



PRE-BID CLARIFICATIONS

Pre-bid meeting for the aforesaid RfP was held at SIDBI Office Premises on January 28, 2016. Based on discussions with the bidders during the meeting following clarifications may please be noted.

Sl. No.	Section in RFP	Page Number	Content of RFP Requiring Clarification	Query	SIDBI Response
1	3.5	24	3.5 IT Strategy & Roadmap	1. Please give the definition of completion of initiatives. 2. For any initiative which undergo multiple phase implementation, how will the completeness will be defined e.g. DW/BI will be continued as initiative as other implementations will be continued till 36 month.	Completion of initiatives would be on acceptance of all the deliverables by SIDBI related to the initiative. For multi-phase implementations, the date of completion of the last phase would be considered for the completion date of the respective initiative.
2	3.5	24	3.5 IT Strategy & Roadmap	None of the Payment and Commercial tables have mention of Call Centre & OFSA whereas it is shown as initiative in the Table 3.4 Implementation plan of initiatives. How the payment will be made for these 2 initiatives. Even these 2 initiatives are not mentioned in Section 4.2 Initiatives	Refer to footnote in Table 3-4 of the RfP. These two initiatives are being taken up separately by SIDBI and won't be under the scope of Project Management. However, in case of requirement of coordination for integration of these components with solutions/products related to other initiatives, bidder will extend project management services for the same. Additionally, as mentioned in section 4.2, requirement for setting up and functioning of Call Centre is to be documented as part of BPR process.

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3	4.1	28	The overall scope defined in this RFP document is indicative and only mentions the broad areas from which the specific requirements would be derived from.	The scope has to be well defined as our bids are based on this scope in RFP. Keeping in indicative opens it up for scope creep.	The scope of the RfP clearly defines initiatives which will form part of the scope. Within this broad scope of the initiatives, specific requirements are expected to be derived as part of BPR, process documentation, creation of business requirement document and functional requirement specifications, which is not possible to be clearly defined in this RfP.
4	4.2	30	Bilingual support shall be required for all the software solutions being implemented. While selecting every new solution, SIDBI needs to ensure that the solution offers bilingual support/ unicode compatibility. If any solution does not support bilingual compatibility, third party solution would be required to be evaluated, procured and implemented	Which is the second language? is it hindi? are we taking any sub-contractor for the same or will be depend on SIDBI's team?	Hindi is to be considered as the second language. In case the solution under respective initiative does not support bilingual features, evaluation and procurement of any third party solution would be part of the scope of the consultant towards arranging solution for bilingual.
5	4.3	30	Table 4-1 Project Scope Categories	We do not provide Legal services as part of our consultancy contracts. What is the exact requirements from a legal standpoint?	Legal services are not envisaged as part of the contract. As part of the one of the initiatives, a solution is required to be procured for monitoring, tracking and overall management of Legal and RTI cases being handled in SIDBI.

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6	4.5	36	Table 4-2 Requirement of Resources and Credentials Overall Minimum Work Experience Relevant Work Experience	Are these relevant work experience restricted to Indian experience? How stringent are these minimum work experience?	As defined in section 4.5 of the RfP
7	4.6	38	5. Discussion / Interview shall be part of technical evaluation for on-site Full-time resources. Need-based Expert resources will be evaluated based on their biodata/CV submitted with technical response.	Would these interview/discussion be telephonic or in-person? and will be after how many days tentatively of submission of bids?	The interview / discussion would be in-person and are tentatively expected to be held around a 7 - 10 days after bid-submission. Interview / discussion schedule will be separately intimated to the Bidders.
8	4.7	39	4.7 Resource Deployment 1. Replacement of Full time onsite Resources	SIDBI mandated full time resources to be deployed for complete 3 years. We request SIDBI to make it 18 months as resources also need to be move in different projects. We take the full responsibility of required transition.	No change
9	5	41	5 Eligibility Criteria	Point -3 We request the Bank to make the turnover to at least 200 Crores and that too from IT Consulting / IT Advisory as this is not qualified as of now	No change
10	5	41	5 Eligibility Criteria	Point 7 We request the Bank to qualify the value of the BPR exercise	No change

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11	7.2	66	Table 7.2 Payment distribution for Project Management	Bank should not hold back 10% of the PMO cost till the Project end. Bank would already have PBG to ensure the quality deliverable from the Consultant	No change
12	8.17	97	6.1 (iii) To immediately cancel the contract, if already signed, without giving any compensation to the BIDDER	SIDBI has to give us time to explain our stand before canceling the contract	No change
13	8.17	97	6.1 (iv) To recover all sums already paid by the BUYER, and in case of Indian BIDDER with interest thereon at 2% higher than the prevailing Prime Lending Rate of State Bank of India, while in case of a bidder from a country other than India with interest thereon at 2% higher than LIBOR. If any outstanding payment is due to the bidder from the buyer in connection with any other contract for any other stores, such outstanding payment could also be utilized to recover the aforesaid sum and interest.	We dont accept interest... at the max we shall return our fee received	No change
14	8.4	75	Contact details of the client	owing to client confidentiality, we may not be able to provide this information for all our references.	Contact details of the client are required.

