORK
107	45	Module XI - AI-Powered Personalized LMS Platform	Integration with existing LMS.	Should course completion status be written back to PeopleSoft for compliance and reporting purposes?	As per RFP	SCOPE OF WORK
108	45	Module XI - AI-Powered Personalized LMS Platform	Integration with existing LMS.	Will PeopleSoft LMS APIs be exposed by Bank?	As per RFP	SCOPE OF WORK
109	45	Module XI - AI-Powered Personalized LMS Platform	Integration using SSO.	Please confirm the SSO protocol supported by PeopleSoft LMS (SAML 2.0 / OAuth2 / OIDC)	Will be shared with successful bidder	SCOPE OF WORK
110	45	Module XI - AI-Powered Personalized LMS Platform	Integration using SSO.	Is just-in-time user provisioning expected in New LMS via SSO, or will users be pre-provisioned via HRMS sync?	Will be shared with successful bidder	SCOPE OF WORK
111	45	Module XI - AI-Powered Personalized LMS Platform	Creation of APIs for New LMS ↔ HRMS/PMS/existing LMS.	Please specify the list of HRMS and PMS platforms currently used (product names, versions) and whether API documentation is available.	Will be shared with successful bidder	SCOPE OF WORK
112	45	Module XI - AI-Powered Personalized LMS Platform	Creation of APIs for New LMS ↔ HRMS/PMS/existing LMS.	Please confirm the exact data objects expected to flow from HRMS to New LMS (e.g., employee master, role, grade, location, DOJ, reporting hierarchy).	Will be shared with successful bidder	SCOPE OF WORK
113	45	Module XI - AI-Powered Personalized LMS Platform	Creation of APIs for New LMS ↔ HRMS/PMS/existing LMS.	Please confirm the data elements expected to flow from LMS back to HRMS, if any (e.g., course completion status, certifications, learning hours).	Will be shared with successful bidder	SCOPE OF WORK
114	45	Module XI - AI-Powered Personalized LMS Platform	Development of adaptive learning engine with dynamic profile scoring basis KRA performance.	Which KRA/KPI data fields will be shared from PMS to LMS for dynamic learning path calculation? Can you please provide few examples of dynamic profile scoring.	Will be shared with successful bidder	SCOPE OF WORK
115	45	Module XI - AI-Powered Personalized LMS Platform	Creation of APIs for New LMS ↔ HRMS/PMS/existing LMS.	Please confirm the exact data objects expected to flow from PMS to New LMS.	Will be shared with successful bidder	SCOPE OF WORK
116	45	Module XI - AI-Powered Personalized LMS Platform	Development of an adaptive learning engine with dynamic profile scoring basis KRA performance.	Please confirm: • The primary source systems for KRA and performance data (e.g., HRMS, PMS, CBS, Sales MIS, other internal systems). • Whether periodic data uploads are expected from these systems or these systems need to be integrated via APIs / data feeds? • The level of historical and real-time data access envisaged for driving adaptive recommendations.	Will be shared with successful bidder	SCOPE OF WORK
117	45	Module XI - AI-Powered Personalized LMS Platform	Implementation of secure credentialing as per extant norms, digital badges & certificate generation modules.	Kindly specify the extant norms or standards to be adhered to (e.g., internal Bank IT/security policies, IBA guidelines, ISO standards, government digital credentialing frameworks, etc.).	Will be shared with successful bidder	SCOPE OF WORK



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118	45	Module XI - AI-Powered Personalized LMS Platform	<ul style="list-style-type: none"><li>Development of a modular API based LMS engine on top of existing LMS in bank (currently Peoplesoft).</li><li>Implementation of personalized learning paths, content recommendation based on AI/ML based algorithms.</li></ul>	Kindly clarify whether all learning content is expected to continue residing within the existing PeopleSoft LMS, with the AI layer consuming it via APIs. Pls elaborate, if otherwise.	Will be shared with successful bidder	SCOPE OF WORK
119	46	Module XI	Implementation of AI/ML based models.	Please confirm the intended use cases for AI/ML models under this RFP.	Will be shared with successful bidder	SCOPE OF WORK
120	46	Module XI	Implementation of AI/ML based models.	Kindly confirm whether the bidder is allowed to use third-party or pre-trained AI/ML models.	As per RFP	SCOPE OF WORK
121	46	Module XI	Implementation of AI/ML based models.	Please clarify whether AI/ML models are expected to be hosted fully on Bank's on-premise / private cloud infrastructure, or if externally hosted models can be accessed through secure APIs.	As per RFP	SCOPE OF WORK
122	45	Module XI - L&D Chat bot (AI HR Assistant)	<p>Development of API to existing Learning Management System (currently PeopleSoft), LMS, PMS, and</p> <p>Content Libraries to ensure real time recommendation of L&amp;D content during conversation with the chatbot.</p>	<p>Please specify the content repositories/libraries to be integrated with (third-party content providers).</p> <p>It is assumed that procurement and licensing costs of any third-party content or platforms, if required, will be borne by the Bank—please confirm.</p>	As per RFP	SCOPE OF WORK
123	45	Module XI - L&D Chat bot (AI HR Assistant)	Integration of voice-to-text and speech recognition APIs Automatic Speech Recognition (ASR) for accessibility and enhanced user experience.	Please confirm the languages to be supported (e.g., English only, English + Hindi, or other regional Indian languages).	As per RFP	SCOPE OF WORK
124	45	Module XI - L&D Chat bot (AI HR Assistant)	Build chat analytics and monitoring console for training.	Please confirm the scope of this requirement - is this limited to reports covering chatbot usage, top queries, response success rate, and administrator-level monitoring? Specify, if otherwise.	Will be shared with successful bidder	SCOPE OF WORK
125	45	Module XI - L&D Chat bot (AI HR Assistant)	Integration of voice-to-text and speech recognition APIs	Should the bidder use Bank-approved AI engines only, or can cloud-based ASR services be proposed?	Will be shared with successful bidder	SCOPE OF WORK
126	45	Module XI - AI Matching Engine (Career Progression & Workforce Planning)	Development of a talent model connecting skills, roles, and competencies.	Kindly clarify whether the Bank already has a defined competency / skill framework and role architecture, or if the consultant is expected to design and operationalize this framework as part of the engagement.	Will be shared with successful bidder	SCOPE OF WORK
