REQUEST FOR PROPOSAL
FOR
Appointment of Consultant for Business Transformation

TENDER REFERENCE # 212012

Bank of Maharashtra

Head Office, ‘LOKMANGAL’
1501, Shivaji Nagar, Pune – 411 005

Cost of Tender Document: Rs. 10,000/-
# TABLE OF CONTENTS

1. **INVITATION FOR TENDER OFFERS** ................................................................. 5  
2. **INTRODUCTION** ............................................................................................ 7  
3. **RFP OBJECTIVE** .......................................................................................... 7  
4. **INSTRUCTIONS TO BIDDERS** .................................................................... 7  
   4.1. Two Bid System Tender ................................................................................. 7  
   4.2. Annexures to the Tender ............................................................................... 9  
   4.3. Eligibility Criteria ......................................................................................... 9  
   4.4. Terms and Conditions .................................................................................. 9  
   4.5. Non-transferable Tender ............................................................................ 9  
   4.6. Softcopy of Tender document ..................................................................... 9  
   4.7. Offer validity Period .................................................................................. 10  
   4.8. Address for Communication ...................................................................... 10  
   4.9. Pre-Bid Meeting ......................................................................................... 10  
   4.10. Opening of Offers by Bank of Maharashtra ................................................ 10  
   4.12. Clarification of Offers ............................................................................... 12  
   4.13. No Commitment to Accept Lowest or Any Tender ................................... 12  
   4.14. Submission of Technical Details ................................................................. 12  
   4.15. Format for Technical bid .......................................................................... 12  
   4.16. Masked Commercial ............................................................................... 13  
   4.17. Format for Commercial bid ..................................................................... 13  
   4.18. Costs & Currency .................................................................................... 13  
   4.19. Fixed Price ............................................................................................... 13  
   4.20. No Negotiation ......................................................................................... 13  
   4.21. Short-listing of Bidders ........................................................................... 14  
   4.22. Right to Alter the Scope of Work .............................................................. 14
5. QUALIFICATION CRITERIA ........................................................................................................ 14

5.1. Eligibility Criteria compliance for Consultancy Services ......................................................... 14

5.2. Earnest Money Deposit ........................................................................................................ 14

6. TECHNICAL EVALUATION PROCESS WITH SCORING METHODOLOGY ...... 14

7. COMMERCIAL BIDS AND THEIR EVALUATION ................................................................. 16

8. COMBINED TECHNO-COMMERCIAL EVALUATION ......................................................... 17

9. TERMS AND CONDITIONS .................................................................................................... 18

9.1. Contract Period .................................................................................................................. 18

9.2. Project Deliverables .......................................................................................................... 18

9.3. Project Timelines ............................................................................................................. 18

9.4. Payment Terms ................................................................................................................. 19

9.5. Penalty Clause ................................................................................................................. 19

9.6. Delay in rendering Consultancy Services ............................................................................ 19

9.7. Indemnity ........................................................................................................................ 20

9.8. Publicity .......................................................................................................................... 20

9.9. Force Majeure .................................................................................................................. 20

9.10. Resolution of Disputes .................................................................................................... 20

9.11. Privacy and Security Safeguards ..................................................................................... 21

9.12. Confidentiality ................................................................................................................. 21

10. DISCLAIMER ...................................................................................................................... 24

ANNEXURE-1: SCOPE OF WORK .......................................................................................... 25

ANNEXURE-2: ELIGIBILITY CRITERIA COMPLIANCE ....................................................... 27

ANNEXURE-3: TECHNICAL BID EVALUATION CRITERIA .................................................. 28

ANNEXURE-4: COMMERCIAL BID FORMAT ......................................................................... 30
ANNEXURE-5: FORMAT OF TENDER OFFER COVERING LETTER....................... 31

ANNEXURE-6: BIDDER’S INFORMATION .......................................................... 32

ANNEXURE-7: PROFORMA FOR THE BANK GUARANTEE FOR EARNEST MONEY .......................................................................................................................... 34

ANNEXURE-8: FORMAT OF CURRICULUM VITAE (CV) OF THE PROFESSIONALS TO BE INVOLVED IN THE CONSULTANCY PROJECT .................................................. 36

ANNEXURE-9: CHECKLIST OF DOCUMENTS TO BE SUBMITTED................... 37
1. Invitation for Tender offers


A complete set of tender documents may be purchased by eligible bidder upon payment of a non-refundable fee of Rs.10,000/- (Rupees Ten Thousand only) by demand draft / banker’s cheque in favour of Bank of Maharashtra and payable at Pune.

**Important information regarding Bid submission**

<table>
<thead>
<tr>
<th>Tender Reference number</th>
<th>212012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price of Tender Copy</td>
<td>Rs.10,000/-</td>
</tr>
<tr>
<td>Earnest Money Deposit (EMD)</td>
<td>Rs.5,00,000/-</td>
</tr>
<tr>
<td>Date of commencement of sale of tender document</td>
<td>12/12/2012</td>
</tr>
<tr>
<td>Last Date of sale of tender document</td>
<td>04/01/2013 up to 14.00 hours</td>
</tr>
<tr>
<td>Queries to be mailed by</td>
<td>19/12/2012</td>
</tr>
<tr>
<td>Queries in prescribed format to be mailed to</td>
<td><a href="mailto:cmnetworks@mahabank.co.in">cmnetworks@mahabank.co.in</a>, <a href="mailto:vijayakumar.c@mahabank.co.in">vijayakumar.c@mahabank.co.in</a>, <a href="mailto:keshav.metkar@mahabank.co.in">keshav.metkar@mahabank.co.in</a></td>
</tr>
<tr>
<td>Pre-Bid meeting with Bidders</td>
<td>26/12/2012 at 11.30 hours</td>
</tr>
<tr>
<td>Last Date and Time for receipts of tender offers</td>
<td>04/01/2013 up to 14.00 hours</td>
</tr>
<tr>
<td>Time and Date of Opening of technical bids</td>
<td>04/01/2013 up to 16.00 hours</td>
</tr>
<tr>
<td>Place of Opening tender offers</td>
<td>Bank of Maharashtra IT, BPR &amp; MIS Dept. Head Office, 1501, Lokmangal, Shivaji Nagar, Pune – 411 005.</td>
</tr>
<tr>
<td>Address for Communication</td>
<td>As above</td>
</tr>
<tr>
<td>Contact Telephone Numbers</td>
<td>Phone : 020 – 25526051 020 – 25536266 Fax : 020 – 25521568</td>
</tr>
</tbody>
</table>

The copy of the RFP document may be obtained during office hours on aforesaid working days in person by paying an amount of **Rs. 10,000/- (Non Refundable)** by way of Demand Draft / Pay Order favoring “BANK OF MAHARASHTRA” payable at Pune.

The Bank reserves the right to reject any or all offers without assigning any reason.

Please note that the prospective bidder needs to purchase the tender document from the Bank and is invited to attend the pre-bid meeting. In case the prospective bidder downloads the document from the Bank’s website, the cost of tender document should be paid along with the Bid response. **However in order to participate in the pre-bid meeting, the tender document must be necessarily purchased by the prospective bidder.**
Earnest Money Deposit must accompany all tender offers as specified in this tender document. EMD amount / Bank Guarantee in lieu of the same should not be mixed with Technical / Commercial bid. It should be in separate cover to be handed over to the department.

