

Clause in RFP

Sr. No.	Clause in RFP	Clarifications/ Changes made
1	Title of the RFP: RFP for Selection of Consultant for Review and Implementation of Software Development, Deployment and Maintenance Process in Line with Capability Maturity Model (CMM) and DevSecOps Maturity Model for Digital Products	Title of the RFP: RFP for Selection of Consultant for Review and Implementation of Software Development, Deployment and Maintenance Process in Line with Capability Maturity Model (CMMI) for Digital Products. All the title reference in the RFP including all the annexures to be consider as updated title given above.
	3. Contract period The Contract with selected Bidder will be for a period of 4 years starting from date of the Purchase Order. The contract will be deemed completed only when all the items and services contracted by the Bank are provided in good condition, installed, implemented, tested and accepted along with the associated documentation provided to Bank's employees; as per the requirements of the contract executed between the Bank and successful bidder	3. Contract period The Contract with selected Bidder will be for a period of 1 years or till the time certification process completed or all the deliverables under this contract is delivered, whichever is later starting from date of the Purchase Order. The contract will be deemed completed only when all the items and services contracted by the Bank are provided in good condition, installed, implemented, tested and accepted along with the associated documentation provided to Bank's employees; as per the requirements of the contract executed between the Bank and successful bidder
	9. Sub - Contracting The selected vender shall not subcontract or permit anyone other than its personnel to perform any of the work, service or other performance required under this project. In case any particular specialized service in the prescribed in the scope of work requires subcontracting, it need to be specified in the proposal/ response document with all the details of the work/ services. Please note that no work/services shall be subcontracted	9. Sub - Contracting The selected vender shall not subcontract or permit anyone other than its personnel to perform any of the work, service or other performance required under this project. In case any particular specialized service in the prescribed in the scope of work requires subcontracting, it need to be specified in the proposal/ response document with all the details of the work/ services. Please note that no work/services shall be subcontracted

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	<p>without the prior permission from the Bank in writing.</p>	<p>without the prior permission from the Bank in writing.</p> <p>Subcontracting / Consortium (maximum of two members, including the Prime Bidder) with permitted with the prior written consent to the Bank. However, The Prime Bidder shall retain full responsibility for the execution, performance, and fulfillment of all contractual obligations, irrespective of any subcontracting or consortium arrangements. The Prime Bidder shall be the sole point of contact and shall bear full legal responsibility for any acts, omissions, or breaches by the consortium members or subcontractors. The Bidder must provide details of the Prime Bidder and any other consortium members or subcontractors as part of the bid submission. The submission must include a self-declaration from the Prime Bidder affirming its sole responsibility and legal binding for the entire scope of the project, as outlined in the contract.</p>
	<p>Annexure 02 - Bid Evaluation Terms</p> <p>1. Evaluation process</p> <p>.....</p> <p>A. Eligibility Bid Evaluation</p> <p>.....</p> <p>C. Experience & Support Infrastructure</p> <p>The bidder shall be an authorized CMMI institute Partner in providing the CMMI Implementation and Consultation</p>	<p>Annexure 02 - Bid Evaluation Terms</p> <p>1. Evaluation process</p> <p>.....</p> <p>A. Eligibility Bid Evaluation</p> <p>.....</p> <p>C. Experience & Support Infrastructure</p> <p>The bidder / certifying partner shall be an authorized CMMI institute Partner in providing the CMMI Implementation and Consultation</p>