127	46	Module XI - AI Matching Engine (Career Progression & Workforce Planning)	Development of predictive career path ML models using historical progression data.	What historical data range (years) will be shared from HRMS/PMS for career path prediction models?	Will be shared with successful bidder	SCOPE OF WORK
128	45-46	Module XI - AI Matching Engine (Career Progression & Workforce Planning)	General	Please elaborate on the primary intended use cases and end objectives of the AI Matching Engine (e.g., career pathing, internal mobility, succession planning, reskilling, workforce planning, or role readiness assessment).	Will be shared with successful bidder	SCOPE OF WORK
129	46	Module XI - AI Matching Engine (Career Progression & Workforce Planning)	Integration of a KRA data, career path data & job family.	Kindly confirm whether these datasets are currently maintained in any existing systems (e.g., HRMS, PMS, internal databases).	Will be shared with successful bidder	SCOPE OF WORK
130	46	Module XI - AI Matching Engine (Career Progression & Workforce Planning)	Build APIs for Matching Engine ↔ new LMS & Feedback Tool.	Kindly clarify the intended outcome of this integration, such as enabling role-based learning recommendations, skill-gap driven learning journeys, or feedback-backed (such as manager feedback, training evaluations, role-based assessments) readiness levels for current and next-level roles.	Will be shared with successful bidder	SCOPE OF WORK
131	46	Module XI - Community Connect (Employee Engagement Platform)	Development of content moderation engine (keyword flags, NLP toxicity detection).	Kindly clarify whether a manual "Report Abuse" / user-flagging mechanism with administrator review would be considered sufficient.	Will be shared with successful bidder	SCOPE OF WORK
132	46	Module XI - Community Connect (Employee Engagement Platform)	Build of a personalized content recommendation algorithm.	Kindly clarify the specific use case and incremental value of this requirement within Community Connect, given that personalized learning and content recommendations are already envisaged under the AI-Powered Personalized LMS Platform module.	Will be shared with successful bidder	SCOPE OF WORK
133	46-47	Module XI – AI Feedback & Performance Insights Tool	Integration of data ingestion pipelines from PMS, LMS & HRMS.	Please list the exact data attributes to be ingested from each system (HRMS, PMS, LMS) for analytics and dashboards.	Will be shared with successful bidder	SCOPE OF WORK
134	47	B. User Experience	Trigger automated alerts & notifications	Should notifications integrate with Bank's existing SMS/Email gateways?	Yes	SCOPE OF WORK
135	47	Section-V, Part I – Security	The Bank will engage external IT Security agencies for VAPT	Please confirm the frequency of Application VAPT expected during the contract period (e.g., once before go-live, annually, or after every major release).	As per RFP	SCOPE OF WORK
136	47	Section-V, Part I – Security	The Bank will engage external IT Security agencies for VAPT	Kindly confirm whether Application VAPT will be conducted exclusively by Bank-appointed agencies, or if the bidder is also expected to conduct independent VAPT.	As per RFP	SCOPE OF WORK
137	47	A. Platform to be delivered are as follows:	Use a multi-tier (minimum 3-tier) architecture for deployment at on-premises environment.	Kindly clarify whether a <b>cloud-hosted deployment model</b> would also be acceptable, provided it adheres to the same <b>multi-tier architecture, security controls, and regulatory compliance</b> , especially considering that our systems are already available on cloud infrastructure.	Will be shared with successful bidder	SCOPE OF WORK
138	48	C. Security	Support for integration with Web Application Firewall (WAF), IPS.	Will Bank security teams manage WAF/IPS policies, or is bidder expected to configure and tune rules?	Bank team	SCOPE OF WORK
139	48	C. Security	The Bidder shall provide the Bank with un-compiled source code, database dictionary, API documentation, configuration files, deployment scripts, and system logic.	Kindly confirm whether the source code is expected to be maintained under a formal escrow arrangement, to be used solely within the Bank's environment for continuity and risk mitigation purposes, and not for independent modification or external reuse.	As Per RFP	SCOPE OF WORK
140	48	E. Hardware Sizing and Performance Requirement	Bank shall provide Hardware, Operating System, and Oracle Database compatible with the existing respective systems of the bank.	For the proposed solution, MS SQL Server is required as the primary transactional database. Kindly confirm whether MS SQL Server (including licenses) will be provided by the Bank, or whether the bidder is expected to include MS SQL Server licensing and support cost as part of the commercial proposal.	As per RFP	SCOPE OF WORK
141	48	E. Hardware Sizing and Performance Requirement	All the deliverable tools as per the scope of RFP shall be hosted on Bank's on-premise infrastructure.	As the solution is required to be deployed on-premise, please confirm whether all software licenses required as part of the BOQ (including operating system, database, middleware, application servers, AI/ML platforms, AR/VR platforms, and any third-party tools) will be provided and borne by the Bank, or whether the bidder is expected to include any software licensing costs in the commercial proposal.	As per RFP	SCOPE OF WORK
142	48	E. Hardware Sizing and Performance Requirement	All the deliverable tools as per the scope of RFP shall be hosted on Bank's on-premise infrastructure.	Please confirm whether the Bank's private cloud environment (if available) is considered acceptable as on-premise deployment, and whether the proposed tools can be deployed on the Bank's private cloud instead of physical on-premise servers.	Will be shared with successful bidder	SCOPE OF WORK
143	NA	NA	General	We request the Bank to allow bidder to quote solutions (5 HR Tools) from OEM which can be customized as per bank requirement.	As per RFP terms and conditions.	EVALUATION CRITERIA
