



बैंक ऑफ़ बड़ौदा Bank of Baroda



**Request for Expression of Interest (EOI)
For
Engagement of Management Consultant for Business Process
Re-imagination and Innovation Project**

**EOI Reference No. –
Date – 26th July, 2024**

**Bank of Baroda
Project Monitoring Office &
BPR
1st Floor, Baroda Corporate
Centre
C-26, Block, Bandra Kurla Complex
Bandra (East),
Mumbai - 400051**



Important Dates:

Timelines are as follows:-

1	Issuance of EOI Document by Bank	26.07.2024
2	Advertisement in the Newspaper	26.07.2024
3	Pre-EOI Conference	<p>Pre-bid meeting will be held online through Bank's online meeting platform (i.e. Microsoft Teams) 03.08.2024 at 12PM.</p> <p>Bidder to submit a maximum of -2- participant's names, contact numbers, designations, and e-mail IDs on - bpr.bcc@bankofbaroda.com along with pre-bid query.</p> <p>Meeting invite link will be sent by the Bank to bidder's provided email id to join the online meeting as per the schedule mentioned above.</p> <p>Bidders representatives will have to click the Bank provided link (provided in the e-mail) to join the online pre-bid meeting</p>
3	Last Date of Submission of Applications	17.08.2024 by 2 PM
4	Opening of Applications	17.08.2024 at 5 PM
5	Presentation by shortlisted Agencies / Institutes	28.08.2024-10.09.2024
6	Communication to the short-listed applicants by	18.09.2024
7	Publication of RFP advertisement	30.09.2024

Important definitions / clarifications:

- “Bank” means Bank of Baroda (international operations included)
- “BCC” means Baroda Corporate Centre
- “Recipient”, “Respondent” and “Applicant” means respondent to the EOI document.
- “EOI” means this Expression of Interest document
- Words “Selected Applicant” means the applicant who may shortlisted after completion of the entire process of evaluation, as defined under this EOI.

This document is meant for the specific use by the Company / person/s interested in submitting proposal. This document in its entirety is subject to Copyright Laws. Bank of Baroda expects the applicants or any person acting on behalf of the applicants to strictly adhere to the instructions given in the document and maintain confidentiality of information.

The Applicants will be held responsible for any misuse of the information contained in the document and liable to be prosecuted by the Bank, in the event of such circumstances being brought to the notice of the Bank. By downloading the document, the interested party is subject to confidentiality clauses.

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1. Disclaimer:

Bank of Baroda invites Expression of Interest (**EOI**) from Management Consultants (**Applicants**) wishing to be considered for short listing for participating in bidding process of Business Process Automation and Reengineering for the Bank, hereinafter referred to as the **solution**.

The EOI document is not a recommendation, offer or invitation to enter into a contract, agreement or any other arrangement, in respect of the solution.

Please note that, this is the first stage of a multi-stage process. The objective of this Request for EOI is to identify and consider eligible applicants who are interested in providing the proposed solution and have suitable capacity, capability and experience.

Also, since this is not a Request for Proposal (RFP), commercials are not required to be submitted at this stage.

1.01 Information Provided

The EOI document contains statements derived from information that is believed to be true and reliable at the date obtained but does not purport to provide all of the information that maybe necessary or desirable to enable an intending contracting party to determine whether or not to enter into a contract or arrangement with the Bank in relation to the provision of services. Neither the Bank nor any of its directors, officers, employees, agents, representative, contractors, or advisers gives any representation or warranty (whether oral or written), express or implied as to the accuracy, updating or completeness of any writings, information or statement given or made in this EOI document. Neither the Bank nor any of its directors, officers, employees, agents, representative, contractors, or advisers has carried out or will carry out an independent audit or verification or investigation or due diligence exercise in relation to the contents of any part of the EOI document.

1.02 Costs Borne by Applicant

All costs and expenses (whether in terms of time or money) incurred by the Applicant in any way associated with the development, preparation and submission of responses, including but not limited to attendance at meetings, discussions, demonstrations, etc. and providing any additional information required by the Bank, will be borne entirely and exclusively by the Applicant.

1.03 Applicants' Obligation to Inform Itself

It is the Applicant's responsibility to conduct necessary investigation / analysis regarding any information contained in the EOI document and the meaning and impact of that information.

1.04 Acceptance of Terms

Applicant shall, by responding to the Bank with a submission, be deemed to have accepted the terms of this document in totality without any condition whatsoever.

1.05 No Legal Relationship

No binding legal relationship shall exist between any of the Applicant and the Bank until execution of a contract.



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2. Introduction:

Bank of Baroda is one of the largest Public Sector Banks in India with a branch network of 8200+ branches and 91 branches/offices overseas including branches of our subsidiaries, distributed in 17 countries. Bank is committed to enhancing its operational efficiency and customer experience in an increasingly competitive and digital-first banking environment.

The primary objective of this EOI is to engage an external management consultant to conduct a comprehensive analysis of the current business processes, identify gaps and develop a strategic roadmap for transformation as per the Terms & Conditions, Technical Specifications and Scope of Work described elsewhere in this document.