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	<p>Annexure 02 - Bid Evaluation Terms</p> <p>1. Evaluation process</p> <p>.....</p> <p>A. Eligibility Bid Evaluation</p> <p>.....</p> <p>C. Experience & Support Infrastructure</p> <p>The bidder should have provided services for process refinement of software development, deployment and maintenance in line with Capability Maturity Model Integrated (CMMI) in at least 5 organizations in India in last 3 years.</p> <p>Supporting Documents Required: Purchase Order (PO) / Work Order (WO), contract details, sign off letter from the reference site to be submitted.</p>	<p>Annexure 02 - Bid Evaluation Terms</p> <p>1. Evaluation process</p> <p>.....</p> <p>A. Eligibility Bid Evaluation</p> <p>.....</p> <p>C. Experience & Support Infrastructure</p> <p>The bidder should have provided services for process refinement of software development, deployment and maintenance in line with Capability Maturity Model Integrated (CMMI) in at least 5 organizations in India in last 3 years.</p> <p>Supporting Documents Required: Copy of the Credential / reference Letter or Purchase order or Work Order (WO), contract details or sign off letter from the reference site or email Confirmation or Published Appraisal Results on Official CMMI website certifying relevant criteria.</p>								
2	<p>Annexure 02 - Bid Evaluation Terms</p> <p>1. Evaluation process</p> <p>.....</p> <p>B. Technical Bid Evaluation</p> <p>The vendor needs to achieve a cut – off score of 80 marks in this evaluation stage to be qualified for commercial bid opening. Only those vendors who achieve the specified cut – off scores would be short-listed for Commercial Bid Evaluation.</p> <p>Technical Proposal will be evaluated for technical suitability and the criteria for evaluation of technical bids are as under:</p> <table border="1" data-bbox="203 1654 847 1900"> <thead> <tr> <th>Evaluation Parameters</th> <th>Max Score</th> </tr> </thead> <tbody> <tr> <td>Provided consultancy / assessment services in implementation of Capability Maturity Model Integrated (CMMI) level 3 Dev and above in Companies / Institutes. (For each implementation 0.5 marks. (Maximum 10 Marks / 20 references) Additional marks (Max 5 Marks): ▶ 2.5 mark if the certification was completed for a bank or financial institution.</td> <td>15</td> </tr> </tbody> </table>	Evaluation Parameters	Max Score	Provided consultancy / assessment services in implementation of Capability Maturity Model Integrated (CMMI) level 3 Dev and above in Companies / Institutes. (For each implementation 0.5 marks. (Maximum 10 Marks / 20 references) Additional marks (Max 5 Marks): ▶ 2.5 mark if the certification was completed for a bank or financial institution.	15	<p>Annexure 02 - Bid Evaluation Terms</p> <p>1. Evaluation process</p> <p>.....</p> <p>B. Technical Bid Evaluation</p> <p>The vendor needs to achieve a cut – off score of 70 marks in this evaluation stage to be qualified for commercial bid opening. Only those vendors who achieve the specified cut – off scores would be short-listed for Commercial Bid Evaluation.</p> <p>Technical Proposal will be evaluated for technical suitability and the criteria for evaluation of technical bids are as under:</p> <table border="1" data-bbox="880 1654 1534 1900"> <thead> <tr> <th>Evaluation Parameters</th> <th>Max Score</th> </tr> </thead> <tbody> <tr> <td>The Bidder should have provided consultancy / assessment services in implementation of Capability Maturity Model Integrated (CMMI) level 3 Dev and above in Companies / Institutes. (For each implementation 0.5 marks. (Maximum 10 Marks / 20 references) Additional marks (Max 5 Marks): ▶ 2.5 mark if the certification was completed for</td> <td>15</td> </tr> </tbody> </table>	Evaluation Parameters	Max Score	The Bidder should have provided consultancy / assessment services in implementation of Capability Maturity Model Integrated (CMMI) level 3 Dev and above in Companies / Institutes. (For each implementation 0.5 marks. (Maximum 10 Marks / 20 references) Additional marks (Max 5 Marks): ▶ 2.5 mark if the certification was completed for	15
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	<ul style="list-style-type: none"> 2.5 mark if certification was completed for at least 5 organizations with a turnover of at least 100 Crores. (Documents required: Copy of the Credential / reference Letter or Purchase order or email Confirmation or Published Appraisal Results on Official CMMI website certifying relevant criteria)		<ul style="list-style-type: none"> a bank or financial institution. 2.5 mark if certification was completed for at least 5 organizations with a turnover of at least 100 Crores. (Documents required: Copy of the Credential / reference Letter or Purchase order or email Confirmation or Published Appraisal Results on Official CMMI website certifying relevant criteria)	
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	Number of CMMI Consultants on Payroll: <ul style="list-style-type: none"> 6-10 Consultants - 5 marks 11-15 Consultants – 7.5 marks Above 15 Consultants - 10 marks (Documentary proof: Undertaking from authorized signatory of bidders in their letterhead to be submitted by mentioning details of name, qualification of professionals, certifying relevant criteria.)	10	Number of CMMI Consultants on Payroll of Bidder / Certifying Partner : <ul style="list-style-type: none"> 6-10 Consultants - 5 marks 11-15 Consultants – 7.5 marks Above 15 Consultants - 10 marks (Documentary proof: Undertaking from authorized signatory of bidders in their letterhead to be submitted by mentioning details of name, qualification of professionals, certifying relevant criteria.)	10
	Number of Experienced and Certified Lead Appraiser (LA) Professionals for CMMI (Certification documents must be submitted): (For each professional on payroll 1.5 marks. (Maximum 15 Marks / 10 professionals) An additional 5 marks will be awarded if there is an Elite Lead Appraiser Professional on the payroll. (Documentary proof: Undertaking from authorized signatory of bidders in their letterhead to be submitted by mentioning details of name, qualification of professionals, certifying relevant criteria.)	20	Number of Experienced and Certified Lead Appraiser (LA) Professionals for CMMI (Certification documents must be submitted) on the payroll of bidder/certifying partner : (For each professional on payroll 2 marks. (Maximum 20 Marks / 10 professionals) (Documentary proof: Undertaking from authorized signatory of bidders in their letterhead to be submitted by mentioning details of name, qualification of professionals, certifying relevant criteria.)	20
	Technical Proposal & Presentation: The Presentation should cover: <ul style="list-style-type: none"> Understanding of requirement Implementation Approach Proposed Methodology and alignment with CMMI (Dev & SVC) Proposed use of industry-standard tools / accelerators Program management & Project Management Quality of Deliverables in line with CMMI Understanding of the environment and best practices Past experience on similar assignments. 	40	Technical Proposal & Presentation: The Presentation should cover: <ul style="list-style-type: none"> Understanding of requirement Implementation Approach Proposed Methodology and alignment with CMMI (Dev & SVC) Proposed use of industry-standard tools / accelerators Program management & Project Management Quality of Deliverables in line with CMMI Understanding of the environment and best practices Past experience on similar assignments. 	40
	Total	100	Total	100
Annexure 10 - Project Details & Scope of	Annexure 10 - Project Details & Scope of			