Tender offers will be opened in the presence of the bidder representatives who choose to attend the opening of tender on the above-specified date, time and place.

Technical Specifications, Terms and Conditions and various formats and proforma for submitting the tender offer are described in the tender document.

General Manager
IT, BPR, MIS & Rajbhasha
2. Introduction

Bank of Maharashtra is a Public Sector Bank with a standing of 75 years. It has a three tier organizational set up consisting of branches, Regional Offices, and Head Office. The Bank has more than 1650 branches all over India. In the state of Maharashtra itself, it has more than 1000 branches, the largest network of branches by any Public Sector Bank in the state. The Bank has set up specialized branch offices to cater to the needs of SMEs, Corporates, agriculturists and importers & exporters.

The bank has fine tuned its services to cater to the needs of various sections of society and incorporated the latest technology in banking offering a variety of services. The products and services offered by the Bank include demand deposits, time deposits, working capital finance, term lending, trade finance, retail loans, government business, Bancassurance business, mutual funds and other services like demat, lockers and merchant banking etc.

This request for proposal document (‘RFP document’ or RFP) has been prepared solely for the purpose of enabling Bank of Maharashtra (‘Bank’) to appoint a Consultant for Business Transformation.

The RFP document is not recommendation, offer or invitation to enter into a contract, agreement or any other arrangement, in respect of the services. The provision of the services is subject to observance of selection process and appropriate documentation being agreed between the bank and any successful bidder as identified by the bank, after completion of the selection process as detailed in this document.

3. RFP Objective

Bank of Maharashtra proposes to engage professional Management Consultant of high repute to help the bank achieve excellence to achieve greater productivity, better customer experience across delivery channels, improved sales performance and better capital efficiency. The selected bidder is required to carry out a comprehensive study of the existing strategy, people, technology and processes to make suitable recommendations to achieve the best performance results. The Consultant is expected to provide implementation support across at least 50 branches and also provide required hand-holding support and help transfer of knowledge to bank’s internal resources / teams so as to enable the bank to replicate the transformation process across the bank.

4. Instructions to bidders

4.1. Two Bid System Tender

Two copies of the Technical Bid (Each in Separate Envelopes) & one copy of the Commercial Bid must be submitted at the same time, giving full particulars in separate sealed envelopes at the Bank’s address given below, on or before the schedule given above. All envelopes should be securely sealed and stamped. The sealed envelope containing Commercial bid must be submitted separately to the Bank.
**All the envelopes must be super-scribed with the following information:**

- Type of Offer (Technical or Commercial)
- Tender Reference Number
- Due Date
- Name of Bidder
- Name of the Authorized Person

**All Schedules, Formats and Annexures should be stamped and signed by an authorized official of the bidder’s company.**

The bidder shall also submit copy of the RFP duly stamped and signed on each page by the authorized official of the bidder’s company.

**ENVELOPE-I (Technical Bid):**
The Technical Bid should be complete in all respects and contain all information asked for, except prices. The Technical bid should not contain any price information. The TECHNICAL BID should be complete to indicate that all products and services asked for are quoted and should give all required information. A photocopy copy of original Commercial offer with prices duly masked be submitted along with the Technical Bid.

**ENVELOPE-II (Commercial Bid):**
The Commercial Bid should give all relevant price information and should not contradict the TECHNICAL BID in any manner. A photocopy copy of the Commercial Bid duly masking the prices shall be submitted along with the Technical Bid.

The prices quoted in the commercial bid should be without any conditions. The bidder should submit an undertaking that there are no deviations to the specifications mentioned in the RFP either with the technical or commercial bids submitted.

These three envelopes containing the Technical bids (Two copies in Separate envelopes) and Commercial bid should be separately submitted. Please note that if any envelope is found to contain both technical and commercial bid, then that offer will be rejected outright.

The three envelopes will have to be handed over to any of the following persons who
will provide an acknowledgement for receipt of the envelopes.

1. Mr. C. Vijayakumar, Senior Manager-IT
2. Mr. Keshav Metkar, Manager-IT

**Bank’s Address**

Bank of Maharashtra, IT, BPR & MIS Department
“Lokmangal”, 1501, Shivaji Nagar
Pune - 411005

4.2. **Annexures to the Tender**

This tender comprises of following schedules / Annexures

Annexure-1: Scope of Work
Annexure-2: Eligibility Criteria Compliance
Annexure-3: Technical Bid Evaluation Criteria
Annexure-4: Commercial Bid format
Annexure-5: Format of Tender Offer cover letter
Annexure-6: Bidder’s information
Annexure-7: Proforma for the Bank Guarantee for Earnest Money
Annexure-8: Format of Curriculum Vitae (CV) of the professionals to be involved in the Consultancy Project
Annexure-9: Checklist of documents to be submitted

4.3. **Eligibility Criteria**

The bidders, who fulfill the eligibility criteria mentioned in “Qualification Criteria” of the tender, will only be eligible for further process i.e. technical evaluation.

4.4. **Terms and Conditions**

Terms and conditions for bidders who participate in the tender are specified in the section called “Terms and Conditions”. These terms and conditions will be binding on all the bidders. These terms and conditions will also form a part of the purchase order, to be issued to the successful bidder(s) on the outcome of the tender process.

4.5. **Non-transferable Tender**

This tender document is not transferable. Only the bidder, who has purchased this tender form, is entitled to quote.

4.6. **Softcopy of Tender document**

The softcopy of the tender document will be made available on the bank’s website. However, Bank of Maharashtra shall not be held responsible in any way, for any errors/omissions/mistakes in the downloaded copy. The bidder is advised to check the
contents of the downloaded copy for correctness against the printed copy of the tender document. The printed copy of the tender document shall be treated as correct and final, in case of any errors in soft copy.

The bidders who are submitting the bid by downloading from the Bank’s website will have to pay the non-refundable fee of Rs.10,000/- by way of a demand draft / bankers’ cheque in favour of Bank of Maharashtra payable at Pune while submitting the bid.

4.7. Offer validity Period

The offer should hold good for a period of 180 days from the date of the opening of Commercial Bid.

4.8. Address for Communication

Offers should be addressed to the following office at the address given below:

General Manager
IT, BPR & MIS Dept
Bank of Maharashtra
Head Office, “Lokmangal”
1501, Shivaji Nagar
Pune – 411005

Email: gmit@mahabank.co.in
       cmnetworks@mahabank.co.in
       vijayakumar.c@mahabank.co.in
       keshav.metkar@mahabank.co.in

4.9. Pre-Bid Meeting

For the purpose of clarification of doubts of the bidders on issues related to this RFP, Bank of Maharashtra intends to hold a Pre-Bid Conference on the date and time as indicated in the RFP. The queries of ALL the bidders should reach in writing or by e-mail on or before 19/12/2012 on the address as mentioned above. It may be noted that no queries of any bidder shall be entertained after the Pre-Bid Conference. The clarifications given in the Pre-Bid meeting will be available on the Bank’s Website.

Only the authorized representatives of the bidders who have purchased the RFP will be allowed to attend the Pre-Bid meeting.

4.10. Opening of Offers by Bank of Maharashtra

Tender offers received within the prescribed closing date and time will be opened in the presence of bidders’ representatives who choose to attend the opening of the tender on
the specified date and time as mentioned earlier in the tender document. The bidder's representatives present shall sign a register of attendance and minutes and they should be authorized by their respective companies to do so. A copy of the authorization letter should be brought for verification.