3. Background:

Bank of Baroda always aims to revolutionize its processes by adopting latest technology. While it has achieved remarkable progress in this area but still there is lot of scope for improvement in view of rising customer expectation, fast changing technology and increased cost pressure. Therefore, it is imperative to review existing process and align these processes to achieve the following objective:

- To identify the opportunities for process adaptation and improvement across strategic business units.
- Automation of business processes to orchestrate operations, align customer journeys with operations and create new and better ways to deliver better customer experience.
- To discover, model, develop, execute and monitor the entire processes of automation to enhance operational efficiency while reducing cost.

4. Evaluation Process:

Bidders are required to submit the Expression of Interest (EOI) as per Annexure – A in sealed envelope superscripted as **<Expression of Interest – Engagement of Management Consultant>**

Sealed envelope containing complete set of hard copy of EOI along with supporting documents and a soft copy thereof (in aCD/DVD) should be submitted by Post or dropped at the following address:

**The General Manager, Project Monitoring Office & BPR
1st Floor, Baroda Corporate Centre, Bank of Baroda
Bandra Kurla Complex,
Bandra East Mumbai - 400051,
India**

The bidders are shortlisted on the basis of -

- Compliance of eligibility criteria as set out in **Annexure-1a** based on the supporting document submitted to Bank
- Technical evaluation criteria-**Annexure-1aa**
- Presentation of solution confirming compliance of scope of work defined in **Annexure-1b**



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Confirmation received from applicant toward adherence of all terms and conditions as mentioned in this EOI document.

5. Applicant's Eligibility Criteria:

This process is open to all applicants who fulfil the eligibility criteria as set out in **Annexure- 1a** of this document. The applicants should furnish information on the lines of Annexure-A in their EOI proposal.

6. Scope of Work:

The applicant should describe how their solution will fulfil the requirement as desired in Annexure 1b of this document. The applicants should furnish information on the lines of Annexure-1b in their EOI proposal.

7. Process before submission of EOIs:

Queries/clarifications on Request for EOI document:

The applicants requiring any clarification on this document should submit their written queries on or before 02.08.2024, 5PM via Email:

The General Manager, Project Monitoring Office & BPR
Baroda Corporate Centre,
Bank of Baroda
022-66985013
bpr.bcc@bankofbaroda.co.in

i. **Modification in Request for EOI Document:** At any time prior to the deadline for submission of EOIs, Bank may modify any part of this document. Such change(s) if any may be in the form of an addendum/corrigendum and will be uploaded in Bank's website - <https://www.bankofbaroda.com>. All such change(s) will automatically become part of this Request for EOI and binding on all applicants. Interested applicants are advised to regularly refer the Bank's URLs mentioned above.

ii. **Extension of date of submission of EOIs:** Request for extension of date for submission of EOIs will not be entertained. However, the Bank at its discretion may extend the deadline in order to allow prospective applicants a reasonable time to take the amendment/changes, if any into account.

8. Corrigenda/ Addenda to EOI Document

- 1) Before the deadline for submitting EOIs, the Bank may update, amend, modify, or supplement the information, assessment or assumptions contained in the EOI Document by issuing corrigenda and addenda. The corrigenda and addenda shall be published in the same manner as the original EOI Document. However, the consultants must check the website(s) for any corrigenda/ addenda. Any corrigendum or addendum thus issued shall be considered a part of the EOI Document.
- 2) The Bank may extend the deadline for the EOI submission by issuing an amendment. In this case, all rights and obligations of the Procuring Entity and the consultants previously subject to the original deadline shall then be subject to the new deadline for the EOI submission.



- 3) After the Bank makes such modifications, any bidder who has submitted his EOI in response to the original invitation shall have the opportunity to either withdraw his EOI or re-submit his EOI superseding the original EOI within the extended time of submission corrigendum.

9. Pre-EOI Conference

Pre-EOI conference is stipulated in the EOI, prospective bidders interested in participating in this EOI may attend a Pre-EOI conference to clarify the conditions of the EOI process at the venue, date and time specified therein. Participation in the Pre-EOI conference is restricted to prospective bidders. The date and time by which the written queries for the Pre-EOI must reach the authority and the last date for registration for participation in the Pre-EOI conference are also mentioned in the EOI.

10. Format and Signing of EOI:

i. The applicant should prepare EOI strictly as desired in this Request for EOI document.

- a) EOI should be typed and submitted on A4 size paper, spirally and securely bound and with all pages therein in serial order.
- b) All pages of the EOI should be signed by the authorized person(s) of the company/firm. Any interlineations, erases or overwriting shall be valid only if the person(s) signing the EOI authenticates them.

The EOI should bear the rubber stamp of the applicant on each page except for the un-amendable printed literature. Contact detail of the authorized signatory and an authorized contact person on behalf of the applicant is to be provided as under: -

Particulars	Authorized signatory for signing the EOI	Authorized contact person
Name		
Designation		
Email ID		
Landline		
Mobile no.		
Fax No.		
Address		

- ii. The applicants should demonstrate that they meet all parameters given in **Annexure-1a** and **Annexure-1b** of Request for EOI.
- iii. In case any discrepancy is observed between hard and soft copy, the hard copy will be considered as the base document.
- iv. Decision of bank would be final and abiding to all bidders / prospective bidders.