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<p>Work</p> <p>.....</p> <p>1. Study of present Setup and Gap Analysis in line with CMMI level (Phase – 1)</p> <p>a. Bidder should develop & setup standard framework for Capability Maturity Model Integrated (CMMI) for Development (CMMI-Dev), Services (CMMI-SVC) and DevSecOps.</p> <p>.....</p> <p>.....</p>	<p>Work</p> <p>.....</p> <p>1. Study of present Setup and Gap Analysis in line with CMMI level (Phase -1)</p> <p>a. Bidder should develop & setup standard framework for Capability Maturity Model Integrated (CMMI) for Development (CMMI-Dev), Services (CMMI-SVC).</p> <p>.....</p> <p>.....</p>
<p>Annexure 10 - Project Details & Scope of Work</p> <p>.....</p> <p>5. Appraisals & CMMI level 3 Certification (Phase 3)</p> <p>e. Bidder to provide support for a period of 3 years for maintaining the certification.</p> <p>.....</p> <p>.....</p>	<p>Annexure 10 - Project Details & Scope of Work</p> <p>.....</p> <p>5. Appraisals & CMMI level 3 Certification (Phase 3)</p> <p>Point e is removed.</p> <p>.....</p> <p>.....</p>
<p>B. Establishment/Projects under the Scope:</p> <p>.....</p> <p>a. CMMI level to be assess under the project - CMMI Leve 3.</p> <p>b. Development facility location – Mumbai.</p> <p>c. IT Service Management location – Mumbai and Hyderabad.</p> <p>d. Development project covered under the Scope – 2.</p> <p>e. IT Service Management Projects covered under the scope – 2.</p> <p>f. Developer engaged on the proposed development project- 75-100.</p> <p>g. Resources deployed to provide services on</p>	<p>B. Establishment/Projects under the Scope:</p> <p>.....</p> <p>a. CMMI level to be assess under the project - CMMI Leve 3.</p> <p>b. Development facility location – Mumbai.</p> <p>c. IT Service Management location – Mumbai and Hyderabad.</p> <p>d. Development project covered under the Scope – 2.</p> <p>e. IT Service Management Projects covered under the scope – 2.</p> <p>f. Developer engaged on the proposed development project- 75-100 (both project</p>