4.11. Scrutiny of Offers

Scrutiny of Bids will be in three stages as under:

- Eligibility Criteria:

Bank of Maharashtra will first scrutinize the eligibility of the prospective bidders as per “Eligibility Criteria” mentioned in Annexure-2 of the RFP based on the documents submitted. The offers of the bidders who fulfill the above eligibility criteria will be taken up for further scrutiny i.e. Technical Evaluation.

- Technical Evaluation:

Bank of Maharashtra will scrutinize the technical offers. Bank of Maharashtra will determine whether the technical details along with documents have been furnished as per RFP and whether items are quoted as per the Schedules / Annexures. The bidders who qualify in technical evaluation will only be short-listed for commercial evaluation. The technical evaluation will be done on the basis of the information provided in the “Bidder’s Information” format (Annexure 6) along with supporting documents. The bidder will have to give presentation on the following points as a part of the technical evaluation.

1. Consultancy Methodology
2. Consultancy Period
3. Deliverables
4. Project Plan
5. Team Leader and Consultancy Team details such as qualifications, experience etc
6. Case study of any of the similar Consultancy Projects carried out in the past

- Commercial evaluation:

Bank of Maharashtra will open and scrutinize the commercial offers of the technically qualified bidders only. The Commercial Bids will have to be submitted in the format as per Annexure 4. The Commercial Bids should not have any alteration or overwriting. The bank may reject or load the financial implication of any alteration, if found into the commercial bid submitted by the respective bidder. The calculation arrived by the Bank will be final and will be binding on the bidders. If any cost items in the commercial bid is found to be blank and not filled with any amount then it shall be considered as zero and the same will be offered to the Bank free of any charges.
4.12. Clarification of Offers

To assist in the scrutiny, evaluation and comparison of offers, Bank of Maharashtra may, at its discretion, ask some or all bidders for clarification of their offer. The request for such clarifications and the response will necessarily be in writing.

4.13. No Commitment to Accept Lowest or Any Tender

Bank of Maharashtra shall be under no obligation to accept the lowest or any other offer received in response to this tender notice and shall be entitled to reject any or all offers including those received late or incomplete offers, without assigning any reason whatsoever. Bank of Maharashtra reserves the right to make any changes in the terms and conditions of the RFP. Bank of Maharashtra will not be obliged to meet and have discussions with any bidder, and or to listen to any representations.

4.14. Submission of Technical Details

It is mandatory to provide the technical details in the exact format of Bidder’s Information as per Annexure-6. The offer may not be evaluated by Bank of Maharashtra in case of non-adherence to the format or non-submission / partial submission of technical details as per the format given in the tender. Bank of Maharashtra will not allow / permit changes in the technical specifications once it is submitted. The relevant information, printed brochure, technical specification sheets etc. should be submitted along with the offer. Failure to submit this information along with the offer could result in disqualification (Please refer to the suggested checklist given in this document).

4.15. Format for Technical bid

The Technical bid must be made in an organized, structured and neat manner. Brochures/leaflets etc. should not be submitted in loose form. This can be divided into three parts – the first part should contain the documents supporting the eligibility of the vendor to participate in the tendering process as per the eligibility criteria mentioned in the RFP, the second part should contain the technical details of the proposed project and the third part should contain the technical brochures etc.

The suggested format for submission of Technical bid is as follows:
1. Index
2. Covering letter. This should be as per Annexure-5.
3. Details of the bidder, as per Annexure-6.
4. Compliance of eligibility criteria along with support documents in the format provided in Annexure-2.

The eligibility criteria will be verified based on the compliance table (given in Annexure-2 of this RFP) duly filled by the bidder along with the supporting documents.
5. The bidder should give undertaking that bidder complies / accepts all terms and conditions stipulated in the RFP without any deviations.

6. Consultancy Methodology
7. Consultancy Period
8. Deliverables
9. Project plan
10. Details of Team Leader and Consultancy Team members including qualification, Consultancy experience etc
11. Valid Bank Draft / Bank Guarantee in lieu of EMD (To be submitted in a separate envelope along with the First Copy of Technical Bid.)
12. Bidder’s Financial Details (audited balance sheets, annual reports etc.) and other supporting documents, as asked in the tender document
13. All documentary evidence wherever required to be submitted be properly arranged.
14. Copy of the Commercial Bid duly masking the price column.

4.16. Masked Commercial

The bidder should submit a copy of the actual price bid being submitted to the bank by masking the actual prices along with the technical bid. This is mandatory. **The bid may be disqualified if it is not submitted.**


The Commercial bid must not contradict the Technical bid in any way. The suggested format for submission of Commercial bid is as follows:

   a. Index
   b. Covering letter
   d. A statement that the bidder agrees with Payment terms given in the tender.

4.18. Costs & Currency

The offer must be made in Indian Rupees only, and price quoted must include all taxes and levies.

4.19. Fixed Price

The Commercial Bid shall be on a fixed price basis, inclusive of all taxes and levies at site as mentioned above. No price variation relating to increases in customs duty, excise tax, Service tax, dollar price variation etc. will be permitted.

4.20. No Negotiation

It is absolutely essential for the bidders to quote the lowest price at the time of making the offer in their own interest, as Bank of Maharashtra will not enter into any price
negotiations, except with the lowest quoting bidder, whose offer is found to be fully technically compliant.

4.21. Short-listing of Bidders

Bank of Maharashtra will create a short-list of **technically qualifying bidders** and the Commercial Bids of only these bidders will be opened.

4.22. Right to Alter the Scope of Work

Bank of Maharashtra reserves the right to alter the Scope of Work, if the need was felt so.

5. Qualification Criteria

5.1. Eligibility Criteria compliance for Consultancy Services

The bidders must meet the eligibility criteria mentioned in **Annexure-2**:

5.2. Earnest Money Deposit

Bidders are required to give a Demand Draft drawn in favour of Bank of Maharashtra and payable at Pune, (valid for 90 days from the due date of the tender) for Rs. 5 Lakhs (Rupees Five Lakhs only) as Earnest money Deposit (EMD) along with their offer. Offers made without E.M.D. will be rejected. Bank of Maharashtra will not pay any interest on the E.M.D. The Bank may accept Bank Guarantee in lieu of EMD for an equivalent amount issued by any Public Sector Bank other than Bank of Maharashtra or by any scheduled commercial bank acceptable to Bank of Maharashtra. In case of Bank Guarantee from other than Public sector banks prior permission of Bank of Maharashtra is essential. The BG should be valid for 6 months from the date of submission of the offer. The format of BG is enclosed.

6. Technical Evaluation Process with Scoring Methodology

**Evaluation Methodology**

The evaluation / selection process will be done based on the combination of technical competence and commercial aspects.

**Technical bids**

- In the first stage, only the ‘Technical Bids’ will be opened and evaluated. Bank will prepare a list of empanelled consultants based on evaluation by a Committee of the Bank. The short listing will be based on various parameters such as compliance with Eligibility Criteria as per the terms of the tender documents, responses, referrals, presentations, technology, past experience etc.
- Prior to detailed evaluation, Bank will determine the substantial responsiveness of each bid to the bidding document. Substantial responsiveness means that the
bid conforms to all the terms and conditions of the Eligibility Criteria and bidding document without material deviation.