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15	8.7	78	Annexure VII -Power of Attorney	Can we submit "Board Resolution" signed by our BoD which authorises a Partner for taking all decision and signing on all documents	Accepted provided that the resolution should have been specifically passed for submitting response to SIDBI RfP. Once, the resolution for that purpose is passed, the resolution must have been printed on the letterhead of the business. The resolution must have been signed by one or more of the Partners of that LLP authorized by them for the purpose. Resolution should have contained name of the designated partners who is/are authorised to submit response to SIDBI RfP. One copy of the resolution can be retained with the LLP while the originally signed resolution is provided to SIDBI.
16	3.6.2	26	4. ISO 27001 Roadmap - The Bank intends to implement ISO 27001 and get compliance certification. The Consultant has to provide the roadmap for ISO 27001 implementation and certification in the Bank	Is SIDBI already certified or is it part of scope?	Section 3.6 of the RfP is mentioned for information on other consultancy project. It is not part of the scope of the current RfP.
17	3.6.2	26	4. ISO 27001 Roadmap - The Bank intends to implement ISO 27001 and get compliance certification. The Consultant has to provide the roadmap for ISO 27001 implementation and certification in the Bank.	Will this roadmap be a separate deliverable?	Section 3.6 of the RfP is mentioned for information on other consultancy project. It is not part of the scope of the current RfP.

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18	3.6.2	25	1. Based on the above study, assessment and current & emerging cyber security threats propose Enterprise Security Architecture Framework which should be ISO 27001 compliant and applicable to SIDBI based on its current and future operations. The framework should consider the Banks existing IT Security Policy (ITSP), RBI guidelines and industry best practice	Will this action plan be a separate deliverable or a separate track in the project? Which all industry best practices is SIDBI considering?	Section 3.6 of the RfP is mentioned for information on other consultancy project. It is not part of the scope of the current RfP.
19	4.3.1	31	Business Process Re-engineering (BPR) of all Departments /Functions	Please provide list of department/functions and channels of sourcing & servicing covered under the scope	Refer to section 3.1 & 3.2 of RfP
20	4.3.1	31	The consultant has to extend consultancy support to the bank in implementation of the recommended processes for the initiatives as mentioned in section 4.2	Initiatives coming out of BPR exercise would be technology led and non-technology based (structural and operational). Our understanding of consulting support for technology led initiatives (as listed in section 4.2) post defining the BRD is Vendor selection and PMO. What will be the approach for non-technology initiatives? Is implementation of those initiatives part of the scope? Will those be a pilot at select locations (if yes, please provide details of the location) or a nation-wide roll-out?	There is no other initiative in the scope except what is mentioned in section 4.2 of the RfP.

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21	4.3.1.1	31	Objectives - Lean organization structure	Is evaluation and design of target organization structure along with KPIs and performance measurement framework part of the scope?	This is an objective. Design and target organization structure is not part of scope
22	4.3.1.1	31	Objectives - Better measurement, management and control of business risk	Is risk assessment of current processes and development of risk registers with scoring of to-be processes part of the scope? Is the development of framework for instituting RSCA and periodic review part of scope?	Not part of scope
23	4.3.1.2	31	5. Define Standard Operating Procedure (SOP)	Are there any existing SOP? Is the consultant expected to create new and upgrade existing ones?	There are currently no well documented SOP. Consultant would be expected to create SOP from existing documents like circulars, operational guidelines, manuals, discussion with users etc.
24	4.3.1.2	31	Scope of Process Documentation and Business Process Reengineering (BPR) - As-Is process mapping for all functions of SIDBI at Level 4	Is there an existing BPM tool being used for documenting the processes? If yes, process documentation (level 4) for as-is and to-be are to be conducted in current BPM tool? If no BPM tool is currently present then whether BPM tool would also be evaluated in scope of project for documenting to-be processes	No BPM tool is being used by the Bank and no BPM tool is planned to be used by the Bank. The consultant may use their own proprietary tools, provided the documents submitted to SIDBI are in readable format using standard office automation tools. Consultant would be required to take care of all matters related to licensing of such tools. SIDBI would not be responsible for any license violation due to usage of such tools.
25	4.3.1.2	31	Scope of Process Documentation and Business Process Reengineering (BPR)	Please clarify if skill gap assessment and skill enhancement through training in context of target design part of the scope	Not part of scope