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	<p>the proposed project – 100-150.</p> <p>.....</p> <p>.....</p>	<p>both sites (DC/DR).</p> <p>g. Resources deployed to provide services on the proposed project – 100-150 (both project both sites (DC/DR).</p> <p>.....</p> <p>.....</p>
	<p>Annexure 10 – Project Details Scope of Work</p> <p>.....</p> <p>.....</p> <p>1. Study of present Setup and Gap Analysis in line with CMMI level (Phase 1)</p> <p>.....</p> <p>.....</p> <p>g. Bidder should Develop Policy, procedure guidelines and standard templets in line with Capability Maturity Model Integration (CMMI) Dev & SVC</p> <p>.....</p> <p>.....</p>	<p>Annexure 10 – Project Details Scope of Work</p> <p>.....</p> <p>.....</p> <p>1. Study of present Setup and Gap Analysis in line with CMMI level (Phase 1)</p> <p>.....</p> <p>.....</p> <p>g. Bidder should provide the recommendation to bridge the gap of Policy, procedure guidelines and standard templets in line with Capability Maturity Model Integration (CMMI) Dev & SVC. The Bank will review these recommendations and accordingly implement the same</p> <p>.....</p> <p>.....</p>

All other Terms & Conditions are same as per our Bid Number: GEM/2024/B/5174279 dated 18th July 2024 for Selection of Consultant for Review and Implementation of Software Development, Deployment and Maintenance Process in Line with Capability Maturity Model (CMMI) for Digital Products.

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Sr. No.	Page #	Point / Section #	Category (Eligibility / Scope / Commercial / Legal / General)	Clarification point as stated in the tender document	Comment/Suggestion/Deviation	Bank's Response
2	8	Section #: 9	Sub - Contracting	The selected vender shall not subcontract or permit anyone other than its personnel to perform any of the work, service or other performance required under this project. In case any specialized service in the prescribed in the scope of work requires subcontracting, it need to be specified in the proposal/ response document with all the details of the work/ services. Please note that no work/services shall be subcontracted without the prior permission from the Bank in writing.	CMMI Certification journey is a 2 phased activity : 1) Preperation of the project teams to align with CMMI practices and recommendations : Consulting support for the internal teams to prepare for certification (Maker) 2) Assessment of compliance : Benchmark appraisal in alignment to the certification requirements (Checker) To ensure there is no Conflict of interest, it is best to have the consultant and Certifier from different organisation. While the Consultant will take you through journey, the Certifier will assess the conformance. We suggest the bank to adopt this maker-checker approach to eliminate the conflict of interest and establish the CMMI practices across the teams. Note: Previous RFP from Union Bank of India had this clause to address the conflict of interest issue.	Please refer to the RFP and subsequent Addendum
3	25	Annexure 02, Section A, Sr. No. C1	Eligibility	The bidder shall be an authorized CMMI institute Partner in providing the CMMI Implementation and Consultation	We request the Bank to amend the clause as below to avoid the conflict of interest "The certifying partner of the bidder shall be an authorized CMMI institute Partner in providing the CMMI Implementation and Consultation."	Please refer to the RFP and subsequent Addendum
4	26	Annexure 02, Section B, Sr. No. 1	Technical Bid Evaluation	Provided consultancy / assessment services in implementation of Capability Maturity Model Integrated (CMMI) level 3 Dev and above in Companies / Institutes.	We understand that this can be fulfilled by the bidder and/or the certifier organization, who will be the subcontractor. Please confirm.	No Change
5	26	Annexure 02, Section B, Sr. No. 2	Technical Bid Evaluation	Provided consultancy / assessment services in implementation of Capability Maturity Model Integrated (CMMI) level 3 SVC and above in Companies / Institutes	We understand that this can be fulfilled by the bidder and/or the certifier organization, who will be the subcontractor. Please confirm.	No Change
6	26	Annexure 02, Section B, Sr. No. 3	Technical Bid Evaluation	Number of CMMI Consultants on Payroll	We understand that this can be fulfilled by the bidder and/or the certifier organization, who will be the subcontractor. Please confirm.	Please refer to the RFP and subsequent Addendum
7	27	Annexure 02, Section B, Sr. No. 4	Technical Bid Evaluation	Number of Experienced and Certified Lead Appraiser (LA) Professionals for CMMI (Certification documents must be submitted) An additional 5 marks will be awarded if there is an Elite Lead Appraiser Professional on the payroll	We understand that this can be fulfilled by the bidder and/or the certifier organization, who will be the subcontractor. Please confirm.	Please refer to the RFP and subsequent Addendum