11. Last Date for submission of EOI:

The last date for submission of EOI is mentioned on the first page and the same is to be strictly adhered. In case the designated day happens to be a holiday; the next working day will be deemed as the last date for submission of EOI.



12. Process after submission of EOIs:

- All EOIs received by the designated date and time will be examined by the Bank to determine if they meet criteria/terms and conditions mentioned in this document including its subsequent amendment(s), if any and whether EOIs are complete in all respect.
- On scrutiny, the EOIs found NOT adhering to desired format/illegible/incomplete/not containing clear information, in view of the Bank, or failing to fulfill the relevant requirements will be rejected and further evaluation would not be carried out.
- Bank of Baroda reserves the right, at any time, to waive any of the requirements of this Request for EOI document if it is deemed in the interest of the Bank.
- If deemed necessary, the Bank may seek clarifications on any aspect of EOI from the applicant. If a written response is requested, it must be provided within 7 days. The response received beyond the timeline, if any will not be considered. However, that would not entitle the applicant to change or cause any change in the material of their EOI document already submitted. Bank may also make enquiries to establish the past performance of the applicants in respect of similar work. All information submitted in the application or obtained subsequently will be treated as confidential.
- After examining the EOI, some or all of the applicants will be asked to make presentation of their solution, and demonstrate their ability to service the requirements stated in this EOI.
- Bank may shortlist applicants who fulfill the eligibility and technical evaluation criteria, have solution as per the requirement of the Bank and are agreeing to abide by the terms and conditions of the Bank. The decision of Bank will be final and abiding to all bidders.
- Bank will issue a Request for Proposal (RFP) to the shortlisted (after completion of EOI process) applicants for inviting technical and commercial bids for next stage. Applicants may note that mere shortlisting for the EOI, should not be considered as awarding the contract for the proposed work.
- Applicants will be advised about short listing of their EOIs or otherwise. However, applicants will not be provided any details of evaluation process which will be primarily dependent on their documents, past performance, capability and adherence to all the terms and conditions specified by Bank in this EOI / RFP.
- Nothing contained in this EOI shall impair the Bank's Right to issue 'Open Tender' for the proposed solution.

Lodgement of an EOI is evidence of an applicant's consent to comply with the terms and condition of Request for EOI process and subsequent bidding process. If an applicant fails to comply with any of the terms, its EOI may be summarily rejected.

13. General Terms & Conditions:

i. Terms of application:

ii. Adherence to Terms and Conditions:

The applicants who wish to submit responses to this EOI should note that they should abide (in true intent and spirit) by all the terms and conditions contained in the EOI. If the responses contain any extraneous conditions put in by the respondents, such responses may be disqualified and may not be considered for the selection process.

iii. Execution of EOI:

Applicants shall be deemed to have:



- a. Examined the Request for EOI document and its subsequent changes, if any for the purpose of responding to it.
- b. Examined all circumstances and contingencies, having an effect on their EOI application gather other necessary information before submitting EOI.
- c. Satisfied themselves as to the correctness and sufficiency of their EOI applications and if any discrepancy, error or omission noticed in the EOI, the applicant shall notify the Bank in writing on or before the end date/time.
- iv. Willful misrepresentation of any fact in the EOI will lead to the disqualification of the applicant without prejudice to other actions that the Bank may take. The EOI and the accompanying documents will become property of Bank. The applicants shall be deemed to license, and grant all rights to the Bank, to reproduce the whole or any portion of their product/solution for the purpose of evaluation, for its understanding and evaluation of contents for EOI process.
- v. Code of Integrity and penalties for violation thereof shall apply to this EOI process. Prospective bidders should observe the highest standard of integrity and not indulge in prohibited practices or other misdemeanors, either directly or indirectly, during the entire EOI Process (including this EOI) or thereafter.
- vi. Bank of Baroda reserves the right to accept or reject any or all EOIs received without assigning any reason whatsoever. Bank's decision in this regard will be final.
- vii. Any effort on the part of applicant to influence evaluation process may result in rejection of the EOI.
- viii. Bank of Baroda is not responsible for non-receipt of EOIs within the specified date and time due to any reason including postal delays, holidays in between etc.
- ix. Bank of Baroda reserves the right to verify the validity of information provided in the EOI and to reject any bid where the contents appear to be incorrect, inaccurate or inappropriate at any time during the process of EOI or even after award of contract.
- x. Applicants must advise the Bank immediately in writing of any material change to the information contained in the EOI application, including any substantial change in their ownership or their financial or technical capacity.
- xi. Copies of relevant documents must be submitted. For successful applicants, this requirement applies until a contract is awarded.
- xii. Shortlisted applicants must not advertise or publish the same in any form without the prior written consent of Bank of Baroda.
- xiii. Brief overview of the proposed procurement/scope of work given in this document may be further elaborated, viz., more details may be included in the Request for Proposal (RFP) document to be issued as a result of evaluation process of EOIs.
- xiv. Bank of Baroda shall have the right to cancel the EOI process itself at any time, without incurring any liabilities to the affected Applicants. Reasons for cancellation, will be determined by Bank of Baroda in its sole discretion.



