



**RfE for Empanelment of Human Resources Consultants**

RfE No: T00169990/2018/BYO/HRV dated October 14, 2017

**Clarification of Pre- proposal queries**

Sl. No.	Clause no./ section of RfE	Particulars as mentioned in RfE	Clarification sought	Bank's reply/clarification
1.	Sl. no. 1 of Process of Selection at page no.11	The Respondent should have been in existence in India since October 01, 2012 or earlier with the ability to service the client across India and should have an office in Mumbai Metropolitan Region. The Respondent should be a Government Organisation/ Public Sector Unit/ Public Limited Company / Private Limited Company/ Limited Liability Partnership Firm/ Partnership Firm / MNC. It should be registered or incorporated in India. It should not be an Individual / Proprietary Firm / HUF etc.^	We have two Full time Consultants in Mumbai and a major part of our fees and delivery of consulting services emanates from Mumbai. Hence would request you to waive this condition and consider us for the empanelment.	Waiver not accepted. Please abide by the relevant clause at Sl. no. 1 of Process of Selection at page no.11 of the RfE.
2	Sl. no. 2 of Process of Selection at page no.11	The Respondent must have experience in providing consulting services to Indian Public Sector Banks / Private Sector Banks/ Foreign Banks / Financial Institutions / NBFCs involving at least 1,000 employees spread across at least six geographical locations in India during the last 3 years	<p>a. Can ongoing projects be considered?</p> <p>b. At least 1000 employees requirement is for all clients combined or individually for each client?</p> <p>Current Status - We have completed work last year with Vijaya Bank for 524 across 30 locations for HR Transformation and we have a ongoing project with Bank Of Baroda already signed contract last year and work in progress for 3000 people, so far work is completed work for</p>	The clause implies that Respondent must have experience of providing consultancy to a client having at least 1000 employees.



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			123 people involving competence Framework, Train the Trainer and Assessments.	
3	Sl. no. 3 of Process of Selection at page no.11	The Respondent should have undertaken and completed at least one programme in Public Sector Banks / Private Sector Banks/ Foreign Banks / Financial Institutions/ NBFCs on a Long Term basis (More than 6 Months) in the areas of HR process transformation in the last 5 years in India.	We specialize in tech-based Virtual Assessments, online simulation development and gamification based engagement. We have done work in engagement and development which need not necessarily come under HR Transformation. Please confirm that we are eligible to apply.	The Bank intends to empanel firms with wide range of HR services as listed at 3.1.1 to 3.1.16 at page no. 9 of RfE and having established track record of providing all of the said services. Please abide by relevant clause.
4	Sl. no. 4 of Process of Selection at page no.11	The Respondent should have in-house capability to take up the assignment on its own but not through any associates. The respondent should have a minimum of 50 full time HR professionals on its payroll in India. Joint and collative Proposals will not be accepted.	While we have over 10 Full Time Consultants, we have in the past executed assignments of similar and larger quantum flawlessly and hence request you to waive this condition as well.	Waiver not accepted. Please be guided by the relevant clause Sl. no. 4 of Process of Selection at page no.11 of RfE.
			We have about 115 people in our organization including tech team, learning content team, researchers, solution experts, etc who are all working on HR domain specific projects. We also have an extended team of about 60 facilitators and HR solution experts who work with us on projects but our not on our pay	As specified in RfE, the Respondent should have minimum in-house capability of 50 full time HR professionals on its own payroll in India. Please be guided by the relevant clause Sl. no. 4 of Process of Selection at page no.11 of the RfE.



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			rolls.	HR professional here include employees who are working in overall HR domain specific projects.
			We have a team of consultants who are experienced in HR and who have worked on similar engagements on HR with other clients (including banks and financial institutions) in the past. We would like to clarify that this holds under the definition of HR professionals.	"HR professional" includes employees who are working in overall HR domain specific projects provided they have sufficient expertise by virtue of adequate experience/qualification in HR domain.
5	Sl. no. 5 supporting documents to be submitted for Process of Selection at page no.12	<b>Supporting documents to be submitted:</b> Certified copies of audited Balance sheet and Profit & Loss account OR Certificate from auditor certifying the average positive Profit Before Tax for the last three consecutive years.	Would a self-declaration suffice for revenue and PBT declaration, instead of auditor certified copies. As in ----, P&C practice (HR) is part of 'Consulting' domain and auditor certified copies exist for the Consulting domain as a whole and not for P&C separately. How should we proceed in this case?	Self- declared certificate duly attested by statutory auditor may be furnished in lieu of Certified copies.
			We request to accept certified copies of audited Balance sheet and P&L for FY 13-14, FY14-15 and FY 15-16 as our financials for FY 16-17 are in process of closure and auditing. We will be happy to provide financial statements once our audit is closed.	In case of Audited results of FY 2017 are not available; the Respondents may submit the copy of provisional results certified by the Statutory / Tax Auditor of the firm alongwith audited results