- Bids which do not fulfill the eligibility criteria / conditions relating to bidders’ credentials, experience etc as evidenced through the technical bid documents will be rejected by the bank.
- Bank may call for any clarifications/ additional particulars required, if any, on the technical / commercial bids submitted. The bidder has to submit the clarifications / additional particulars in writing within the specified date and time. The Bidder’s offer will be disqualified, if the clarifications / additional particulars sought are not submitted within the specified date and time.
- Bank reserves the right to call for a presentation on the features etc., from the short-listed Bidders based on the technical bids submitted by them to make an evaluation.
- Bidders must acquaint themselves fully with the conditions of the bids. No plea of insufficient information will be entertained at any time.

**Evaluation of Technical Bids**

**Short listing of bids based on Technical Bids**

The short listing will be broadly based on

- Size of the company / firm’s consulting business
- Past experience of the bidder in the specified field, including number of years of experience
- Number of banks with whom similar types of engagements were undertaken by the bidder.
- Past experience of the bidder in providing the Consultancy Services with specific reference to assignments in Public Sector Banks in India.
- Quality of resources

**Presentation-cum-interview**

The short listed bidders will be asked to make a presentation before the selection committee of the Bank on the approach and methodology, time frame for various activities, strengths of the bidders in implementation of the proposed activity in the bank. The technical capability of the bidders shall clearly reflect during the presentation-cum-interview. Bids of those bidders who fail to attend the presentation-cum-interview and make the presentation will be eliminated from the selection process.

**Scoring methodology**

**Selection procedure**

- The evaluation / selection process will be done with the combination of technical competence and commercial aspects. Technical evaluation shall have 80% and the Commercial evaluation shall have 20% weightage.

  - **Commercial bid evaluation criteria**: Based on the technical evaluation criteria, each bidder will be given certain marks. Only those bidders scoring 70% (70 marks out of 100) or above in the technical evaluation will be shortlisted for commercial evaluation.
Technical bid evaluation criteria: Technical bid evaluation will be done as per the criteria mentioned in Annexure-3.

Bank may add any other relevant criteria for evaluation of the proposals received in response to the RFP at its sole discretion. Bank may decide to seek more information from the bidders in order to normalize the bids. In such cases, the bidders will be notified separately if such normalization exercise is made part of the technical evaluation process.

**Stages of Technical evaluation**
In brief, the various stages of technical evaluation are as under:
- Fully matching the eligibility criteria.
- Short listing of bidders based on prior experience, credentials and quality of the resources.
- Arriving at final score on technical proposal of the short listed companies / firms after presentation-cum-interview.
- Bidders scoring less than 70 marks (minimum cut-off score) out of 100 marks in the technical evaluation after presentation-cum-interview round will not be considered for the selection process.
- Once the technical process is completed, the bidders who score equal to or more than the minimum cut-off score will be considered for opening of the commercial bids.

7. Commercial Bids and their evaluation
- Commercial bids shall be opened for the qualified bidders who are short listed after technical evaluation. The date, time and venue of opening the commercial bids shall be informed to the qualified bidders.
- Commercial bids shall be opened in the presence of authorized representatives of the qualified bidders and the commercial values quoted by each bidder shall be read out.
- All the authorized representatives of the bidders should sign in a register so as to confirm their attendance.
- Required notice will be given for opening of commercial bids and bids will be opened at the scheduled time irrespective of the fact whether the bidder’s representatives make it convenient to attend the bid opening.
- Commercial bid valuation shall be considered as below in case of any kind of discrepancy:
  - If there is a discrepancy between words and figures, the amount in words shall prevail.
  - If there is a discrepancy between percentage and amount, the amount calculated as per the stipulated percentage basis shall prevail.
  - If there is discrepancy between unit price and total price, the unit price shall prevail.
  - If there is a discrepancy in the total, the correct total shall be arrived at by Bank.
• In case the bidder does not accept the correction of the errors as stated above, the bid shall be rejected.

Evaluation of Commercial Bids
The commercial bids of only those technically short listed bidders who attain the minimum cut-off score in the technical evaluation process will be opened and their commercial bids are subjected to the evaluation process as detailed below. However, the commercial bids of other companies / firms scoring less than minimum cut off marks in the technical evaluation will be returned unopened.

The nominal quotes provided by the bidders whose Technical Bids qualify will be discounted with appropriate weightage, relative to the “Least Price / Least Quote” as per the formula given below in the Combined Techno-Commercial Evaluation section.

8. Combined Techno-Commercial Evaluation
In respect of all the qualified bidders, in whose case the commercial bid has been opened, a combined techno-commercial evaluation will be done by the bank as per the following procedure:

Technical score will be arrived at by treating the marks of the bidder scoring the highest marks (A) in Technical evaluation as 100. Technical score for other bidders (B, C etc) will be computed using the formula = Marks of B / Marks of highest scorer A * 100.

Similarly, Commercial Score of all technically cleared bidders will be arrived at taking the cost quoted by L1 bidder (say C) as 100. Marks for other bidders will be calculated using the formula Combined Score = Cost of L1 bidder / Cost quoted by bidder * 100.

A “Combined Score” will be arrived at, taking into account both marks scored through Technical Bid evaluation and the nominal commercial quotes with a weightage of 80% for technical and 20% for commercials as detailed below. Then combined score is arrived at by adding Technical Score and Commercial Score. The successful bidder will be the one who has the highest Combined Score (H1).

**Example:**

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Bidder</th>
<th>Technical Evaluation Marks (T)</th>
<th>Nomin al Bid Price in INR (C)</th>
<th>Technical Score</th>
<th>Commercial Score</th>
<th>Combined Score (out of 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>95</td>
<td>71</td>
<td>95/95*80 = 80.0</td>
<td>60/71*20=16.9</td>
<td>80.0+16.9=96.9 (H1)</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
<td>85</td>
<td>65</td>
<td>85/95*80=71.6</td>
<td>60/65*20=18.5</td>
<td>71.6+18.5=90.1 (H-2)</td>
</tr>
<tr>
<td>3</td>
<td>C</td>
<td>80</td>
<td>60</td>
<td>80/95*80=67.4</td>
<td>60/60*20=20</td>
<td>67.4+20=87.4 (H-3)</td>
</tr>
</tbody>
</table>
In the above example, Bidder A with highest score (H-1) becomes the successful Bidder.

**Negotiations with the selected bidder:**
The bank retains the right to negotiate the commercials with the selected bidder (H-1). The bank will not entertain any price negotiations with any other bidder, till the successful bidder declines to accept the offer. In the case of tie between two or more bidders (who are H-1), a fresh commercial bid will be called upon from these bidders for evaluation and selection of the Consultant.

9. Terms and Conditions

9.1. Contract Period

Business Process Re-engineering is typically a 3 to 4 year journey and the Bank reserves the right to re-engage the Consultant on any other related topics. Bank of Maharashtra will enter into an agreement with successful bidder for rendering Consultancy Services for a period of 18 months. The bank also reserves the right to terminate the contract, if the assignment is not proceeding in accordance with the terms of contract, by issuing a notice of three months.