Annexure 1a: Eligibility Criteria

Sr. No.	Criteria Details	Supporting Documents
1.	The Bidder should be a company registered under Companies Act, 2013/Partnership Bidder registered under LLP Act, 2008/ Professional Consulting Firm. The Bidder should be registered for GST. It should not be individual/proprietorship firm/HUF etc.	Copy of the certificate of Incorporation issued by the registrar of companies/ A copy of the Registration Certificate of the Partnership Firm/ Under LLP Act. A Self – Declaration to be furnished by the Bidder on the company's/ Partnership's / LLP's letter head for the same.
2.	Bidder should have an experience of at least -2- projects in the nature of a Business process and digital transformation in a public sector Bank/ Private Sector Bank or a Business Strategy project with any Public Sector Bank/ Private Sector Bank in India, with a minimum duration of 12 months in the last 3 years.	A Self- Declaration to be furnished by the Bidder on the Company's / Partnership's/ LLP's letter head for the same.
3.	Bidder should have an experience of atleast-2- projects of Business process and digital transformational nature in BFSI domain in international market by itself/ affiliates/ group entities in the last 3 years.	A Self- Declaration to be furnished by the Bidder on the Company's / Partnership's/ LLP's letter head for the same.
4.	The Bidder should be a profit making company/firm for the last three financial years.	Audited financial statements or a self-declaration by the authorized signatory of the bidder where audited financial statements may not be available.
5.	The Bidder/ Group affiliates should have an average annual turnover of at least INR 500 Crores for last three financial years as per the audited financial statements.	Audited financial statements or a self-declaration by the authorized signatory of the bidder where audited financial statements may not be available.
6.	The Bidder or any of its affiliates/ group companies/member firms should not have been blacklisted/debarred by the Central Government/ State Government/ Semi-Government Departments/ Regulatory Authorities/ Financial Institutions/ Banks/ Public Authorities/ Financial Institutions/ Banks/ Public Sector Undertakings in India. The Bidder will declare if there is any written warning that has been issued to the firm by any client in last 5 years.	A Self-Declaration to be furnished by the Bidder on the Company's letter head for the same.
7.	The Bidder should have neither failed to perform on any agreement during the last three years, as, evidenced by imposition of a penalty by an arbitral or judicial pronouncement or awarded against the	A Self-Declaration to be furnished by the Bidder on the Company's letter head for the same.



	Bidder or its Affiliates/Group Companies / Member firms, nor form any project or agreement nor had any agreement terminated for breach by such Bidder or of its Affiliates / Group Companies/ member firms.	
8.	The Bidder's Firm should not be owned or controlled by any Director or Employee (or Relatives) of the Bank.	A Self-Declaration by the Bidder's Firm on Company's letter head.
9	Restrictions based on Reciprocity Entities from countries (if so identified in AEOI) as not allowing Indian companies to participate in their Government procurement shall not be allowed to participate on a reciprocal basis in this EOI process under the Public Procurement (Preference to Make in India) Order 2017" (MII) of Department for Promotion of Industry and Internal Trade, (DPIIT). The term 'entity' of a country shall have the same meaning as under the FDI Policy of DPIIT.	Annexure B to be submitted
10	Restrictions Based on Land Borders Orders issued by the Government of India restricting procurement from consultants from certain countries that share a land border with India shall apply to this procurement. Any consultant from a country that shares a land border with India ¹ , excluding countries as listed on the website of the Ministry of External Affairs ² , to which the Government of India has extended lines of credit or in which the Government of India is engaged in development projects – hereinafter called 'Restricted Countries') shall be eligible to participate in this EOI only if the Consultant is registered ³ with the Registration Committee constituted by the Department for Promotion of Industry and Internal Trade (DPIIT). Consultants shall enclose the certificate in Form 1 - EOI Form.	Annexure B to be submitted

¹<https://mea.gov.in/india-and-neighbours.htm>

²<http://meadashboard.gov.in/indicators/92>

³<https://dipp.gov.in/sites/default/files/Revised-Application-Format-for-Registration-of-Consultants-15Oct2020.pdf>



Annexure 1aa: Techno Evaluation Criteria

Based on the details submitted by the Bidder, the Technical Evaluation of the eligible Bidder will be carried out on the following matrix:-

Technical Evaluation Criteria-

Based on the details submitted by the Bidder, the technical evaluation will be carried out as furnished below:-

Criteria	Evaluation Parameters	Max Marks										
Experience (Domestic Sphere)	Experience and Credentials in having executed/completed/ongoing projects (ongoing since at least 12 months) of similar nature, with public sector banks/ private sector banks in India done in last 3 years from the date of bid submission of the RFP with minimum project duration of 12 months.	10										
	Similar projects for business transformation mean projects involving any of the below: Business strategy and / or implementation Processes revamp and automation Go-to-market and operating model improvements Sales force effectiveness to drive business growth											
	Scoring Methodology-											
	<table border="1"> <thead> <tr> <th>S. No</th> <th>Criteria</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>If the criteria are met for 5 or more Public/Private Sector Bank projects</td> <td>10</td> </tr> <tr> <td>2</td> <td>If the criteria are met for 3-5 Public/Private Sector Bank projects</td> <td>7</td> </tr> <tr> <td>3</td> <td>If the criteria are met for 2 Public/Private Sector Bank projects</td> <td>5</td> </tr> </tbody> </table>		S. No	Criteria	Marks	1	If the criteria are met for 5 or more Public/Private Sector Bank projects	10	2	If the criteria are met for 3-5 Public/Private Sector Bank projects	7	3
S. No	Criteria	Marks										
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2	If the criteria are met for 3-5 Public/Private Sector Bank projects	7										
3	If the criteria are met for 2 Public/Private Sector Bank projects	5										
	Note – Evidence for work done in the projects to be provided by the consultant through reference letters or completion certifications or letter of award of contract or self-certificate In case self-declaration is submitted, the contact / SPOC details (Mobile No. & email ID) of the client should be necessarily mentioned for reference checks											