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				of preceding 3 years. Empanelment, if done, will be subject to submission of the audited statements without any material variation between audited and provisional statements..
6	Sl. no. 6 details of Process of Selection at page no.12	The Respondent must have earned a fee of at least INR 5 crores (Rupees five Crores only) from pure-play HR Consulting during each of the three previous financial years i.e. FY 15, 16 & 17. Fee from services other than HR consultancy would not be included.	We specialize in tech-based Virtual Assessments, online simulation development and gamification based engagement. We have done work in engagement and development which need not necessarily come under pure play HR Consulting.	Respondents who are specialized in the pure play HR consulting inter alia dealing with HR services as listed at 3.1.1 to 3.1.16 at page no. 9 of RfE and have established track record of providing the said services are eligible. Please abide by relevant clause.
7	Sl. no. 6 supporting documents to be submitted for Process of Selection at page no.12	<b>Supporting documents to be submitted:</b> Suitable certification by Statutory/ Tax Auditors. In case the Respondent provides non-consultancy services also, the fee from HR consultancy services only will be considered; relevant certificate from Statutory/ Tax Auditors will be required.	Would a self-declaration suffice for revenue and PBT declaration, instead of auditor certified copies. As in ----, P&C practice (HR) is part of 'Consulting' domain and auditor certified copies exist for the Consulting domain as a whole and not for P&C separately.	Self- declared certificate duly attested by statutory auditor may be acceptable in lieu of Certified copies.
			We request to accept certified copies of audited Balance sheet and P&L for FY 13-14, FY14-15	In case of Audited results of FY 2017 are not available; the respondents



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			and FY 15-16 as our financials for FY 16-17 are in process of closure and auditing. We will be happy to provide financial statements once our audit is closed.	may submit the copy of provisional results duly certified by the Statutory / Tax Auditor of the firm alongwith audited results of preceding 3 years. Empanelment, if done, will be subject to submission of the audited statements without any material variation between audited and provisional statements.
8	Sl. no. 9 details of Process of Selection at page no.12	The company / firm has not defaulted to any Bank within the jurisdiction of India  <b>Supporting documents to be submitted:</b> CIBIL report of the company / firm	As a limited liability partnership firm, this document is confidential. Typically we provide these reports when the contract is awarded to us. Further, --- has prior work experience of working with SIDBI. Hence, please clarify if it ok if we provide this to SIDBI at a later stage; if & when we are awarded the contract or move forward to the RFP stage?	A certificate that the company / firm has not defaulted to any Bank from Statutory auditor may be provided.  Empanelment, if done, will be subject to submission of the satisfactory CIBIL report.
9	Sl. no. ii) at page no.13	Apart from the above minimum criteria, the respondent is also required to give the following information: Income Tax returns for past three years	Our internal policy restricts us to share IT returns reflecting amounts. We would be happy to share zeroized IT returns for FY 13-14, FY 14-15 and FY 15-16.	In case of Zeroized IT returns, the Respondent will have to submit necessary supporting document for verification of Income to the satisfaction of SIDBI if considered suitable for



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				empanelment.
10	7.6 at page no.21	<b>Authorised Signatory-</b> The selected Consultant (s) shall indicate the authorized signatories who can discuss and correspond with the Bank, with regard to the obligations under the process. The selected Consultant (s) shall submit at the time of submitting the proposal, a certified copy of the resolution of their Board, authenticated by Company Secretary/ Director, authorizing an official or officials of the company or a Power of Attorney copy to discuss, sign agreements/ contracts with the Bank. The Consultant (s) shall furnish proof of signature identification for above purposes as required by the Bank.	We would like to know for furnishing proof of signature identification should we be giving proof of the director who is signatory to the board resolution or the authorized signatory who would be representing consultant to correspond with the Bank.	Signature identification of only the "Authorized Signatory" as defined in clause 7.6 at page no.21 of the RfE is required to be submitted. Such signature identification should be duly certified by the same Director/ Company Secretary who has authenticated the certified copy of the resolution of their Board/Power of Attorney as the case may be.
11	7.9 at page no.22	<b>Substitution of Team Members</b> SIDBI reserves the right to insist the Empanelled Consultant (s) to replace any team member with another (with the qualifications and expertise as required by SIDBI) during the course of assignment. The respondent will have to undertake that no such substitution would delay the project timelines.	We follow strict discipline to ensure team members with the relevant qualifications and expertise are chosen for the project. If for any reason, a replacement needs to be made, we request this decision to be taken basis mutual discussion	Please be guided by the Clause 7.9 at page no.22 of the RfE. However, SIDBI would be open to mutual discussion prior to invoking such right. However, such replacement should not delay the project timelines merely owing to such discussions.
12	Annexure I at page 25	<b>Proposal Format</b>	We would be providing all the financial details which are audited	In case of Audited results of FY 2017 are not