9.2. Project Deliverables

The selected Consultant shall prepare a benchmark / milestone on the deliverables at each of the stages, including feedback system, survey on customer satisfaction and efficiency / defined usage of technology aspects. The deliverables broadly will be on the following aspects:
(a) Document on gap analysis on starting point of Bank of Maharashtra in specified areas, vis-à-vis, best practices.
(b) Document on the process change, technology tools and HR intervention and blue print for roll out of the intervention.
(c) Complete pilot run at 50 branches with documented assessment of impact on systems, process and other change interventions introduced as well as impact on customer experience through sample study.
(d) Document on in house capability and roll out strategy including review mechanism and assessment tools.
(e) Deliverables in a more specified and identified framework will be drawn by the Bank jointly with the selected Consultancy Firm. MOU / Contract to be entered into for the consultancy assignment will include payment terms linked to deliverables/milestone.

9.3. Project Timelines

The Bank expects the selected Consultant to accomplish the following objectives at the end of 18 months:
<table>
<thead>
<tr>
<th>Activities</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Assessment of Bank’s starting point, comparative study, identification of gaps and formulation of strategy.</td>
<td>4 months</td>
</tr>
<tr>
<td>2) Pilot of proposed changes including identifying appropriate initiatives on technology, branch level intervention, requisite HR initiatives for staff capabilities and attitude.</td>
<td>4 months</td>
</tr>
<tr>
<td>3) Roll out of proposed changes in select 50 branches including creating in house capability for managing the transformation, stabilizing the technology support, feedback and assessment on impact and course correction based on the pilot run. This will include training of bank’s staff in adequate numbers and hands on assistance in field level implementation.</td>
<td>6 months</td>
</tr>
<tr>
<td>4) Enabling all India roll out across all branches and touch points and assessment of in house capability to sustain the initiative and intervention in the desired direction. This will include training of Bank’s staff in adequate numbers and hands on assistance in field level implementation.</td>
<td>4 months</td>
</tr>
</tbody>
</table>

9.4. Payment Terms

Deliverables in a more specified and identified framework will be drawn by the Bank jointly with the selected Consultancy Firm. MOU / Contract to be entered into for the Consultancy Assignment will include payment terms linked to deliverables / milestone. The payment terms would be decided upon mutually agreed deliverables in line with scope of work. No advance payments will be made by the Bank.

9.5. Penalty Clause

If the selected bidder fails to complete the due performance of the contract in accordance with the specifications and conditions agreed during the final contract negotiations, the bank reserves the right to recover the penalty at 0.5% percent of the contract value per week or part thereof subject to a maximum of 10% of contract value as penalty for non-performance / delayed performance.

9.6. Delay in rendering Consultancy Services

The selected Consultant must strictly adhere to the Consultancy Schedule, as specified in the Contract, executed between the bank and the Consultant, pursuant hereto, for performance of the obligations arising out of the contract and any delay will enable the
Bank to resort to invoking the penalty clause and / or terminating the agreement fully or partly. This decision is at the sole discretion of the bank.

In addition to the termination of the agreement, Bank of Maharashtra reserves the right to appropriate the damages from the Earnest Money Deposit (EMD) given by the bidder or invoke the Bank Guarantee given in lieu of EMD and / or invoke the bank guarantee given by the bidder against the advance payment.

**9.7. Indemnity**

The Consultant shall, at their own expense, defend and indemnify the Bank against any claims due to loss of data / damage to data arising as a consequence of any negligence during Consultancy.

**9.8. Publicity**

Any publicity by the bidder in which the name of Bank of Maharashtra is to be used should be done only with the explicit written permission of Bank of Maharashtra.

**9.9. Force Majeure**

The Consultant or the Bank is not responsible for delays or nonperformance of any contractual obligations, caused by war, blockage, revolutions, insurrection, civil commotion, riots, mobilizations, strikes, blockade, acts of God, plague or other epidemics, fire, flood, obstructions of navigation by ice of port of despatch, acts of Govt. or public enemy or any other event beyond the control of either party which directly, materially and adversely affect the performance of any contractual obligation.

If a force majeure situation arises, the Consultant shall promptly notify the Bank in writing of such conditions and the change thereof. Unless otherwise directed by the Bank, in writing, the Consultant shall continue to perform his obligations under the contract as far as reasonably practiced and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

**9.10. Resolution of Disputes**

Bank of Maharashtra and the bidder shall make every effort to resolve amicably, by direct informal negotiation, any disagreement or dispute arising between them under or in connection with the contract. If after thirty days from the commencement of such informal negotiations, Bank of Maharashtra and the Bidder are unable to resolve amicably a contract dispute; either party may require that the dispute be referred for resolution by formal arbitration.

All questions, disputes or differences arising under and out of, or in connection with the contract, shall be referred to two Arbitrators: one Arbitrator to be nominated by Bank of Maharashtra and the other to be nominated by the Bidder. In the case of the said Arbitrators not agreeing, then the matter will be referred to an umpire to be appointed by
the Arbitrators in writing before proceeding with the reference. The award of the Arbitrators, and in the event of their not agreeing, the award of the Umpire appointed by them shall be final and binding on the parties. **THE ARBITRATION AND RECONCILIATION ACT 1996** shall apply to the arbitration proceedings and the venue & jurisdiction of the arbitration shall be at Pune.

9.11. **Privacy and Security Safeguards**

The successful Bidder shall not publish or disclose in any manner, without the Bank's prior written consent, the details of any security safeguards designed, developed, or implemented by the successful Bidder under this contract or existing at any Bank location. The successful Bidder shall develop procedures and implementation plans to ensure that IT resources leaving the control of the assigned user (such as being reassigned, removed for repair, replaced, or upgraded) are cleared of all Bank data and sensitive application software. The successful Bidder shall also ensure that all subcontractors who are involved in providing such security safeguards or part of it shall not publish or disclose in any manner, without the Bank's prior written consent, the details of any security safeguards designed, developed, or implemented by the successful Bidder under this contract or existing at any Bank location.

9.12. **Confidentiality**

- “Confidential Information” means any and all information that is or has been received by a party ("Receiving Party") from the other ("Disclosing Party") and that:
  
  a) relates to the Disclosing Party;
  
  b) is designated by the Disclosing Party as being confidential or is disclosed in circumstances where the Receiving Party would reasonably understand that the disclosed information would be confidential; or
  
  c) is prepared or performed by or on behalf of the Disclosing Party by its employees, officers, directors, agents, representatives or consultants;
  
  d) Without limiting the generality of the foregoing, Confidential Information shall mean and include any information, data, analysis, compilations, notes, extracts, materials, reports, drawings, designs, specifications, graphs, layouts, plans, charts, studies, memoranda or other documents, or materials relating to the licensed software, the modules, the program documentation, the source codes, the object codes and all enhancements and updates, services, systems processes, ideas, concepts, formulas, methods, know how, trade secrets, designs, research, inventions, techniques, processes, algorithms, schematics, testing procedures, software design and architecture, computer code, internal documentation, design and function specifications, product requirements, problem reports, analysis and performance information, business affairs, projects, technology, finances (including
Appointment of Consultant for Business Transformation – RFP

revenue projections, cost summaries, pricing formula), clientele, markets, marketing and sales programs, client and customer data, appraisal mechanisms, planning processes etc. or any existing or future plans, forecasts or strategies in respect thereof;

e) “Confidential Materials” shall mean all tangible / intangible materials containing Confidential Information, including, without limitation, written or printed documents and computer disks or tapes or any electronic form, whether machine or user readable;

f) Information disclosed pursuant to this clause will be subject to confidentiality for the term of contract plus two years;

g) Nothing contained in this clause shall limit the Successful Bidder from providing similar services to any third parties or reusing the skills, know-how and experience gained by the employees in providing the services contemplated under this clause, provided further that the Successful Bidder shall at no point use the Bank’s confidential information or Intellectual property.