144	31	9.3	9.3 Technical Evaluation	We request bank to consider past experience in the implementation of Learning Management System (LMS) projects for Public Sector Banks for scoring. Considering only HR transformation projects may eliminate bidders like us, who have more than 15 years of experience in implementing customized learning solutions for PSBs.	Both HR transformation and L&D transformation project will be considered	EVALUATION CRITERIA
			9.3 Technical Evaluation	We request to remove the words "from among work submitted in Serial number 2 of the Technical Bid Evaluation" and make this clause as "Live demonstration of the digital tools as mentioned in the scope of work".	As per RFP terms and conditions.	EVALUATION CRITERIA

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145	31	9.3	3. Live demonstration of the digital tools as mentioned in the scope of work, from among work submitted in Serial number 2 of the Technical Bid Evaluation.	As the bidder who has past experience in HR transformation project with different tools, but wants to propose a bespoke solution or OEM solution (Implemented at other PSBs by the OEM himself), which is best suited for your requirement cannot participate due to this clause.	As per RFP terms and conditions.	EVALUATION CRITERIA
146	31	9.3	9.3 Technical Evaluation 4. Case Study	We request to remove the words "from SI number 2" and make this clause as "Case Study to be presented for work done in India over the last 5 years."	As per RFP terms and conditions.	EVALUATION CRITERIA
147	39	SECTION – III	SECTION – III Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp Module II. Curriculum and Content Development - Learning Pathways: • Define clear learning pathways or certification tracks for employees across different job families, grades and skill levels.  • Cross Skill Learning pathways for various levels (Advanced, Intermediate, Beginner etc.) for each skill to be developed.  • Outline progression routes (from foundational to advanced) for critical skill areas, providing employees with a structured development journey and recognition at each stage of skill acquisition.  • To create these learning pathways a clear strategy should be defined to enhance the existing upskilling model, transforming into a comprehensive model for all kinds of learning suggestions.	Does the Bank have competency matrix available? How is the Bank measuring the skill gaps currently?	Will be shared with successful bidder	SCOPE OF WORK
148	45	Module XI	Module XI. Tools to be Delivered as Part of Project by the consultant. 1. AI-Powered Personalized LMS Platform - Development of a modular API based LMS engine on top of existing LMS in bank (currently Peoplesoft).	Does this mean that the Bank wants an additional LMS which will integrate with their existing LMS?	Will be shared with successful bidder	SCOPE OF WORK
149	45	Module XI	Module XI. Tools to be Delivered as Part of Project by the consultant. 1. AI-Powered Personalized LMS Platform - Development of a modular API based LMS engine on top of existing LMS in bank (currently Peoplesoft).	Is it acceptable to the Bank if the bidder proposes a LXP as part of solution which has all the functionalities which are available with the existing LMS along with new desired tools? This way the Bank will need to maintain only one solution having all the features.  Or is it must for the Bank to maintain two LMSs? Please confirm.	Will be shared with successful bidder	SCOPE OF WORK
150	48	E	E. Hardware Sizing and Performance Requirement:  • Bank shall provide Hardware, Operating System, and Oracle Database compatible with the existing respective systems of the bank. However, the selected bidder must supply and maintain the complete Installation, Configuration, Customization, Up-gradation, Maintenance and Support of all the software / tools required in the proposed Platform with the required licenses for the Bank for DC, NDR, DR in UAT, pre-production and production environments.	Can we consider that this will be on-premises solution and migration to cloud during contract is not part of scope? Please confirm.	Will be shared with successful bidder	SCOPE OF WORK
			E. Hardware Sizing and Performance Requirement:			

151	48	E	<p>• Bank shall provide Hardware, Operating System, and Oracle Database compatible with the existing respective systems of the bank. However, the selected bidder must supply and maintain the complete Installation, Configuration, Customization, Up-gradation, Maintenance and Support of all the software / tools required in the proposed Platform with the required licenses for the Bank for DC, NDR, DR in UAT, pre-production and production environments.</p>	If the proposed tools have different database than Oracle will it be acceptable?	As per RFP terms and conditions.	SCOPE OF WORK
152	48	E	<p>E. Hardware Sizing and Performance Requirement:</p> <p>• Bank shall provide Hardware, Operating System, and Oracle Database compatible with the existing respective systems of the bank. However, the selected bidder must supply and maintain the complete Installation, Configuration, Customization, Up-gradation, Maintenance and Support of all the software / tools required in the proposed Platform with the required licenses for the Bank for DC, NDR, DR in UAT, pre-production and production environments.</p>	We understand that the Bank will provide all the infra required to host the tools on their premises, which includes servers, storage, backup, OS licenses, database licenses. Please confirm.	As per RFP terms and conditions.	SCOPE OF WORK
153	46	G	<p>G. Support &amp; Maintenance Requirements</p> <p>• Upon completion of the 12-month implementation phase, the Bidder shall deploy a dedicated on-site support team for a period of one (1) year for maintenance and issue resolution.</p>	Does the Bank need One onsite support engineer or a team? Please confirm.	As per RFP terms and conditions.	SCOPE OF WORK
154	46	G	<p>G. Support &amp; Maintenance Requirements</p> <p>• Upon completion of the 12-month implementation phase, the Bidder shall deploy a dedicated on-site support team for a period of one (1) year for maintenance and issue resolution.</p>	If a team is required then please mention the number of resources.		