	Bank will evaluate the relevance of the project based on submitted details of the projects													
Experience (International sphere)	<p>Experience and Credentials in having executed/completed/ongoing projects (ongoing since at least 12 months) of similar nature, with public sector banks/ private sector banks in India done in last 3 years from the date of bid submission of the RFP with minimum project duration of 12 months.</p> <p>Similar projects for business transformation mean projects involving any of the below:</p> <ul style="list-style-type: none"> ➤ Business strategy and / or implementation ➤ Processes revamp and automation ➤ Go-to-market and operating model improvements ➤ Sales force effectiveness to drive business growth <p>Scoring Methodology-</p> <table border="1"> <thead> <tr> <th>S. No</th> <th>Criteria</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>If the criteria are met for -5-or more Bank projects of major economies</td> <td>10</td> </tr> <tr> <td>2</td> <td>If the criteria are met for -3- or more Bank projects of emerging economies</td> <td>7</td> </tr> <tr> <td>3</td> <td>If the criteria are met for atleast -2- Bank projects from countries apart from the above two groups.</td> <td>5</td> </tr> </tbody> </table> <p>Note –</p> <p>Evidence for work done in the projects to be provided by the consultant through reference letters or completion certifications or letter of award of contract or self-certificate</p> <p>In case self-declaration is submitted, the contact / SPOC details (Mobile No. & email ID) of the client should be necessarily mentioned for reference checks</p> <p>Bank will evaluate the relevance of the project based on submitted details of the projects</p>	S. No	Criteria	Marks	1	If the criteria are met for -5-or more Bank projects of major economies	10	2	If the criteria are met for -3- or more Bank projects of emerging economies	7	3	If the criteria are met for atleast -2- Bank projects from countries apart from the above two groups.	5	10
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Understanding the scope, Proposed approach and methodology	<p>Understanding context of Bank of Baroda and of Indian Public Sector Banks</p> <p>Understanding of the scope of the work and each sub module of the EOI as demonstrated in the response to the EOI</p>	40												



	<p>Proposed approach and methodology for the entire scope of work Innovativeness of the proposed initiatives</p> <p>Tools and techniques, standard operating procedures and best practices to be adopted</p> <p>Relevance and robustness of project plan created by the bidder in terms of delivering outcomes and meeting timelines</p> <p>Learnings from previous work</p> <p>Note – Evaluation will be based on submitted details and quality of interaction during the presentation to the evaluation committee</p>													
<p>Knowledge transfer and change management</p>	<p>Experience of program implementation and change management, enablement, and approach adopted for the program</p> <p>Ensuring proper handover of capabilities to Bank’s in-house teams for sustainability</p> <p>Note – Evaluation will be based on submitted details and quality of interaction during the presentation to the evaluation committee</p>	<p>10</p>												
<p>Proposed team profile (all key resources should be permanent employee of sole bidder)</p>	<p>The bidder must have a team of professionals who are domain experts in providing consultancy services.</p> <p>The assessment will be based on –</p> <table border="1" data-bbox="427 1294 1225 1570"> <thead> <tr> <th>S. No.</th> <th>Description</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Profiles of Program Directors</td> <td>10</td> </tr> <tr> <td>2</td> <td>Profile of subject experts, who are working as full-time employees or partners with the bidder</td> <td>5</td> </tr> <tr> <td>3</td> <td>Profiles of project manager</td> <td>5</td> </tr> </tbody> </table> <p>The program Directors should have advised/ be advising public sector banks, private sector banks, NBFCs in India on one or more of topics covered in the experience section above in the last five years from the date of issuance of RFP in the capacity of a Project Head / Project Director (and not in an expert capacity).</p> <p>Note - Evaluation of team members will be based on –</p> <p>Submitted profiles which should cover back-ground and management consulting experience, experience of relevant</p>	S. No.	Description	Marks	1	Profiles of Program Directors	10	2	Profile of subject experts, who are working as full-time employees or partners with the bidder	5	3	Profiles of project manager	5	<p>20</p>
S. No.	Description	Marks												
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	engagements and educational qualifications and the quality of interaction during the presentation													
Turnover of the Company	The evaluation of the bidder/group affiliates as per last three financial years as per audited financial statements:- Scoring Methodology-	10												
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Note – Evaluation will be based on submitted details														
TOTAL		100												

Minimum qualifying score in technical grounds will be 70 out of 100.

The Bank reserves the right to reduce the minimum qualifying marks, as above, to ensure that at least -2/3- bidders qualify as per evaluation criteria.