• The Receiving Party shall, at all times regard, preserve, maintain and keep as secret and confidential all Confidential Information and Confidential Materials of the Disclosing Party howsoever obtained and agrees that it shall not, without obtaining the written consent of the Disclosing Party:

   a) Disclose, transmit, reproduce or make available any such Confidential Information and materials to any person, firm, Company or any other entity other than its directors, partners, advisers, agents or employees, sub contractors and contractors who need to know the same for the purposes of maintaining and supporting the Software provided as a part of Core Banking Project. The Receiving Party shall be responsible for ensuring that the usage and confidentiality by its directors, partners, advisers, agents or employees, sub contractors and contractors is in accordance with the terms and conditions and requirements of this Agreement; or

   b) Unless otherwise agreed herein, use any such Confidential Information and materials for its own benefit or the benefit of others or do anything prejudicial to the interests of the Disclosing Party or its customers or their projects.

• In maintaining confidentiality hereunder the Receiving Party on receiving the confidential information and materials agrees and warrants that it shall:

   a) Take at least the same degree of care in safeguarding such Confidential Information and materials as it takes for its own confidential information of like importance and such degree of care shall be at least, that which is reasonably calculated to prevent such inadvertent disclosure;
b) Keep the Confidential Information and Confidential Materials and any copies thereof secure and in such a way so as to prevent unauthorized access by any third party;

c) Limited access to such Confidential Information and Confidential Materials to those of its directors, partners, advisers, agents or employees, sub contractors and contractors who are directly involved in the consideration/evaluation of the Confidential Information and bind each of its directors, partners, advisers, agents or employees, sub contractors and contractors so involved to protect the Confidential Information and materials in the Confidential Manner prescribed in this Agreement; and

d) Upon discovery of any unauthorized disclosure or suspected unauthorized disclosure of Confidential Information, promptly inform the Disclosing Party of such disclosure in writing and immediately return to the Disclosing Party all such Confidential Information and Confidential Materials, in whatsoever form, including any and all copies thereof.

• The Receiving Party who receives the Confidential Information and materials agrees that on receipt of a written demand from the Disclosing Party:

  a) Immediately return all written Confidential Information, Confidential Materials and all copies thereof provided to, or produced by it or its advisers, as the case may be, which is in Receiving Party’s possession or under its custody and control;

  b) To the extent practicable, immediately destroy all analyses, compilations, notes, studies, memoranda or other documents prepared by it or its advisers to the extent that the same contain, reflect or derive from Confidential Information relating to the Disclosing Party;

  c) So far as it is practicable to do so immediately expunge any Confidential Information relating to the Disclosing Party or its projects from any computer, word processor or other device in its possession or under its custody and control; and

  d) To the extent practicable, immediately furnish a certificate signed by its director or other responsible representative confirming that to the best of his/her knowledge, information and belief, having made all proper enquiries.

• The restrictions in the preceding clause shall not apply to:

  a) Any information that is publicly available at the time of its disclosure or becomes publicly available following disclosure (other than as a result of disclosure by the Disclosing Party contrary to the terms of this Agreement); or
any information which is independently developed by the Receiving Party or acquired from a third party to the extent it is acquired with the valid right to disclose the same.

b) Any disclosure required by law or by any court of competent jurisdiction, the rules and regulations of any recognized stock exchange or any enquiry or investigation by any governmental, statutory or regulatory body which is lawfully entitled to require any such disclosure provided that, so far as it is lawful and practical to do so prior to such disclosure, the Receiving Party shall promptly notify the Disclosing Party of such requirement with a view to providing the Disclosing Party an opportunity to obtain a protective order or to contest the disclosure or otherwise agree to the timing and content of such disclosure.

c) The Confidential Information and materials and all copies thereof, in whatsoever form shall at all times remain the property of the Disclosing Party and its disclosure hereunder shall not confer on the Receiving Party any rights whatsoever beyond those contained in this Agreement.

d) The confidentiality obligations shall survive the expiry or termination of the Agreement between the Successful Bidder and the Bank and for a further period of two years thereafter.

10. Disclaimer
The scope of work document is not an offer made by Bank of Maharashtra but an invitation for response based on which the Bank may further evaluate the response or call for alternate or more responses from other bidders. The Bank has the right to ask for other competitive quotations and can award any part or complete work to another bidder whomsoever they feel eligible for the same taking into consideration the price and quality.
ANNEXURE-1: SCOPE OF WORK

The broad scope of the Consultancy Assignment shall cover the following areas.

1) Branch transformation for improved customer service and CASA
Bank expects the Consultant to formulate and finalize the strategy for branch transformation within the first 4 months of the award of the contract. The key areas include:

- Detailed study of current branch setup, organizational structure, roles and responsibility of resources, in-branch work flow and practices.
- Design and develop an efficient operating model segregating front office and back office activities.
- Suggest strategy to improve operational efficiencies for key branch processes including account opening, cheque processing, single window operations, workflow automation, etc.
- Outline the branch expansion strategy including how many branches, which areas and formats.
- Define the new branch approach to improve the customer experience and CASA performance. The overall design should include all elements as organizational structure, required human resources and skills and infrastructural support.
- Develop methodology and rollout plan for knowledge transfer so as to help the bank to replicate the process.

The Consultant should do a pilot at least 5-6 locations and scale up to 50 branches to demonstrate the effectiveness.

2) Improved capital efficiency

- Conduct detailed assessment of the existing processes and methodology for risk-weighted assets calculation
- Build a detailed design for improvement in processes and methodology at branches and central functions
- Identify opportunities across branches (segmented across corporate and retail branches)
- Launch of select initiatives for immediate value capture
- Develop a roll-out plan for bank to replicate

3) Designing, setting up and reengineering of the back-office architecture

- Conduct detailed assessment of starting position across all activities for centralization including cheque processing, retail back-offices, SME back-offices, liabilities processing, etc.
- Define operating architecture for all prioritized centralized processes to deliver higher efficiency, productivity and service levels.
- Redesign processes to improve efficiency and productivity of existing centralized set-up across retail and SME back-offices.
- Define the supporting organization structure, resources and infrastructural support for centralization.
- Conduct a pilot and establish effectiveness in 1-2 back-offices.
Develop methodology for rollout plan and knowledge transfer so that bank could replicate the process.

4) Improve the sales performance of retail and SME loans
- Benchmark current sales performance and practices with the industry.
- Conduct an assessment of existing sales architecture and identify gaps and areas of improvement.
- Suggest new approach for loan marketing, sanctioning and disbursement across retail and SME loans.
- Define the overall processes, organization structure and infrastructure for the sales engine.
- Conduct pilot in 1-2 regions for each retail and SME.
- Develop methodology for rollout plan and knowledge transfer so that bank could replicate the process.