155	55	5	<p>5. Project Duration</p> <p>The Contract period with the Consultant for HR Transformation of the Bank will be for a period of 12 months from the effective date of Service Level Agreement with the Bank. However, the Bank reserves the right to review and decide on the continuation of the selected Consultant after a period of every 12 months (up-to another 2 years), as per the initial agreed commercial terms and conditions.</p>	The contract duration will be for 12 months or 24 months (12 months development + 12 months AMC)? Please confirm.	12 months development + 12 months AMC	SCOPE OF WORK
156	60	8	<p>8) Sub-Contracting</p> <p>The successful bidder will not subcontract or delegate or permit anyone other than the bidders' personnel to perform any of the work, service or other performance required of the supplier under this agreement without the prior written consent of the Bank. Bank at its own discretion may permit or deny the same.</p>	If the bidder proposes bespoke development of the tools as per the RFP through sub-contracting and is ready to handover the source code to the Bank, will such a solution be acceptable?	As per RFP terms and conditions.	Conditions of Contract
			20) Intellectual Property Rights (IPR)			



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157	64	20	<p>While the successful bidder shall retain the intellectual property rights for the application software, it is required that successful bidder shall grant user-based annual subscription License to the bank for the bank's exclusive use without limitation on the use of those licenses. The successful bidder shall place the source code of customizations done for the bank in Banks environment (and the procedures necessary to build the source code into executable form) for the application software, and the source code of the application software in escrow with a reputable agency (a bank or established software escrow firm in India) acceptable to the Bank during the contract period.</p>	Who will bear the Escrow cost? The Bank or the Vendor?	The Cost of Escrow agreement will be shared by the Bank and the bidder on 50:50 basis.	Conditions of Contract
158	64	20	<p>20) Intellectual Property Rights (IPR)</p> <p>While the successful bidder shall retain the intellectual property rights for the application software, it is required that successful bidder shall grant user-based annual subscription License to the bank for the bank's exclusive use without limitation on the use of those licenses. The successful bidder shall place the source code of customizations done for the bank in Banks environment (and the procedures necessary to build the source code into executable form) for the application software, and the source code of the application software in escrow with a reputable agency (a bank or established software escrow firm in India) acceptable to the Bank during the contract period.</p>	As the IP will remain with the vendor and AMC is of 12 months so after 1 year the Bank will not be able to use the tools unless they renew the AMC. Is our understanding correct? Please confirm.	As per RFP terms and conditions.	Conditions of Contract
159	64	20	<p>20) Intellectual Property Rights (IPR)</p> <p>While the successful bidder shall retain the intellectual property rights for the application software, it is required that successful bidder shall grant user-based annual subscription License to the bank for the bank's exclusive use without limitation on the use of those licenses. The successful bidder shall place the source code of customizations done for the bank in Banks environment (and the procedures necessary to build the source code into executable form) for the application software, and the source code of the application software in escrow with a reputable agency (a bank or established software escrow firm in India) acceptable to the Bank during the contract period.</p>	What will be the duration of the Escrow agreement?	As per RFP terms and conditions.	Conditions of Contract
160	NA	NA	General	Request to allow consortium for this tender?	As per RFP terms and conditions.	GENERAL
161	NA	NA	General	Is source code handover at end of contract part of scope?	As per RFP terms and conditions.	GENERAL
162	NA	NA	General	Instead of keeping two LMSs we request to replace existing LMS with new LMS for simplistic of system. The data from existing LMS can be migrated to new LMS.	Will be discussed with Successful bidder.	GENERAL
163	NA	NA	General	We understand that the Bank is currently using PeopleSoft LMS. Please confirm.	Will be shared with the successful bidder.	GENERAL
164	NA	NA	General	Generally such contracts are of minimum of 5 years. So we request to make the contract duration as 5 years, that is 1 year development and 4 years support for the tools. In the current scenario after one year AMC support will be stopped. So the Bank will not be able to use the system with OEM support after 1 year AMC.	As per RFP terms and conditions.	GENERAL
165	NA	NA	General	We understand that the AI tokens required for the tools to be delivered will be provided by the Bank as it is a on premises deployment project. Please confirm.	Will be discussed with successful bidder.	GENERAL
166	NA	NA	General	Is there any migration which need to be done? Will there be data migration from existing systems? • User data? • Course/content data? • Historical reports?	Will be shared with the successful bidder.	GENERAL
167	NA	NA	General	What are the integrations that will be done with the application (banking tool or others)	Will be shared with the successful bidder.	GENERAL
168	NA	NA	General	Is dedicated Mobile application is part of the requirement?	As per RFP.	GENERAL
169	NA	NA	General	What is the total number of users (day-1 and peak)?	39000+ Users	GENERAL
170	NA	NA	General	What is the expected number of concurrent users?	10000 Users	GENERAL
171	NA	NA	General	What data sources will be available for training AI models?	Will be shared with the successful bidder.	GENERAL
172	NA	NA	General	What is the expected role of the chatbot: a. Informational b. Transactional c. Advisory	Will be shared with the successful bidder.	GENERAL
173	NA	NA	General	What systems should the chatbot integrate with?	Will be shared with the successful bidder.	GENERAL
174	NA	NA	General	We request to give minimum 3 weeks time to submit the bid post pre bid response.	As per RFP terms and conditions.	GENERAL
			8) Sub-Contracting			Conditions of Contract

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175	60	8	The successful bidder will not subcontract or delegate or permit anyone other than the bidders' personnel to perform any of the work, service or other performance required of the supplier under this agreement without the prior written consent of the Bank. Bank at its own discretion may permit or deny the same.	When does the consultant must Denial of a subcontractor will be very difficult if we win the entity. Can you elaborate on this? What could lead to non permission on this clause? This increases risk of the consultant significantly.	As per RFP terms and conditions.	Conditions of Contract
176	NA	NA	General	Would all 39000+ employees of Indian Bank will have access to the tool? Are substaff to be included?	All employees excluding sub-staff	GENERAL
177	37	2	Scope of work - This includes identifying strategic locations, <b>standardized interior designs, building plans, required approvals, estimates</b> etc., defining infrastructure and IT Infrastructure requirements for newly proposed or relocating centers	To what extent are the interior designs and building plans expected from the consultant? More details will be helpful.	Will be shared with successful bidder	SCOPE OF WORK
178	37	2	Consultant to design infrastructure/classroom basis factors like average utilization, <b>monetization scope, geography</b> of location etc.	Can bank elaborate on the point of monetization scope? Is this planned to be a for profit academy accessible beyond the bank?	Will be discussed with successful bidder	SCOPE OF WORK
179	37	2	The consultant should provide with submission ready design document (as per municipal approval bodies) for physical infrastructure development.	Any indication on how many of such design documents are to be created? As the design could vary from site to site.	As per RFP	SCOPE OF WORK
180	45	Module XI	Module XI. Tools to be Delivered as Part of Project by the consultant. 1. AI-Powered Personalized LMS Platform	Is it acceptable to the Bank if the bidder proposes a LMS which has all the functionalities which are available with the existing LMS? This way the Bank will need to maintain only one LMS.	Will be shared with successful bidder	SCOPE OF WORK
			- Development of a modular API based LMS engine on top of existing LMS in bank (currently Peoplesoft).	Or is it must for the Bank to maintain two LMSs? Please confirm.		
181	45	Module XI	Development of an adaptive learning engine with dynamic profile scoring basis KRA performance.	Can bank elaborate on the expectation on this point?	Will be shared with successful bidder	SCOPE OF WORK
182	31	9.3	9.3 Technical Evaluation	We request to remove the words "from among work submitted in Serial number 2 of the Technical Bid Evaluation" and make this clause as "Live demonstration of the digital tools as mentioned in the scope of work".	As per RFP	EVALUATION CRITERIA
			3. Live demonstration of the digital tools as mentioned in the scope of work, from among work submitted in Serial number 2 of the Technical Bid Evaluation.	As the bidder who has past experience in HR transformation project with different tools, but wants to propose a bespoke solution or another OEM solution, which is best suited for your requirement cannot participate due to this clause.		