Annexure 1b: Tentative areas of Business Process Re-imagination & Innovation–

Through EOI the bidders are expected to articulate a defined scope of work/strategy for inducing Business process re-imagining and innovation, sequentially for the different strategic business units of the Bank in a detailed manner.

The illustrative list of Business processes improvement areas (but not restricted to) are as follows:

-

<p>Business Process Re-imagination & Innovation</p> <ul style="list-style-type: none"> • To identify the opportunities for process adaptation and improvement across various business verticals. • Automation of business processes to orchestrate operations, align customer journeys with operations and create new and better ways to deliver better customer experience. • To discover, model, develop, execute and monitor the entire processes of automation to enhance operational efficiency while reducing cost.
<p>Project Strategy</p> <ul style="list-style-type: none"> • Conduct a comprehensive analysis of various products, processes, operations across various business verticals to identify the scope of improvement. • For each of the identified scope, understand the industry best practices, stakeholder needs, prevailing challenges, regulatory requirement and automation plans. • To conduct meeting and presentations with Bank of Baroda leadership to prioritize areas. • Develop a tailored strategy for each of the prioritized areas along with cost benefit analysis. • Devise phase wise implementation roadmap along with interim milestones for the bank to capture the prioritized areas. • Identification and execution of quick wins by leveraging existing capabilities. <p>Key Enablers to drive transformation:-</p> <ol style="list-style-type: none"> 1. Branch Segmentation and operating Model <ul style="list-style-type: none"> ➤ Branch network planning and segmentation ➤ Reimagined branch experience for segments ➤ Specialized teams and operating model ➤ Sales productivity improvement ➤ Streamlining Internal branch processes 2. Retail Liability <ul style="list-style-type: none"> ➤ Plan for seamless CA customer Journeys



- **Plan for seamless and digitized SB customer journeys**
- **Optimizing journeys of bulk retail account opening**
- **RM app- for retail liability capturing wallet share of customer**
- **Account Maintenance:** Automate updates to account information, handling of dormancy, reactivation processes etc.
- **KYC (Know Your Customer):** Improved the way to verify the identity of the customer using government-issued IDs, biometrics, and other digital means.
- **Document Upload and Verification:** Automated scanning and verification of uploaded documents.

3. Credit (Agriculture/MSME/Retail)

- **Creation of App for Relationship managers-** for catering to financial needs of ETB/NTB MSME customers
- **Integration with External Databases:** Connecting with credit bureaus, financial databases, and other third-party sources to fetch credit scores, financial history, and other relevant data.
- **Fraud Detection:** Implementing automated systems to detect potential fraud by cross-referencing data and identifying red flags.
- **Risk Assessment Tools:** Implementing machine learning and AI models to predict the risk associated with lending to a particular customer.
- **Automated Decision Engines:** Setting up rule-based or AI-driven decision engines that can approve or reject applications based on predefined criteria.
- **Electronic Document Submission:** Facilitating the digital submission of required documents by customers.
- **Document Verification:** Automating the verification of submitted documents using OCR (Optical Character Recognition) and other technologies.
- **Application Processing:** Streamlining the end-to-end application processing workflow to minimize manual handling and reduce processing times.
- **Task Automation:** Automating repetitive tasks such as data entry, document verification, and status updates.
- **Regulatory Compliance Checks:** Ensuring that the automated processes adhere to regulatory requirements and internal policies.
- **Customer Communication:** Using Chatbot's and automated email systems to handle customer queries and provide assistance.
- **Real-time Monitoring:** Implementing real-time monitoring of the credit process to identify bottlenecks and inefficiencies.
- **Analytics and Reporting:** Generating automated reports and analytics to provide insights into the performance of the credit process and make data-driven decisions.
- **Industry Standard processes to reduce the disbursement TAT for LCB, MSME & Retail Assets.**

4. Trade Forex

- STP Journey for Inland Bank Guarantee
- STP Journey for Inward Remittances (Customer Request)
- STP Journey for Export Bill Knock off (Integration with TRRACS)
- STP Journey for Import Bill Payment (Integration with Treasury Rate Platform)
- Submission of Bill of Entry Via Smart Trade Portal
- Instant conversion of EEFC Amount and Credit to A/c



- Instant Running Packing Credit Disbursement
- Automation of Foreign Outward Remittance
- Complete mobile Suite for Trade Finance access
- Apply Credit Report from Smart Trade Portal
- Bulk Upload Functionality
- Chat Feature in Portal
- Host to Host Integration of BarodaINSTA with ERP system

5. Payment and Transaction

- **Payment Processing:** Automate clearing and settlement of payments, fund transfers and bill payments.
- **Reconciliation:** Automate matching of transactions to statements to identify discrepancies.
- Utilize AI and machine learning to detect and prevent fraudulent activities.
- Efficient handling of bulk transactions.
- Automated customer support (e.g., chatbots) for transaction-related inquiries.
- Provide insights into transaction patterns and behaviours.
- Automation of regulatory, compliance, and business reports.