5) Leverage alternate channels and technology for business performance
- Conduct a review and benchmarking across alternate channels including call centre, digital and ATM.
- Build strategy to improve performance and increase migration to alternate channels. Implement select prioritized initiatives across 1-2 regions.
- Conduct detailed assessment of current IT applications and gaps to digitally enable the business through alignment of business goals with IT.
- Build recommendations to leverage existing business applications for business including CRM, ALM, Transfer Pricing, technology for financial inclusion, e-Payments, etc. Implement select initiatives.
- Conduct a detailed assessment of as-is customer grievance redressal mechanism and build a strategy and implementation plan to improve customer service.

6) Build the Human Capital
- Define all changes in roles and responsibilities associated with the Business Transformation program.
- Conduct detailed diagnostic of the existing HR processes and organization structure. Outline any organization structure shifts required to support the transformation.
- Review the existing HR Management processes and talent management (including training and skill upgradation) system to suggest suitable strategies for the future organization.
- Design and develop a plan for leadership development in the bank including succession planning and coaching / mentorship approach.
- Identify the mechanism to attract and retain large number of new recruits.
- Propose and implement an approach for knowledge transfer and building capability in employees to sustain change across initiatives.
## ANNEXURE-2: ELIGIBILITY CRITERIA COMPLIANCE

<table>
<thead>
<tr>
<th>Eligibility Criteria</th>
<th>Complied (Yes/No)</th>
<th>Supporting Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>The bidder must be a registered firm/ company/ trust/ government owned organization of international repute.</td>
<td>Yes/No</td>
<td>Certificate of Incorporation.</td>
</tr>
<tr>
<td>The bidder should be in existence for a minimum period of 8 years.</td>
<td></td>
<td>Certificate of Business Commencement.</td>
</tr>
<tr>
<td>The bidder should be in the line of Management Consultancy in India at least for a period of 8 years.</td>
<td></td>
<td>Relevant supporting documents.</td>
</tr>
<tr>
<td>The bidder should have a full-fledged office in India.</td>
<td></td>
<td>Location list in the company letterhead.</td>
</tr>
<tr>
<td>The Bidder should have a minimum annual turnover of Rs. 50 Crores for the last two years, viz, year 2010-11 and 2011-12.</td>
<td></td>
<td>Audited Financial statements for the financial years 2010-11 and 2011-12.</td>
</tr>
<tr>
<td>The bidder should have relevant past experience in consulting / advising at least 1 Indian Public Sector Bank on Business Transformation / Business Process Re-engineering.</td>
<td></td>
<td>(i) Credential Letter from Indian Public Sector Banks clearly mentioning that they have availed the Consultancy Services from the bidder.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(ii) The bidder shall provide full details of references (including Referee names and contact details) of similar projects handled in at least one Public Sector Bank during the last 5 years.</td>
</tr>
<tr>
<td>The bidder must warrant that there is no legal action being taken against it for any cause in any legal jurisdiction. If such an action exists and the bidder considers that it does not affect its ability to deliver the RFP requirements, it shall provide details of the action(s).</td>
<td></td>
<td>Relevant supporting documents.</td>
</tr>
</tbody>
</table>
## ANNEXURE-3: TECHNICAL BID EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Evaluation Parameters</th>
<th>Maximum Marks</th>
<th>Scoring Methodology</th>
</tr>
</thead>
</table>
| **Experience of the company/firm:** Experience of handling consulting assignments for Public Sector Banks in India in relation to strategic Business Transformation or Business Process Re-engineering business. | ■ Quality of experience across various sub-topics (based on comprehensiveness of design, number of PSU banks, scale of implementation and impact achieved):  
  - BPR (e.g. centralization, back-office segregation, cost reduction, capital efficiency, alternate channels, SME number of branches rolled out) for Public sector banks in India – maximum 10 marks  
  - Branch transformation (e.g. front-office back-office segregation, productivity improvement, workflows, number of branches rolled out) for Public sector banks in India – maximum 10 marks  
  - Building human capital (e.g. organization redesign, knowledge transfer, capability building, performance management) for Public Sector Banks and / or Public Sector Undertaking in India – maximum 10 marks | 40 | Bank’s evaluation of references and qualifications submitted. |
<p>| Quality of impact and reference(s) on BPR from | | | Reference checks from clients |</p>
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Evaluation Parameters</th>
<th>Maximum Marks</th>
<th>Scoring Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work specified above – maximum 10 marks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approach, work plan and methodology</td>
<td>■ Ability to leverage functional expertise important for the program e.g., technology, operations, leadership development, risk and capital</td>
<td>5</td>
<td>Banks evaluation of approach, work plan and methodology</td>
</tr>
<tr>
<td></td>
<td>■ Quality of proprietary benchmarking and customer research e.g. branch benchmarking, customer research, employee capabilities, capital efficiency – 5 marks</td>
<td>5</td>
<td>Banks evaluation of proprietary benchmarking and customer research submitted with the technical proposal</td>
</tr>
<tr>
<td></td>
<td>■ Ingoing understanding of Bank of Maharashtra’s starting position and issues – 10 marks</td>
<td>10</td>
<td>Banks evaluation of current state assessment detailed in the technical proposal</td>
</tr>
<tr>
<td></td>
<td>■ Key elements of the methodology including knowledge transfer</td>
<td>20</td>
<td>Banks evaluation of approach, work plan and methodology</td>
</tr>
<tr>
<td></td>
<td>– Quality of proposed methodology and work plan (5 marks)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Quality of proposed implementation plan including knowledge transfer and capability building (15 marks)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suitability of Key Resources</td>
<td>■ Quality of key resources to be assigned to the project, relevant experience of the resources etc.</td>
<td>20</td>
<td>Banks evaluation of resources to be assigned to the project, relevant experience of the resources</td>
</tr>
</tbody>
</table>
ANNEXURE-4: COMMERCIAL BID FORMAT

The Commercial Bid should contain the Total project cost, on a fixed cost basis. Bank of Maharashtra will not provide any reimbursement for traveling, lodging / boarding, local conveyance or any other related expenses. The bidder should specify any other charges required.

The format for the commercial bid is given below

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Item</th>
<th>Duration of engagement</th>
<th>Amount (INR)</th>
<th>Taxes (INR)</th>
<th>Total (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Professional fees</td>
<td>18 months</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total (in words)
ANNEXURE-5: FORMAT OF TENDER OFFER COVERING LETTER

Date: __________

Tender Reference No.: 212012

To:
General Manager
Bank of Maharashtra
IT, BPR & MIS Dept
‘Lokmangal’ 1501, Shivaji Nagar
Pune - 411 005

Having examined the tender documents including all annexures, the receipt of which is hereby duly acknowledged, we, the undersigned, offer to render Consultancy Services as mentioned in scope of work in conformity with the said tender documents in accordance with the Commercial bid and made part of this tender.

We understand that the RFP provides generic specifications about all the items and it has not been prepared by keeping in view any specific bidder.

If our tender offer is accepted, we undertake to commence the Consultancy work within___________ (Number) days and to complete the Consultancy work as specified in the Contract within _______________ (Number) days calculated from the date of receipt of your Notification of Award/Letter of Intent.

If our tender offer is accepted, we will obtain the guarantee of a bank for a sum equal to 10% of the Contract Price for the due performance of the Contract.

We agree to abide by this tender offer till 180 days from the date of tender opening and our offer shall remain binding upon us and may be accepted by the Bank any time before the expiration of that period.

Until a formal contract is prepared and executed, this tender offer, together with the Bank’s written acceptance thereof and the Bank’s notification of award, shall constitute a binding contract between us.