183	31	9.3	9.3 Technical Evaluation	We request to remove the words "from SI number 2" and make this clause as "Case Study to be presented for work done in India over the last 5 years."	As per RFP terms and conditions.	EVALUATION CRITERIA
			4. Case Study Case Study to be presented for work done in India over the last 5 years from SI number 2.	As the bidder who has past experience in HR transformation project with different tools, but wants to propose a bespoke solution or another OEM solution, which is best suited for your requirement cannot participate due to this clause.		
184			Escrow arrangement and Source Code audit is mandatory.	Is there any existing escrow vendor that bank has? Or consultant should consider commercials of an escrow vendor in costing?	The Cost of Escrow agreement will be shared by the Bank and the bidder on 50:50 basis.	GENERAL
185	2	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module I. Infrastructure Expansion and Modernization: Conduct a comprehensive review of the existing Learning & Development infrastructure, including of physical training facilities viz. location of existing training establishments, status of premises including classrooms, and accommodation facilities.	Please provide the total no. of training facilities and respective locations	Will be shared with successful bidder	SCOPE OF WORK
186	3	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module I. Infrastructure Expansion and Modernization: Assessment of digital infrastructure shall cover Bank's Learning Management Systems, all associated L&D platforms and involved learning technologies.	Please provide a comprehensive list of all the L&D platforms currently in use	Will be shared with successful bidder	SCOPE OF WORK
187	3	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Training Center Network Expansion: • This includes identifying strategic locations, standardized interior designs, building plans, required approvals, estimates etc., defining infrastructure and IT Infrastructure requirements for newly proposed or relocating centers.	Our understanding is that actual procurement of locations/ govt. approvals etc. and operationalization of the location is not in scope of this engagement. Please confirm.	As per RFP	SCOPE OF WORK

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188	3	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Infrastructure Modernization Strategy: This should include detailed plan for improving physical facilities inter alia modernizing classrooms/Conference Halls with standardized ambience, smart technologies, creating collaborative learning spaces and enhancing digital infrastructure to meet future requirements and standardizing the classroom experience.	Our understanding is that the consultant only need provide a plan and not actual operationalize the location.	As per RFP	SCOPE OF WORK
189	4	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module II. Curriculum and Content Development	Please provide an indicative no. of: 1. ILTs 2. VLTs 3. e-learning courses that are conducted/ uploaded today	Will be shared with successful bidder	SCOPE OF WORK
190	4	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module II. Curriculum and Content Development	Please confirm if review of technical/ behavioral/ leadership/ functional competency framework is required as part of scope	As per RFP	SCOPE OF WORK
191	4	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module II. Curriculum and Content Development Content Development Support: • Support should be provided by the selected bidder for the development of new or revised learning content and materials. • Provide templates, guidelines, and quality standards for content creation. • Work with internal content developers or subject matter experts to provide pilot versions of minimum three training modules for each of the nine identified themes of excellence as per Bank's extant L&D Policy • Consultant should provide the internal content development team with clear SOP and guidance to utilize latest content development technologies like generative AI.	Our understanding is that the consultant only needs to create the course/program outline and the curriculum as well as provide templates, guidelines, and quality standards for content creation. Creation of content beyond the requirements of the pilot are out of scope of this engagement. Please confirm	As per RFP	SCOPE OF WORK
192	5	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module III. Selection and Development of Faculty / Trainer Faculty/Trainer Need Assessment:	Please provide an indicative no. of the trainers currently employed by the bank	Will be shared with successful bidder	SCOPE OF WORK
193	6	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module IV. Training Delivery Channels E-Learning and Virtual Learning Expansion: Consultant should set up a AR/VR classroom with 5 simulation based content.	Please confirm how many classrooms and locations are in scope for this activity	Will be shared with successful bidder	SCOPE OF WORK
194	7	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module VI. Adoption of Technologies for Enhanced Learning: Recommend and assist in implementation of a unified mobile and web enabled experience for accessing learning resources, HR services, and career dashboards, providing a single point of access and consistent user experience across devices with round-the clock availability.	Kindly provide examples of HR services	Will be shared with successful bidder	SCOPE OF WORK
195	8	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module VIII. Peer-to-Peer Learning and Mentoring Framework Consultant will roll out a peer-to-peer learning initiative through mentoring circles, knowledge-sharing forums, and digital collaboration platforms, fostering a culture of continuous learning and cross-functional knowledge exchange.	Is this initiative bank-wide or only for certain levels?	Will be shared with successful bidder	SCOPE OF WORK
196	11	SECTION III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp 2. Scope of work by the Consultant:	Module XI. Tools to be Delivered as Part of Project by the consultant. A. Platform to be delivered are as follows	Is this expected to be one platform encompassing all the tools?	As per RFP	SCOPE OF WORK

197	3	9.3 Technical Evaluation	<p>Bidder's Experience</p> <p>Experience of having completed dedicated HR-related transformation programs (completion date within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (minimum staff strength 20,000 employees) in India:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Minimum duration – 12 months</li> <li><input type="checkbox"/> Minimum amount – 5 Crore</li> <li><input type="checkbox"/> Ongoing assignments/projects to be considered provided a minimum of 6 months has been completed</li> <li><input type="checkbox"/> HR interventions made as a part of larger transformation / merger / amalgamation / business build / digitization projects, etc not to be considered. Only dedicated assignments/ projects on HR Transformation to be considered</li> <li><input type="checkbox"/> Multiple assignments with the same bank will be counted separately.</li> </ul>	<p>Is the Bank open to relaxing the criteria as follows:</p> <ol style="list-style-type: none"> <li>1. Including other Public Sectors</li> <li>2. Reducing no. of employees from 20000 to 10000</li> <li>3. Reducing Min amount from 5 CR to 1 CR</li> </ol>	Please Refer to Amendment Document	EVALUATION CRITERIA