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26	4.3.2.2	32	Vendor - Product Evaluation - Identifying best-fit prospective solutions, technology platforms based on market survey	Kindly specify limit of product the consultant needs to identify. We propose we suggest it is specified that for each solution 2-4 solutions should be identified by the consultant	No change.
27	4.3.2.2	32	Providing budget estimation	Any budgetary estimation shall be on best estimation basis. Hence we request bank to mention the scope as : Consultant to provide budgetary estimation on best estimation basis	No change.
28	4.3.2.2.		f. Conduct Presentation, Demo and Proof of Concept (PoC) with help of OEM of the prospective solutions wherever required in consultation with the Bank	Will the consultant need to develop the Proof of Concept (PoC)? How many such PoCs need to be developed?	PoCs would be required for all initiatives wherever felt necessary by the Bank. The selected consultant would coordinate with prospective vendors /implementation partner of best-fit shortlisted solutions to get such PoCs developed.
29	4.3.3	34	5. Documentation	Is there any document repository available? If not then consultant can use their own proprietary tools?	Currently there is no document repository. The consultant may use their own proprietary tools, provided the documents submitted to SIDBI are in readable format using standard office automation tools. Consultant would be required to take care of all matters related to licensing of such tools. SIDBI would not be responsible for any license violation due to usage of such tools.

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30	4.3.3	36	Bidder will be required to visit around 3 (three) SIDBI offices outside Mumbai and across the country at different phases of Project Management exercise during entire project period for having meeting with the stakeholders, coordinating implementation & training and accordingly configure the cost. SIDBI shall not pay any additional cost for the purpose.	How often would these visits be? And is there any central IT Management Team?	These visits would be during the requirement gathering / feasibility study and UAT / acceptance phases. Also, video conferencing facility is available with all SIDBI offices and same could be used where face to face discussions are not required. There is a central IT Management team at Mumbai.
31	4.3.3	35	7. Testing Service C) Define the test case documentation and reporting framework E) Review the test cases	It is not clear who will document the UAT test cases - the Consultant or the SIDBI. Sub-Point 7 - C mentions test case documentation whereas Sub-Point 7-E mentions about test case review. Ideally UAT cases would be documented by the Client i.e. SIDBI and can be reviewed by Consultant for completeness and coverage of functionality and technical aspects.	UAT cases would be documented by SIDBI / UAT vendor and are required to be reviewed by the Consultant for completeness and coverage of functionality and technical aspects.
32	4.3.3	35	7. testing Service f) Assist the Bank in performing User Acceptance Testing	Please suggest who will run the UAT. Ideally UAT should be run by the Client i.e. SIDBI	UAT would be run by SIDBI / UAT vendor.

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33	4.3.3	35	7. testing Service: The consultant during the period of the contract may be from time to time as per the need of the Bank requires to manage end to end user acceptance testing (UAT), Vulnerability Assessment and Penetration Testing (VAPT), hardware and infrastructure acceptance, report and monitor performance benchmarks	Please confirm our understanding that we are not required to bring any tool for Load, Stress and Penetration testing	Consultant is not required to bring any tool for Load, Stress and Penetration testing. But it would be required to coordinate/conduct such test with help of UAT vendor wherever required.
34	4.3.3	33	Project Management office: The consultant is expected to provide expert project management services to work as an extended arm of the Bank throughout the entire project life-cycle for all technology and business projects as finalized by the Bank	Kindly specify the business projects envisaged as a scope of work for consultant	All the initiatives listed in the RfP are considered by the Bank as technical or business projects. No separate business projects are envisaged.
35	4.3.3 (7)		b. Assist in selection of UAT and / or VAPT vendor	Will the UAT/VAPT Vendor selection RFP be included in the total number of RFPs to be developed, or are these over and above the 5-6 RFPs?	RfPs for selection of UAT and VAPT vendors would be required to be drafted by the consultant depending on requirement of respective initiative or group of initiatives. These RfPs would be over and above the requirement of drafting of tentatively 5-6 RfPs for selection of vendors / implementation partners as mentioned in section 4.2 of the RfP.