We understand that the Bank is not bound to accept the lowest or any offer the Bank may receive.

Dated this ______ day of __________

Signature: ________________________________

(In the Capacity of:) ________________________________

Duly authorized to sign the tender offer for and on behalf of ________________________________
ANNEXURE-6: BIDDER’S INFORMATION

1. Name
2. Constitution and year of establishment
3. Registered Office/Corporate office/Mailing Address
4. Names & Addresses of the Partners if applicable
5. Contact Person(s):
6. Telephone, Fax, e-mail
7. Number of Qualified persons who would be involved in the Consultancy work along with names and experience.
8. Qualified professionals who would be involved in the Consultancy Project work.
9. Number of years of experience in Consultancy domain.
10. Describe Project Management methodology for the proposed Consultancy assignment, clearly indicating about the composition of various teams.
11. Indicate Project Plan with milestones and the time frame of completion of different activities of the project.
12. List of Deliverables as per the ‘Scope of Work’.
13. Have you rendered similar type of Consultancy services for any commercial Bank on a large scale? If yes, please give details of the same including the details of services and the scope.
14. Any other related information, not mentioned above, which the Consultancy firm wishes to furnish.

DECLARATION
We hereby declare that the information submitted above is complete in all respects and true to the best of our knowledge. We understand that in case any discrepancy or inconsistency or incompleteness is found in the information submitted by us, our application is liable to be rejected.

Date: ____________________________

Authorized Signatory.

Note:
The Technical Bid shall include the detailed project plan corresponding to the deliverables as required by Bank of Maharashtra for the Project. The project plan should indicate the milestones and time frame of completion of the different activities of the project. The Consultancy Firm is required to give details of the Consultancy Project Methodology along with the quantum of resources to be deployed for the project, in the technical bid.
ANNEXURE-7: PROFORMA FOR THE BANK GUARANTEE FOR EARNEST MONEY

Guarantee for Payment of Earnest Money / Security Deposit

Bank Guarantee no.:
Date
Period of Bank Guarantee: Valid up to
Amount of Bank Guarantee: Rs.

To,
Bank of Maharashtra,
IT, BPR & MIS Department,
1501, Lokmangal,
Shivaji Nagar, Pune 411005.

THIS DEED OF GUARANTEE made at …….. this ………..day of ………….. between
Bank of ……………………… a banking company having its office at ………………
hereinafter referred to as ‘the Bank’ of the One Part and Bank of Maharashtra a New
Bank constituted under the Banking Companies (Acquisition & Transfer of Undertakings) Act, 1970 having its Head Office at ‘Lokmangal’ , 1501 Shivaji Nagar, Pune 411 005, hereinafter called the Beneficiary, of the other Part.

a) Whereas the Beneficiary had invited tenders for appointment of Consultant for Business Transformation vide tender No dated .
b) One of the terms of the tender is that bidder are required to give a Demand Draft drawn in favour of beneficiary and payable at Pune, (valid for 90 days from the due date of the tender) for Rs. Lakhs (Rs. Lakhs only) as Earnest Money Deposit (EMD) along with their offer. The Beneficiary may accept Bank Guarantee in lieu of EMD for an equivalent amount issued by any Public Sector Bank, valid for 6 months from the date of issue.
c) M/s …………………... hereinafter referred to as the said ‘Contractors’ have given
their offer for rendering Business Transformation Consultancy Services to the Beneficiary and the said Contractors are required to deposit the said amount of earnest money (or security deposit) or to furnish bank guarantee.
d) At the request of the said M/s…………………. the Bank has agreed to furnish
guarantee for payment of the said amount of earnest money (or security deposit)
in the manner hereinafter appearing :

NOW THIS DEED WITNESSETH that pursuant to the said tender and in
consideration of the premises the Bank doth hereby guarantee to and covenant
with the Beneficiary that the Bank shall, whenever called upon by the Beneficiary
in writing and without demur and notwithstanding any objection raised by the said
Contractor/s, pay to the Beneficiary the said amount of Rs. Lakhs (Rupees Lakhs only) payable by the said Contractor/s under the said Contract.
AND IT IS AGREED and declared by the bank that the liability of the Bank to pay the said amount whenever called upon by the Beneficiary shall be irrevocable and absolute and the Bank will not be entitled to dispute or inquire into whether the Beneficiary has become entitled to forfeit the said amount as earnest money (or as security deposit) under the terms of the said contract or not and entitled to claim the same or not or whether the said contractors have committed any breach of the said contract or not or whether the Beneficiary is entitled to recover any damages from the said contractors for breach of terms thereof or not.

Any such demand made by the Beneficiary shall be binding and conclusive as regards amount due and payable by the Contractor to the Beneficiary. And the Bank undertakes to pay unconditionally on written demand without demur and the claim of beneficiary shall be conclusive and binding as to the amount specified therein.

AND it is further agreed and declared by the Bank that any waiver of any breach of any term of the said contract or any act of forbearance on the part of the Beneficiary or any time given by the Beneficiary to the contractors for carrying out and completing the work under the said contract or any modifications made in the terms and conditions of the said contract or any other act or omission on the part of the Beneficiary which could have in law the effect of discharging a surety, will not discharge the Bank.

AND it is agreed and declared that this guarantee will remain in force until the time fixed in the said contract for completion of the said work or until the expiration of any extended time for such completion and shall be valid for a period of six months from the date hereof i.e. the guarantee shall be valid up to ……

AND it is agreed and declared that this Guarantee will be irrevocable and enforceable even if the contractor’s company goes into liquidation or there is any change in the constitution of the said Company or management of the said Company and shall ensure to the benefit of its successors and assigns and shall be binding on the successors and assigns of the Bank.

Notwithstanding anything contained herein:

c) The liability of the Bank under this Bank Guarantee shall not exceed Rs.________ ________. (Rupees _______________).
d) This Bank Guarantee shall be valid up to _____________________.
e) Bank is liable to pay guaranteed amount or part thereof under this Bank Guarantee only and only if beneficiary serve upon as a written claim or demand on or before ___________________ (date of expiry of the Guarantee).

IN WITNESS WHEREOF the Bank has put is seal the day and year first hereinabove written.

Signed, sealed and delivered by Mr. / Ms. ………
For and on behalf of the Guarantor Do so and to affix the seal of the Bank, in the presence of ………
ANNEXURE-8: FORMAT OF CURRICULUM VITAE (CV) OF THE PROFESSIONALS
TO BE INVOLVED IN THE CONSULTANCY PROJECT
(Separate sheets for each person)

Position:

Name of Firm:

Name of Personnel:

Profession:

Date of Birth:

Years with Firm:

Nationality:

Membership of Professional Societies:

Detailed Tasks Assigned: (past 5 years)
(Giving an outline of person’s experience and training most pertinent to task on
assignment. Describe degree of responsibility held by the person on relevant previous
assignments and give dates and locations)

Employment Record:
(Starting with present position, list in reverse order)

Qualifications: Technical and Academic with year of passing
ANNEXURE-9: CHECKLIST OF DOCUMENTS TO BE SUBMITTED

- Eligibility Criteria compliance documents
- Technical Bid
- Commercial Bid
- Security Deposit / EMD BG
- Masked Commercial Bid
- Format of CV for the professionals to be involved in the Business Transformation Consultancy Services