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			till 31st March 2016 and its preceding three FYs as the current year FY 16-17 financials are under audit and would be happy to provide details once the audit is closed.	available; the Respondents may submit the copy of provisional results certified by the Statutory / Tax Auditor of the firm alongwith audited results of preceding 3 years. Empanelment, if done, will be subject to submission of the audited statements without any material variation between audited and provisional statements.
13	Annexure III at page 28	<b>Annexure III: Format for Relevant Engagements</b>	For contact details of Senior Members, would it be ok if we provide Name/ Designation at this juncture and email and phone number be shared at the appropriate RFP timeframe?	In the proposal, Name and Designation of the Senior Member may be provided subject to sharing the email and phone number if considered suitable for empanelment.
			We have signed confidentiality agreements with our clients that limit our ability to disclose their names. Wherever they are fine with sharing their names – we have included their contact details. In other cases, we request you to accept the certificate with a brief description of our client (without disclosing their names), the nature of services we	Waiver not accepted. Disclosing the names of clients is mandatory requirement.  Short range of order value,



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			<p>performed for them, the duration of the project.</p> <p>Also the exact order value of project is a confidential element of the contract – however we are providing other details such as the number of consultants and duration of the project.</p>	<p>if not exact, with other details in the matter may be furnished.</p>
15	Annexure IV at page 29	<p><b>Annexure IV-</b> Format for reference Letter from Client Completion Letter/ Refrence Letter from relevant Senior Executive of the client to be attached for each engagement reference mentioned</p>	<p>It is mentioned that Completion Letter/ Reference Letter from relevant Senior Executive of the client is to be attached for each engagement as per format given in Annexure IV. In case of non-availability of reference letters of recent date or in the same format, the letters/ Certificates issued earlier in other formats could be accepted?</p> <p>We have noted that specific client references need to be submitted as per annexure 4 of the RfE document. This would require us to pursue our numerous clients to provide us this certificate on their letterhead afresh. ---- holds a vast experience in HR Consulting, and given the time limitations, it would help us portray our</p>	<p>The completion letters/ reference letters obtained earlier in any format may be submitted in lieu of format in Annexure IV, provided it is on letter head of Client and contains all required information as per <b>Annexure IV</b>.</p> <p>Wherever reference letter is not available on client's letter head, it should be duly authenticated/certified by the Respondent on its letter head mentioning the completion date. A copy of the contract, if available, may also be furnished in such cases.</p>





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			<p>credentials appropriately if we are allowed to submit the credentials in the form of existing proofs of engagement (copy of contract, or existing completion certificates).</p> <p>Since we are a large firm with multiple projects in the area desired, we collect completion certificates from all our engagements/ projects at the time of completion of project. We are generally, not going back to our clients for engagements that are closed let's say three years back.</p> <p>Request you to please advise and clarify if existing Completion Certificates can be considered valid.</p> <p>Can the Reference Letter/ Engagement Letter from Client be submitted on Stamp Paper/ --- Letter head - as not all reference letters are obtained on client letter heads</p> <p>Does reference letter include Engagement letters duly signed by the client?</p>	<p>No. The Reference letters should clearly indicate all the requisite information</p>



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				as per <b>Annexure IV</b> of RfE.
16	Annexure VI at page 29	<b>Annexure – VI</b> : Format for declaration cum certificate from respondent for Not penalized or Found Guilty in any Court of Law	--- has a pre-defined format for providing this declaration which has been leveraged and accepted by multiple Public Sector Organizations as part of their RFP process - it covers all aspects mentioned as declaration requirements . Q: Can we use its own format for this declaration in place of Annexure VI?	Declaration from the Respondent in any format may be accepted, provided it is on letter head of the Respondent and contain all requisite declarations.