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36	4.6 (Pt No 5)	38	Resource Deployment : Discussion / Interview shall be part of technical evaluation for on-site Full-time resources.	We request SIDBI to provide option of suggesting more than 1 profile for interview for a given full-time role	No change
37	4.7 (pt No 1)	39	Resource Deployment : Full-time on-site resources shall not be allowed to be replaced during the project period.....	Since this is a long duration project, we request SIDBI to provide option of replacing the full-time on-site resource - only after discussion/interview and approval of SIDBI	No change
38	7.3.2	57	7.3.2 Period of Project	Although Bank has mentioned that if project period get extends beyond 3 year, the Bank will consider additional effort but there is not mention if the individual initiative get extended and the delay is not attributable to Consultant. We request Bank to clarify how the additional effort would be considered if individual initiative get extended	No additional amount would be payable in case individual initiative gets extended within the period of 3 years.
39	7.3.5.3		Dropping of initiative	At what point will SIDBI consider dropping an initiative?	While dropping of any initiative is not envisaged in the normal course, the option has been kept in case such a situation arises due to requirements / priorities of the Bank anytime during the duration of the project.

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40	7.4.10	65	Documents prepared by the Bidder to be the Property of the "SIDBI"	<p>any pre-existing IPR of the firm will still be with the firm. And also to ensure there is a proper bifurcation of the documents and property to identify the IPR.</p> <p>Team to ensure that third party IPR is not breached during execution of the project.</p>	Any pre-existing IPR of the consultant would continue to be with the consultant, however all documents prepared for SIDBI would be property of SIDBI.
41	7.4.10	65	Documents prepared by the Bidder to be the Property of the "SIDBI" : All plans, specifications, designs, reports, and other documents prepared by the bidder for the "SIDBI" under this Contract shall become and remain the property of the "SIDBI",...	We shall continue to retain our rights in the materials we bring in under the engagement	Any pre-existing IPR of the consultant would continue to be with the consultant, however all documents prepared for SIDBI would be property of SIDBI.

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42	7.4.6.1	64	<p>3. SIDBI and its authorized representatives, including regulator like Reserve Bank of India (RBI) shall have the right to visit any of the Bidder's premises with reasonable prior notice to ensure that data provided by SIDBI is not misused. The Bidder will have to cooperate with the authorized representative/s of SIDBI and will have to provide all information/ documents required by SIDBI.</p> <p>4. The right to visit under these clauses shall be restricted to physical files related to the Contract alone. Visit shall be conducted during normal business hours and on normal working days after informing the Bidder in advance.</p>	<p>We would like to request the clause be modified as below:</p> <p>Audit our office and system is not acceptable as DTTIPL will have data / information of other clients and it would be breach of confidentiality in case we allow the client to audit our office / system</p> <p>At the most the client can visit to our project office and audit the relevant documents.</p>	<p>No change.</p> <p>As already mentioned, the visit is restricted to physical files related to the current contract alone and data / information related to other clients are not envisaged as part of such visits.</p>
43	7.4.8	64	<p>The bidder should ensure all statutory and regulatory compliance towards: ESIC & EPFO – All bidders have to ensure that the resources deployed at SIDBI sites are compliant as per the guidelines of ESIC & EPFO and other Statutory and regulatory compliance as may be applicable from time to time with regards to transactions under RfP</p>	<p>Would a self declaration be sufficient for this?</p>	Yes

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44	7.6.1.1	67	Table 7-3 Payment linked to Implementation of Initiatives	We request to release at least 70% of the payment at the time of Contract Signing with the implementation partner for each of the initiative. Linking 70% of the Consultant payment with the Implementation partner is very difficult for us to manage. We request Bank to kindly look into it.	Based on request, proposed changes are as follows : (1) Preparation of FRS and floating of RfP - 25% (2) Signing of agreement with implementation partner and kick-off of the project by implementation partner - 25% (3) Payments would be linked to the payment milestones of the respective initiatives on prorata basis - 50%
45	7.6.1.1	66	Table 7-2 - Payment Distribution for Project Management Payment %ge of Full time PMO Cost	We request SIDBI to revise the payment % as follows: (1) Quarterly Payable Fixed cost of PMO - 60% (2) PMO Cost linked to Implementation of Initiatives - 30%	No change
46	7.6.1.1	67	Table 7-3 Payment linked to Implementation of Initiatives : Payment %ge of respective Initiative wise Project cost	We request SIDBI to revise the payment % as follows: (1) Preparation of FRS and floating of RfP - 25% (2) Signing of agreement with implementation partner and kick-off of the project by implementation partner - 25% (3) Payments would be linked to the payment milestones of the respective initiatives on prorata basis - 50%	Based on request, proposed changes are as follows : (1) Preparation of FRS and floating of RfP - 25% (2) Signing of agreement with implementation partner and kick-off of the project by implementation partner - 25% (3) Payments would be linked to the payment milestones of the respective initiatives on prorata basis - 50%