8	29	Section #: Annexure 2 section C	Commercial Bid Evaluation	The key considerations of the TCO would be the total payouts for entire project through the contract period of 3 years, discounted at 10% to arrive at the present value of the future cash outflows	In the commercial bid evaluation, it is mentioned that overall contract period of 3 years, but in Page # 6 it is mentioned contract period of 4 years, would like to understand the actual contract period.	Please refer to the RFP and subsequent Addendum
9	49	Section #: Annexure 10 section B	Establishment/ Projects under the Scope:	Developer engaged on the proposed development project- 75-100. Resources deployed to provide services on the proposed project – 100-150	Is this the consolidated team size of Devpt and Services project (2 each stated in the scope). I.e.: size is 75-100 of both the Devpt projects put together and 100-150 of both the service project put together.	Please refer to the RFP and subsequent Addendum
10	6,48,49	Section #: Annexure 10 section A-1	Project Scope	Title, Project Overview and Scope and Deliverables	There are no details mentioned for DevSecOps. What are the requirements for DevSecOps?	Please refer to the RFP and subsequent Addendum
11	53	Section #: Annexure 10 Section D	Project Scope	Delivery SLA and payment terms	The payment timelines currently put a restriction on the execution timelines - We are assuming that the payment and execution timelines are the same. Please confirm	Yes.

KPMG

1	1		Scope	Request for Proposal (RFP) For Selection of Consultant for Review and Implementation of Software Development, Deployment and Maintenance Process in Line with Capability Maturity Model (CMM) and DevSecOps Maturity Model for Digital Products	Does DevSecOps Maturity Model services also in scope?	Please refer to the RFP and subsequent Addendum
2	26		Eligibility	The bidder should have provided services for process refinement of software development, deployment and maintenance in line with Capability Maturity Model Integrated (CMMI) in at least 5 organizations in India in last 3 years. Purchase Order (PO) / Work Order (WO), contract details, sign off letter from the reference site to be submitted	We have strictly private & confidentiality clause with our clients as part of our engagement letters / non-disclosure agreements with them. As a result, we will not be able to submit the PO/Work Order copies and completion certificates. sign off letter from the reference site (CMMI PARS) we can submit Kindly consider	Please refer to the RFP and subsequent Addendum
3	27		General	Provided consultancy / assessment services in implementation of Capability Maturity Model Integrated (CMMI) level 3 Dev and above in Companies / Institutes. (For each implementation 0.5 marks. (Maximum 10 Marks / 20 references) Additional marks (Max 5 Marks): <input type="checkbox"/> 2.5 mark if the certification was completed for a bank or financial institution. <input type="checkbox"/> 2.5 mark if certification was completed for at least 5 organizations with a turnover of at least 100 Crores. (Documents required: Copy of the Credential / reference Letter or Purchase order or email Confirmation or Published Appraisal Results on Official CMMI website certifying relevant criteria)	For additional marks, do we need to send additional references even though if we cover same in 20 references? 20+1+5= 27 or 20 including 1 financial and 5 org with a turnover of at least 100 Cr	Please refer to the RFP and subsequent Addendum
4	28		General	An additional 5 marks will be awarded if there is an Elite Lead Appraiser Professional on the payroll.	There is no concept of Elite Lead Appraiser. We "KPMG" are Elite Partner of CMMI	Please refer to the RFP and subsequent Addendum