6. Treasury

- Extending in-house online FX rate booking system (FxQ) to customers at their doorstep.
- Integration of branch forex rate distribution system (FxQ) with Trade Finance system (Baroda INSTA).
- Reporting of derivatives (other than forwards) transactions by branches directly to Treasury through (FxQ) and flow of accounting/limit utilization to Finacle Core.
- Various MIS report for analysis and monitoring growth of bank's business.

6. Large Corporate

- Strategy for new products like Custody – International and domestic; Factoring (including Sales factoring, Reverse Factoring and Export factoring).
- Platform Revamp (Baroda INSTA) with host- to-host capabilities and completely digital journey for all the trade products.
- Existing Platform (BCMS) Enhancement with new security features as well as new products.
- Introduction of specialized Product Sales Managers for trade finance and treasury products
- Market benchmarking on increasing coverage by way of Relationship Managers and Senior Relationship Managers and then adequate man-power planning to fill the gaps.
- Process Improvement for Current accounts and escrow accounts

7. Operation & Services

- Workflow Automation: Automate routine tasks such as customer enrichment, loan processing, loan review, customer queries etc.
- Intelligent Document Processing: Use OCR and NLP for processing unstructured data and documents.
- Process Optimization: Continuous improvement and optimization of automated processes.
- Customer Interface: Intuitive, user-friendly and Omni channel interfaces for customers.
- Multi-Channel Support: Integration with multiple customer interaction channels (e.g., mobile, web, whatsapp, internet).



- Chatbots and Virtual Assistants: Automate customer inquiries, FAQs, and basic banking transactions.
- Interactive Voice Response (IVR): Automate phone-based customer interactions for balance inquiries, fund transfers, etc.
- Forecasting customer needs and offering relevant financial products
- AI-driven insights into spending patterns and financial health.

8. Digital / Technology Function-

- Optimization of Revenue Models across the Digital Products/Channels
- Enhancing Market Share, Customer Engagement and Retention across the Digital Product categories
- User-Centric Digital Solutions for a comprehensive customer Engagement and Cross Selling opportunity
- Strategic Business Analysis and Competitiveness study for the Digital Products
- Operational Efficiency and Cost Management
- Modernization of Infrastructure and Processes across Retail and Merchant Products
- Strategic Planning and Implementation of Digital Products
- Enhancing partnership with Fintech
- Scalable & modern infra, Resiliency operations center, engineering excellence with specialized teams

9. Audit and Internal Controls

- **Automated Workflow:** Streamline audit processes with automated workflows, including task assignments, progress tracking, and notifications.
- **Internal Controls:** Implement automated checks and controls to ensure compliance and accuracy in processes.
- **Customizable Reports:** Create customizable and automated reports that provide comprehensive insights into audit findings.
- **Predictive Analytics:** Use machine learning models to predict potential risks and issues based on historical data.
- **Anomaly Detection:** Implement AI-driven anomaly detection to identify unusual patterns that may indicate fraud or errors.
- **Intuitive Dashboard:** Provide a user-friendly dashboard for auditors to easily navigate and use the automated audit tools.

10. Compliance and Reporting

- **Regulatory Reporting:** Automate data collection, analysis, and submission of regulatory reports.
- **AML (Anti-Money Laundering) Compliance:** Use automated systems for monitoring and reporting suspicious transactions.

11. Data Management and Analysis



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- **Data Analytics:** Use AI to analyze large datasets for insights, trend analysis, and decision-making using smart ops, conversational UX, AI-driven lifecycle decisioning etc



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Annexure A

Format of Expression of Interest

(On the letter head of the Applicant)

Date: [●]

To

**The General Manager, Project Monitoring Office & BPR
1st Floor, Baroda Corporate Centre, Bank of Baroda
Bandra Kurla Complex,
Bandra East Mumbai - 400051, India**

Subject: INVITATION FOR EXPRESSION OF INTEREST FOR PARTNERING WITH BANK OF BARODA ("BOB") EOI (NUMBER ==)

Respected Sir,

We refer to the advertisement dated _____ issued in _____ and _____ and the invitation for Expression of Interest available at www.bankofbaroda.com, in respect of the Transaction

We hereby confirm that we are desirous of participating in the Transaction and would like to submit this expression of interest ("EOI").

We confirm that we have understood the terms and conditions applicable to the submission of EOI. We confirm and undertake that the information furnished by us in this EOI and supporting documents is true, correct, complete, and accurate.

We confirm that we fulfil each of the 'eligibility criteria' mentioned in the invitation for EOI. Please find attached our profile along with the documents in support of our submission.

[Our net worth as on _____ is [●].] OR [Our minimum assets under management in India as of _____ is [●]] OR [Our committed funds available for investment/deployment in companies incorporated in India as of _____ is [●]].

We agree, acknowledge and declare that:

- The person signing this EOI and other supporting documents is an authorized signatory who is supported by necessary board resolutions/authorization letter of the applicant (as enclosed);
- The applicant has not been debarred or restrained by any regulatory authority from making investments under laws applicable in its country of incorporation.



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- c. The applicant or subsidiary of applicant (if applicable) has not been declared insolvent in its country of incorporation.
- d. The applicant shall maintain confidentiality of the information received as part of the Transaction process and shall not use such information to cause any undue gain or undue loss to itself or any other person.