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47	7.6.3	69	1. The successful Bidder shall provide an unconditional and irrevocable performance bank guarantee in the form and manner provided by the Bank equivalent to 10% of the total value (includes all phases) with BG validity up to one year from the date of purchase order.	is it possible to negotiaate to limit the PBG to 10% of the contract value for the first year.	The successful Bidder shall provide an unconditional and irrevocable performance bank guarantee in the form and manner provided by the Bank equivalent to 10% of the total value (includes all phases) with BG validity up to three years from the date of purchase order.
48	General	NA	Organization structure	Could we have the organization structure of SIDBI to understand the organizational scope for BPR?	Section 3.1 & 3.2 of RfP lists all the opeartaional functions of the bank. Additionally, as defined in section 3.7 of the RfP, Bidders can visit SIDBI office premises at mutually convenient date and time after pre-bid meeting to go through hard copy of both Current system assessment ('As-IS') and recommendation reports for both IT Strategy & Roadmap and IT Security Consultancy projects. Bidders will get a fair idea on the organizational scope for BPR from these information.
49	General			Which processes are to be included in scope for BPR?	There are currently no well documented processes. Consultant has to estimate the scope based on the existing information available in RfP, SIDBI website and if required from information available through access to documents as mentioned in section 3.7

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50	General	NA	Level of documentation for the BPR	What is the level of documentation currently available for different functions in SIDBI?	There are currently no well documented processes. Consultant has to estimate the scope based on the existing information available in RfP, SIDBI website and if required from information available through access to documents as mentioned in section 3.7
51	General	NA	In-Flight projects	No information is given in RFP about the in-flight projects? Do we need to include them in the scope?	The consultant is not required to manage the currently on-going projects as part of PMC scope. However, many of the current systems are expected to be replaced by the new initiatives. Consultant is expected to manage the transition to the new systems and coordinate with stakeholders of the current systems.
52	General	NA	Service Oriented Architecture (SOA)	Enterprise service bus is mentioned but will SOA be a potential initiative?	SOA could form part of digital channel and ESB initiative. Similarly any other technology could be part of the other initiatives proposed to be taken up under the scope of the project. Exact requirements would be based on BPR, FRS arrived and solution selected during the execution of the project.
53	General	NA	Regulatory and Compliance	Does the consultant need to study the regulatory and compliance requirement as a part of BPR?	Yes

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54	General	NA	Risk Management	Are there any risk management standards being applied in SIDBI and does it form the scope of project?	Consultant is to take up end-to-end Process documentation and Business Process Re-engineering (BPR) across all functions of the Bank for implementation of the initiatives mentioned in the RfP (section 4.2). However development of Risk Management framework would not be part of the scope.
55	General		How would the number of RFPs to be issued be decided?		Around 5-6 RfPs are tentatively expected for the implementation of the initiatives. The number may vary and would generally be based on similarity of the initiatives, planned timelines, available resources at SIDBI to be able to handle initiatives in parallel.
56	General			Please provide the details of the locations of the offices where the consultant will need to travel during the course of the project?	Locations would be decided based on requirements during execution of the project. However those would be limited to locations where SIDBI has its offices.
57	General			What number of processes do we need to create the Level 4 "To-be" process maps ? Please provide details for the same.	There are currently no well documented processes. Consultant has to estimate the scope based on the existing information available in RfP, SIDBI website and if required from information available through access to documents as mentioned in section 3.7

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58	General			what number of processes are documentary details not available for? Please provide details of the systems where documentation will need to be re-written	There are currently no well documented processes. Consultant has to estimate the scope based on the existing information available in RfP, SIDBI website and if required from information available through access to documents as mentioned in section 3.7
59	Table 4-2	37	Requirement of Resources and Credentials : Requirement of Resources and Credentials - Business Analyst	We request SIDBI for lowering the "Minimum Overall Work Experience" of the Business Analyst to 4 Years as no good quality resource would like to work as a Business Analyst for another 3 years with already 6 years of work experience	No change
60		5	Bid Critical Information	We request 2 weeks time post release of Pre-Bid Queries for Bid Submission. Request you to kindly look into it.	The bid submission date is being extended by 1 week. Revised Last date of Bid submission : 22-Feb-2016 3.00 p.m.
61	6.3.2	44	Evaluation of Technical Bids - Scoring of on-site resources	Additional clarification from SIDBI	Interview/Discussion Scoring for Full-time on-site resources will be done considering their respective roles and on the basis of following parameters : 1) Understanding of RfP & SIDBI's expectation - 30% 2) Domain knowledge - 30% 3) Personal attributes - 20% 4) Experience & qualification - 20%

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