198	3	9.3 Technical Evaluation	<p>Bidder's Experience</p> <p>Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR Innovation/ HR revamp / curriculum design / HR Training need analysis / HR Training center revamp (completed within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (with minimum staff strength of 20000 employees) in India:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Minimum duration – 12 months</li> <li><input type="checkbox"/> Minimum amount – 5 Crore</li> <li><input type="checkbox"/> Ongoing assignments/projects to be considered provided a minimum of 6 months has been completed</li> <li><input type="checkbox"/> HR interventions made as a part of larger transformation / merger / amalgamation / business build / digitization projects, etc not to be considered.</li> <li><input type="checkbox"/> Only dedicated assignments/ projects on HR Transformation to be considered</li> <li><input type="checkbox"/> Multiple assignments with the same bank will be counted separately</li> </ul>	<p>Is the Bank open to relaxing the criteria as follows:</p> <ol style="list-style-type: none"> <li>1. Including other Public Sectors</li> <li>2. Reducing no. of employees from 20000 to 10000</li> <li>3. Reducing Min amount from 5 CR to 1 CR</li> <li>4. Reducing no. of tools per engagement from 5 to 1</li> </ol>	Please Refer to Amendment Document	EVALUATION CRITERIA
199	3	9.3 Technical Evaluation	<p>Live Demonstration</p> <p>Live demonstration of the digital tools as mentioned in the scope of work, from among work submitted in Serial number 2 of the Technical Bid Evaluation. This live demo should use the live environment of the banks from (among list submitted in Serial number 2) to showcase the demo. The validity will be checked through a reference call / visit to the banks where the tool was developed and showcased by the bidder.</p>	<p>We have non-disclosure agreements (NDAs) in place with our clients that prohibit us from demonstrating tools developed for other clients. However, we are able to share screenshots where possible, or provide a detailed description of the tool. Please let us know if this is okay.</p>	As per RFP	EVALUATION CRITERIA
200	N.A.	General	General	<p>Requesting an extension of the submission date to 16th Feb 2026 in order to complete all the internal processes.</p>	As per RFP	GENERAL
201	60, 62-63	12, 15, 16, 18 and 42	<p><b>Conditions of Contract:</b> Liquidated Damages and Penalty, Limitation of Liability, Indemnity Clause, Patent Rights and Intellectual Property Rights</p>	<p>We are in a materially different position to the Bank with respect to controlling the risk. Specifically, we have no broad authority to act, and we do not make the decisions for the Bank, which means that we have no control over who at the Bank's end will implement our recommendations, how well they will be implemented, or when they will be implemented. We do not intend to supplant the Bank's management or other decision-making bodies and the Deliverables /services are provided 'as is', without any express or implied warranty.</p> <p>Therefore, we would like to request the Bank that our liability under the Agreement howsoever arises be limited to actual and direct loss or damage due to gross negligence and willful misconduct by us and capped at the fee payable by the Bank under the Agreement.</p> <p>For delays beyond the implementation schedule issued by Bank, we request the bank to limit the LD to a maximum of 5% of the total cost of project.</p>	As per RFP	Conditions of Contract

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202	64	20	<u>Conditions of Contract:</u> Intellectual Property Rights	We would like to define more precisely in our agreements the intellectual property rights and accordingly, we request to add the following to Section 20 of the Conditions of Contract:  "Upon payment in full of Successful Bidder's fees, Bank will own all reports and other deliverables prepared for and furnished to the Bank by Successful Bidder in connection with the services (the "Deliverables"), notwithstanding the foregoing, Successful Bidder retains ownership of all concepts, know-how, tools, questionnaires and assessments, modules, courses, frameworks, software, algorithms, databases, content, models, and industry perspectives developed or enhanced outside of or in connection with the services (the "Successful Bidder's Tools"), it being understood that none of the Successful Bidder's Tools will contain Bank's Confidential Information. To the extent the deliverables include any Successful Bidder's Tools, the Successful Bidder hereby grants the Bank a non-exclusive, non-transferable, non-sublicensable, worldwide, royalty-free license to use and copy the Successful Bidder's Tools solely as part of the Deliverables and subject to the above limitations herein on disclosure of Successful Bidder's materials and publicly. Bank agrees that, without Successful Bidder's prior written permission, it will not or permit any third party to (a) access, copy or reverse engineer any Successful Bidder's Tool or Deliverables, or (b) remove or circumvent security or technological safeguards, including notices, digital protection mechanisms, metadata, watermarks, or disclaimers provided with any Successful Bidder's Tools or Deliverables. The Deliverables are provided 'as is', without any express or implied warranty. Except as otherwise set forth in the applicable Proposal, Consultant shall not be obligated to maintain, support, host, update, or correct the Deliverables. Bank acknowledges and agrees that any results, options, data, recommendations, analyses, or other information generated by the Deliverables are dependent upon the accuracy of the information processed thereby (including as provided by the Successful Bidder), as well as upon Bank's proper use of the Deliverables. Bank is responsible for performing final testing (including security testing) of the Deliverables, final validation and final implementation of the Deliverables in a production environment. Successful Bidder is not liable for modifications made to Deliverables by anyone other than Successful Bidder's personnel or for use of any Deliverables in a live production environment. Bank is responsible for the operation and security of its operating environment."	As per RFP	Conditions of Contract
203	65 and 71	22 and 30	<u>Conditions of Contract:</u> Signing of Contract Form and NDA and SLA	We would like to know if we are selected, if we would have the opportunity to discuss the Contract Form (Annexure III), Non-Disclosure Agreement (Annexure VI) and the SLA (Para 5 of the Conditions of Contract) in more detail with you at your convenience and agree to mutually agreeable terms.	As per RFP	Conditions of Contract
204	70	26 and 28	<u>Conditions of Contract:</u> Termination for Convenience and Termination for Default	We believe that either party should have the freedom to terminate the relationship at any time if it becomes evident that the potential value of the work does not warrant further effort. In the event that a project is stopped before completion, only the professional fees and costs incurred to that date are billed. We would like to request the Bank to consider and add that any termination shall be for material breach only and Bank is free to <u>engage any third party at its own cost</u> .  We also request Bank to consider adding the following:  "The Successful Bidder shall be entitled to terminate the contract should the Bank fail to make payments in respect of invoices raised 30 days after such invoices are due and payable. Further, the Successful Bidder shall be entitled to terminate the contract should it become unlawful for the Successful Bidder to render services to the Bank."	As per RFP	Conditions of Contract