With respect to the Transaction, we agree and confirm to BOB that:

- a. We are aware that the consummation of any transaction pursuant to the process initiated by this EOI will be subject to requisite approvals, including, the approval of the Bank's Board and other approvals required under applicable law.
- b. If we do not meet any of the eligibility criteria throughout the Transaction process, then BOB shall have the right, exercisable at its sole discretion, to forthwith terminate our involvement in the Transaction. We will promptly intimate BOB of any material adverse change or any ineligibility in respect of the conditions set out in the Invitation for EOI issued by BOB, including any developments that impact our ability to complete the transaction envisaged in the Transaction;
- c. BOB reserves the right to request for additional information or clarification(s) from us for the purposes of the EOI and we shall promptly comply with such requirements;
- d. BOB reserves the right to determine at its sole discretion, whether or not we are eligible for the proposed transaction and may reject the EOI submitted by us without assigning any reason or without incurring any liability whatsoever;
- e. We have provided, and will provide, all information and data during the Transaction process, in a manner that is true, correct, accurate and complete and no such information, data or statement provided by us is (nor, when provided, will it be) inaccurate or misleading in any manner; and
- f. BOB reserves the right to suspend, terminate or modify the process under this EOI or subsequent steps at any time, without providing any reasons or incurring any liability whatsoever.

Yours sincerely,

On behalf of [*name of applicant*]

Signature:



Name of Signatory:

Designation:

Contact No.:

E-mail ID:

Address:

Enclosures:

1. Profile of the Applicant;
2. Authority Letter including internal approvals/ resolutions as applicable
3. Details of Shareholding (in case the applicant is a subsidiary company)
4. Other details as per Annexure 1a

Note: the above parameters may be further elaborated, viz.; more details may be included in the Request for Proposal (RFP) document to be issued as a result of evaluation process of EOIs.



Annexure – B Declaration/ undertaking from bidder regarding applicability of restrictions on procurement from a bidder of a country which shares a land border with India as per the order no. 6/18/2019-PPD dated 23rd July 2020 issued by Ministry of Finance department of expenditure

(This letter should be on the letterhead of the Bidder duly signed by an authorized signatory

To

Sir,

We, M/s ----- are a private/public limited company/LLP/Firm ~~<strike off whichever is not applicable>~~ incorporated under the provisions of the Companies Act, 1956/2013 Limited Liability Partnership Act 2008/ Indian Partnership Act 1932, having our registered office at -----
----- (referred to as the “Bidder”) are desirous of participating in the Tender Process in response to your captioned RFP and in this connection we hereby declare, confirm and agree as under:

We, the Bidder have read and understood the contents of the RFP and Office Memorandum & the Order (Public Procurement No.1) both bearing no. F.No.6/18/2019/PPD of 23rd July 2020 issued by Ministry of Finance, Government of India on insertion of Rule 144 (xi) in the General Financial Rules (GFRs) 2017 and the amendments & clarifications thereto, regarding restrictions on availing/procurement of goods and services, of any Bidder from a country which shares a land border with India and / or sub-contracting to contractors from such countries.

In terms of the above and after having gone through the said amendments including in particular the words defined therein (which shall have the same meaning for the purpose of this Declaration cum Undertaking), we the Bidder hereby declare and confirm that:

Please strike off whichever is not applicable:-

1. “I/ we have read the clause regarding restrictions on procurement from a bidder of a country which shares a land border with India; I/ we certify that _____ is not from such a country.”
2. “I/ we have read the clause regarding restrictions on procurement from a bidder of a country which shares a land border with India; I/ we certify that _____ is from such a country. I hereby certify that _____ fulfils all requirements in this regard and is eligible to be considered. [Valid registration by the Competent Authority is attached.]”

In case the work awarded to us, I/ we undertake that I/ we shall not subcontract any of assigned work under this engagement without the prior permission of bank.

Further we undertake that I/we have read the clause regarding restrictions on procurement from a bidder of a country which shares a land border with India and on sub-contracting to contractors from such countries; I certify that our subcontractor is not from such a country or, if from such a country, has been registered with the Competent Authority and will not sub-contract any work to a contractor from such countries unless such contractor is registered with the Competent Authority. I hereby



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certify that our subcontractor fulfills all requirements in this regard and is eligible to be considered. [Valid registration by the Competent Authority is attached herewith.]”

We, hereby confirm that we fulfill all the eligibility criteria as per the office memorandum/ order mentioned above and RFP and we are eligible to participate in the Tender process.

We also agree and accept that if our declaration and confirmation is found to be false at any point of time including after awarding the contract, Bank shall be within its right to forthwith terminate the contract/ bid without notice to us and initiate such action including legal action in accordance with law. Bank shall also be within its right to forfeit the security deposits/ earnest money provided by us and also recover from us the loss and damages sustained by the Bank on account of the above.

This declaration cum undertaking is executed by us or through our Authorized person, after having read and understood the terms of RFP and the Office Memorandum and Order.

Dated this.....by2024

Yours faithfully,

Authorized Signatory

Name:

Designation:

Bidder's Corporate Name

Address

Email and Phone #

List of documents enclosed:

1. Copy of certificate of valid registration with the Competent Authority (strike off if not applicable)