5	48		General	1.G. Bidder should Develop Policy, procedure guidelines and standard templets in line with Capability Maturity Model Integration (CMMI) Dev & SVC.	KPMG can facilitate BOB team in understanding the model requirements and expectations while drafting the solutions for bridging gaps. However, the ownership of developing Policy, procedure, guideline will lie with the BOB team, in order to avoid any probable conflict of interest situation.	Please refer to the RFP and subsequent Addendum
6	48		General	2.D. Outline a path for continuous improvement towards higher maturity levels, such as CMMI Level 4.	Please clarify if you need only path for ML4 or detailed facilitation sessions on policy, guideline, template are also to be conducted to revise QMS	Only path and session as part of training for appraisal team on continuous improvmenet towards higher maturity levels is required.
7	49		General	5.e. e. Bidder to provide support for a period of 3 years for maintaining the certification .	Please clarify what kind of support is required	Please refer to the RFP and subsequent Addendum
8	52		General	Timeline and SLA are mentioned. @ 0.5% of CMMI Dev certification cost inclusive of all taxes, duties, levies etc., per week or part thereof, for late deliverables beyond due delivery date	total timeline of 29 (7 months) weeks is mentioned and SLAs are also mentioned for delay. Request you to remove SLA as typically CMMI ML3 journey takes 1 year and it depends on Organizations readiness also.	No Change. Any delay due to the Bank's dependency will not be considered under Service Provider's scope and will be excluded for the delay calculation. However, in this regards, Service Provider need to obtain proper certificate from Bank's project Manager.
9	53		General	SLA is capped to a maximum of 5% of the project cost. If SLA exceeds 5% of the project cost, Bank of Baroda reserves the right to cancel the entire order. Any delay due to the Bank's dependency will not be considered under Service Provider's scope and will be excluded for the delay calculation. However, in this regards, Service Provider need to obtain proper certificate from Bank's project Manager.	please remove SLA clause or revise timelines	No Change. Any delay due to the Bank's dependency will not be considered under Service Provider's scope and will be excluded for the delay calculation. However, in this regards, Service Provider need to obtain proper certificate from Bank's project Manager.
10	55		General	Bidder not to quote Cost of CMMI registration and Loyalty fee to be paid to CMMI Institute in the commercial bid. CMMI registration and Loyalty fee will be paid by the Bank on actual basis.	Is it a Royalty fee paid to institute? Please note this fee is paid by KPMG to CMMI institute thus it will get quoted in overall engagement fee. If you need we can share payment receipts also	Bidder not to quote Cost of CMMI registration and Royalty fee to be paid to CMMI Institute in the commercial bid. CMMI registration and Loyalty fee will be paid by the Bank on actual basis.
11	49		General	B. Establishment/Projects under the Scope: a. CMMI level to be assess under the project - CMMI Leve 3. b. Development facility location – Mumbai. c. IT Service Management location – Mumbai and Hyderabad. d. Development project covered under the Scope – 2. e. IT Service Management Projects covered under the scope – 2. f. Developer engaged on the proposed development project- 75-100. g. Resources deployed to provide services on the proposed project – 100-150.	Please clarify team size of DEV and SVC projects	Please refer to the RFP and subsequent Addendum