205	72	30	<u>Conditions of Contract:</u> Confidentiality	We would request the Bank to confirm that we will be able to retain one copy of data/information collected from the Bank, subject to the confidentiality, use and nondisclosure restrictions under this RFP, solely as required by applicable law, regulation or documented professional archival policy.	As per RFP	Conditions of Contract
206	73	33	<u>Conditions of Contract:</u> Inspections and Tests	Due to the confidentiality obligation that we owe to all our clients, and consistent with our policy against disclosure of Successful Bidder's financial information, client list or specific examples of client work, it may not be possible to provide access to the Bank to our premises and all the documents that may or may not be relevant to the engagement. Therefore, keeping in line with the provisions under Section 33, we would like to add the paragraphs herein to ensure that the Bank can access relevant materials/works related to this engagement smoothly and without undue restrictions.  "(i) Supplier shall, in accordance with supplier's document retention policies, establish and maintain a secure file containing a copy of any presentation, progress review, report or other document furnished to the Bank by the supplier in connection with the services, together with any working papers necessary to support its conclusions or analyses (collectively, the "Working Papers File"). The Bank may, at its own cost, inspect the Working Papers File at any time, during the twenty-four (24) month period from the end of the calendar year in which the relevant services are completed or terminated, solely for the purpose of determining whether the supplier performed the services in accordance with the Agreement. Any information furnished in connection with this provision shall be kept confidential in accordance with this Agreement.  (ii) Bank shall promptly, and no later than three (3) months after the supplier's performance of the services, notify the supplier in writing of any issues or concerns it may have about supplier's compliance with the terms of these Conditions of Contract, and supplier will use reasonable and diligent efforts to address such issues or concerns, including providing the Bank with such documents as may be reasonably necessary to confirm that supplier has satisfied its obligations under this Agreement. Any information furnished in connection with this provision shall be kept confidential in accordance with this Agreement."	As per RFP	Conditions of Contract
207	74	34	<u>Conditions of Contract:</u> Use of Contract Documents and Information	It is our longstanding policy and practice to work behind the scenes and to not permit our clients to refer to our work or to make our work products available outside their organization without our prior written consent. This policy is implemented worldwide and is an important part of the way we work with clients and present ourselves and our work to the business community. It serves a three-fold purpose: (1) it protects our reputation as an objective fact-based strategic advisor, (2) it permits us to deliver our analyses and recommendations without censorship, and (3) it reflects the client's responsibility for its decisions and actions. Accordingly, we request the Bank to add the following to Section 34 of the Conditions of Contract:  "Notwithstanding anything herein above, the Successful Bidder's work for the Bank is confidential and for Bank's internal use only. Successful Bidder will not disclose the deliverables to any third party without Bank's prior written permission. Similarly, Bank agrees that it will not disclose any materials or information that the Successful Bidder furnishes to the Bank, including the deliverables, to any third parties without Consultant's prior written permission. Each party further agrees not to use the other party's name or trademarks in any communication with any third party without the other party's prior written permission."	As per RFP	Conditions of Contract
208	77	39 and 40	<u>Conditions of Contract:</u> Compliance with Policy and Compliance with Statutory and Regulatory Provisions	We would like to clarify that the successful bidder agrees to comply with Indian Bank's policies like Credit Monitoring Policy, NPA Management Policy, Operational Risk Management Policy, IT policy, Information Security policy, Cyber Security Policy, Digital Personal Data Protection Policy, Outsourcing Policy, Business continuity and Disaster Recovery Management policy, etc. in key concern areas relevant to the RFP, to the extent these are applicable to successful bidder, for the term of the contract and for performance of its services only. Further, it is clarified that the Bank shall be responsible for its own compliance with statutory and regulatory provisions, without any reliance on or reference to the successful bidder whatsoever.	As per RFP	Conditions of Contract
209	82	42.6	<u>Conditions of Contract:</u> Conflict of Interest	It is Successful Bidder's long-standing policy to serve competing clients and clients with potentially conflicting interests as well as counterparties in merger, acquisition and alliance opportunities, and to do so without compromising our professional responsibility to maintain the confidentiality of client information. Consistent with such practice and Successful Bidder's confidentiality obligations to its other clients, Successful Bidder is not able to advise or consult with the Bank about us serving Bank's competitors or other parties.	As per RFP	Conditions of Contract

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210	37-56	Section III - Broad Scope of Work for Appointment of Consultant for Learning & Development Revamp	Modules II, III, VI and XI	<p>Given that the scope includes digital and analytical delivery extensively, we request Bank that the below be added under the SLA (Para 5 of the Conditions of Contract):</p> <p>(i)Where the deliverables under this engagement consists of any open source software, or any other software from a third party, it is agreed that the Bank shall obtain licenses to such open source software or third party software (as applicable) by itself and shall conduct its own assessments before deploying such open source software or third party software.</p> <p>(ii)Bank will not use the deliverables in a "closed-loop" system (i.e. a system where there is no human input or judgment is involved, where decision making is fully automated, decided and executed by the 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 Bank undertakes that where it intends to use the deliverables in a mechanical unit, it shall seek consent from the Successful Bidder before such use and shall engage expert third parties to conduct appropriate tests and releases the Successful Bidder from any loss, claims or damages that may result from such use.</p> <p>(iii)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, DCs) to which the Successful Bidder may access to retrieve or view Bank's data. Bank is responsible for disclosing to Successful Bidder, the Bank's security protocols and any other administrative, technical, and organizational measures Successful Bidder must follow to comply with Bank's access and security protocols. Bank represents and warrants that it has the right to provide the Successful Bidder with access to Bank's devices and that the provision of such access will not infringe upon any third party rights.</p> <p>(iv)Bank acknowledges and agrees that the Successful Bidder may engage outside contractors to assist in developing, supporting and/or hosting the deliverables, provided that to the extent such contractors access any confidential information of Bank in connection therewith such contractors shall be subject to confidentiality and nondisclosure obligations consistent with those undertaken as the Successful Bidder as described herein.</p> <p>(v)Bank agrees that it will not disclose any materials or information that the Successful Bidder furnishes to the Bank, including the deliverables, to any third parties unless the disclosure of any materials or information is made by the Bank to the third party for further development of the deliverables for benefit of the Bank provided that such third party is bound by the terms of this agreement, confidentiality and nondisclosure obligations consistent with those described here. Bank can work with third parties to further develop and improve upon the deliverables for Bank's use, provided such third party (i) is bound by confidentiality and nondisclosure obligations consistent with those described herein (ii) does not attempt, or permit to reverse engineer in any fashion, or modify or create derivative works of, the deliverables/Successful Bidder's Tools or any element thereof, or commercialize in any manner the deliverables/Successful Bidder's Tools or (iii) does not attempt to remove or circumvent any technological safeguards or security features of the deliverables or remove or alter any legends, notices or disclaimers included therewith except for the purpose of developing the deliverables for Bank. Bank shall be liable for any breach of the said terms by any third party irrespective of the expiry or termination of this agreement. Successful Bidder with regard to third party service provider engaged by Bank (a) disclaims any and all liability relating to the services provided by such third party service provider and the third party service provider or its personnel; and (c) shall not be liable for the third party service provider's or its personnel's compliance or non-compliance with any agreement with respect to the Confidential Information.</p> <p>(vi)Bank's access and use of any proprietary solutions provided by the Successful Bidder or any of its affiliates (if any) hereunder shall be subject to the</p>	As per RFP	SCOPE OF WORK
211	133	ANNEXURE-XXIV Letter of Authorization for Submission of Response	Certified photocopy of Power of Attorney (POA) of the person authorizing such person is duly submitted	Please confirm if we could use our own POA format, given that the RFP does not expressly provide a format for the same.	As per RFP	Conditions of Contract
212	30	9.3 Technical Evaluation	<p>Experience of having completed dedicated HR-related transformation programs (completion date within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (minimum staff strength 20,000 employees) in India:</p> <p><input type="checkbox"/> Minimum duration – 12 months</p> <p><input type="checkbox"/> Minimum amount – 5 Crore</p> <p><input type="checkbox"/> Ongoing assignments/projects to be considered provided a minimum of 6 months has been completed</p> <p><input type="checkbox"/> HR interventions made as a part of larger transformation / merger / amalgamation / business build / digitization projects, etc not to be considered. Only dedicated assignments/ projects on HR Transformation to be considered</p> <p><input type="checkbox"/> Multiple assignments with the same bank will be counted separately.</p>	<p>Request to please allow the following:</p> <ul style="list-style-type: none"> <li>•Clients for large scale organizations, not just financial services</li> <li>•Include global clients</li> <li>•Remove employee count criteria</li> <li>•Allow for HR work in larger broader transformations not specifically hr transformation</li> </ul>	As per RFP	EVALUATION CRITERIA

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213	30-31	9.3 Technical Evaluation	<p>Experience of Conceptualizing, designing, developing, implementation and maintaining HR related tools (minimum 5 HR tools in each project) in dedicated HR projects like HR Transformation / HR innovation/ HR revamp / curriculum design / HR Training need analysis / HR Training center revamp (completed within the last 5 years) with Indian Public Sector Banks/Private Sector Banks/Financial Institutions with pan-India presence (with minimum staff strength of 20000 employees) in India:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Minimum duration – 12 months</li> <li><input type="checkbox"/> Minimum amount – 5 Crore</li> <li><input type="checkbox"/> Ongoing assignments/projects to be considered provided a minimum of 6 months has been completed</li> <li><input type="checkbox"/> HR interventions made as a part of larger transformation / merger / amalgamation / business build / digitization projects, etc not to be considered.</li> <li><input type="checkbox"/> Only dedicated assignments/ projects on HR Transformation to be considered</li> <li><input type="checkbox"/> Multiple assignments with the same bank will be counted separately</li> </ul>	<p>Request to please allow the following:</p> <ul style="list-style-type: none"> <li>•Clients for large scale organizations, not just financial services</li> <li>•Include global clients</li> <li>•Remove employee count criteria</li> <li>•Allow for HR work in larger broader transformations not specifically hr transformation</li> </ul> <p>Please clarify the definition of tool - our definition is anything that enables efficient repetition at scale</p>	As per RFP	EVALUATION CRITERIA
214	31	9.3 Technical Evaluation	<p>Live demonstration of the digital tools as mentioned in the scope of work, from among work submitted in Serial number 2 of the Technical Bid Evaluation. This live demo should use the live environment of the banks from (among list submitted in Serial number 2) to showcase the demo. The validity will be checked through a reference call / visit to the banks where the tool was developed and showcased by the bidder</p>	<p>Please clarify the definition of tool - our definition is anything that enables efficient repetition at scale</p>	As per RFP	EVALUATION CRITERIA
215	31	9.3 Technical Evaluation	<ul style="list-style-type: none"> <li><input type="checkbox"/> Case Study to be presented for work done in India over the last 5 years from SI number 2</li> <li><input type="checkbox"/> Minimum duration – 12 months</li> </ul>	<p>Request to please allow the following:</p> <ul style="list-style-type: none"> <li>•Clients for large scale organizations, not just financial services</li> <li>•Include global clients</li> <li>•Remove employee count criteria</li> <li>•Allow for HR work in larger broader transformations not specifically hr transformation</li> </ul>	As per RFP	EVALUATION CRITERIA
216	103	Section 11 – Other provisions	<p>3. If the Bidder is a partnership or a Consortium, this agreement must be signed by all partners or Consortium members. In case of a Company, the Pact must be signed by a representative duly authorized by Board resolution.</p>	<p>Our understanding is that the partnership need not be a separate legal entity. Two companies can partner together and bid without forming a separate entity together</p>	As per RFP	Conditions of Contract
217	37	Section III (Scope of Work)	<p>Conducting current state assessment of existing L&amp;D infrastructure</p>	<p>Please confirm that there no health and safety (HS/Q) element to the current state assessment of existing L&amp;D infrastructure?</p>	As per RFP	SCOPE OF WORK
218	38	Section III (Scope of Work)	<p>"Consultant should provide with submission ready design document (as per municipal / approval bodies) for physical infrastructure development"</p>	<p>As per our policies, we cannot prepare documents to be submitted to municipal/approval bodies as-is. Bank to own and bear the responsibility for finalizing the submission-ready documents, or engaging appropriate experts to do so.</p>	As per RFP	SCOPE OF WORK