



भारतीय रिजर्व बैंक
Reserve Bank of India
कृषि बैंकिंग महाविद्यालय, पुणे
College of Agricultural Banking, Pune
Academic Division / अकादमिक विभाग

बोली-पूर्व बैठक का कार्यवृत्त - आरबीआई के अधिकारियों के लिए मूल्यांकन उपकरण विकसित करने और डीसीडब्ल्यू आयोजित करने के लिए प्रस्ताव हेतु अनुरोध (आरएफपी)

ई-निविदा क्रमांक: - [RBI/CAB PUNE/Estate/11/24-25/ET/838](#)

उपरोक्त बैठक 07 फरवरी, 2025 को सुबह 11.00 बजे कृषि बैंकिंग महाविद्यालय, पुणे (सीएबी) में वेबएक्स प्लेटफॉर्म के माध्यम से हाइब्रिड मोड में आयोजित की गई थी। बैठक की अध्यक्षता श्री जैकिश, मुख्य महाप्रबंधक और प्रधानाचार्य, आरबीआई, सीएबी ने की।

2. (a) बैठक में भाग लेने वाले बैंक के अधिकारियों की सूची: -

| क्रम संख्या | नाम | पदनाम |
|-------------|------------------------|--|
| 1 | श्री जैकिश | मुख्य महाप्रबंधक और प्रधानाचार्य, आरबीआई, सीएबी |
| 2 | श्रीमति वंदना खरे | प्रभारी मुख्य महाप्रबंधक, एचआरएमडी, केन्द्रीय कार्यालय (वेबेक्स माध्यम से) |
| 3 | श्री आर गिरिधरन | मुख्य महाप्रबंधक, एफआईडीडी विभाग, केन्द्रीय कार्यालय (वेबेक्स माध्यम से) |
| 4 | कैप्टन शुभब्रत अग्रवाल | महाप्रबंधक और संकाय सदस्य, आरबीआई, सीएबी |
| 5 | श्री सौगत चक्रवर्ती | उप महाप्रबंधक और संकाय सदस्य, आरबीआई, सीएबी |
| 6 | श्रीमती सौम्यश्री एस | सहायक प्रबंधक, अकादमिक विभाग, आरबीआई, सीएबी |



(b) कंपनी/व्यक्तियों/फर्मों/ठेकेदारों के प्रतिनिधियों की सूची:-

| क्रम संख्या | इकाई का नाम | प्रतिनिधि का नाम (वेबेक्स माध्यम से) |
|-------------|------------------------------|---|
| 1 | मैसर्स ईवाई / बीवाईएलडी | श्री आनंद दीवान, श्री धनंजय नैथानी, श्री इवान काड्रास, सुश्री मोइत्रेयी, श्री तरुण चंदना, सुश्री विद्या मोहन, सुश्री रंजना सिंह |
| 2 | मैसर्स एचआर एनेक्सी | सुश्री बलजीत कौर विरदी, सुश्री अंजू गुप्ता, सुश्री फ़ोनिया, श्री इकरा कटलेरीवाला |
| 3 | मैसर्स नमनएचआर | सुश्री तोरल गाला, श्री चेतन विलेकर |
| 4 | मैसर्स प्रगति लीडरशिप | श्री ऋषिकेश मुले, सुश्री राधिका भसीन, श्री कुणाल मेहता, सुश्री मेघना मेनन |
| 5 | मैसर्स राइट मैनेजमेंट इंडिया | श्री दीपक वर्मा, सुश्री श्रुति तिवारी |

3. बैठक के प्रारंभ में, कैप्टन शुभब्रत अग्रवाल, महाप्रबंधक और संकाय सदस्य ने प्रतिभागियों का स्वागत किया और प्रतिभागियों से अपने संदेह/प्रश्न अध्यक्ष के समक्ष रखने का अनुरोध किया। ईमेल के माध्यम से प्राप्त और बैठक के दौरान ऑफ़लाइन और ऑनलाइन उपस्थित प्रतिभागियों द्वारा उठाए गए प्रश्नों को कैप्टन शुभब्रत अग्रवाल और श्री सौगत चक्रवर्ती द्वारा संबोधित किया गया।

4. बैठक के दौरान उठाए गए प्रश्न और उनके स्पष्टीकरण इस प्रकार हैं:

| Sr. No. | Queries Raised | Clarifications Provided |
|---------|--|--|
| 1. | Page 20 Clause C (3) 3) Details of ACs / DCs Details of ACs / DCs conducted during April 01, 2023 to May 31, 2024. Query - Please clarify on the period limit for providing AC/DC experiences. Is it Apr'23 - May'24 or Apr'23 - Mar'24? | The sentence at page no 20 to be read as “3. Details of ACs / DCs conducted during April 01, 2021 to March 31, 2024. ” |



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|-----------|--|--|---|---|---|---|---|---|---|---|---|--|---|---|--|---|---|---|--|---|---|---|
| <p>2.</p> | <p>Page 34 Annex III point 3</p> <p>3. Number of ADC contracts executed by the Vendor(including online) during last three years from April 1, 2021 to March 31, 2024</p> <p>Query - Please clarify on the period limit for providing AC/DC experiences. Is it Apr'23 - May'24 or Apr'23 - Mar'24?</p> | | | | | | | | | | | | | | | | | | | | | |
| <p>3.</p> | <p>Page 34 Annex III points 1 – 5 above to be supported by CA's certificate</p> <p>Query 1 - Please clarify regarding the preferred format of CA certificate (if any) Also, please clarify whether we will be required to provide Work Orders/ Invoices/ Contracts along with the CA certificate</p> <p>Query 2 - Is any additional evidence, such as a Purchase Order or Completion Certificate, required to be submitted along with the CA's certificate?</p> <p>Query 3 - Can a single certificate be submitted for all criteria (from 1 to 5), or is it necessary to provide individual certificates for each criterion?</p> <table border="1" data-bbox="272 1496 799 2033"> <tr> <td>1</td> <td>Consulting Firm's/Company's relevant experience in conducting ADCs for its clients (in years)Vendor</td> </tr> <tr> <td>2</td> <td>Consulting Firm's/Company's average Turnover in the last 3 Financial Years from April 1, 2021 to March 31, 2024Vendor</td> </tr> <tr> <td>3</td> <td>Number of ADC contracts executed by the Vendor(including online) during last three years from April 1, 2021 to March 31, 2024</td> </tr> <tr> <td>4</td> <td>No. of ADC clients (Clients for whom the Consulting</td> </tr> </table> | 1 | Consulting Firm's/Company's relevant experience in conducting ADCs for its clients (in years)Vendor | 2 | Consulting Firm's/Company's average Turnover in the last 3 Financial Years from April 1, 2021 to March 31, 2024Vendor | 3 | Number of ADC contracts executed by the Vendor(including online) during last three years from April 1, 2021 to March 31, 2024 | 4 | No. of ADC clients (Clients for whom the Consulting | <p>1. There is no specific format for the CA certificate. However, the Bank reserves the right to call for additional documents.</p> <p>2. No additional evidence is required at this stage. However, the Bank reserves its rights to call for additional documents if required, later.</p> <p>3. Yes. Single certificate can be submitted.</p> <table border="1" data-bbox="831 1048 1406 2033"> <tr> <td>1</td> <td>Consulting Firm's/Company's relevant experience in conducting ADCs for its clients (in years) Vendor</td> <td>This must be included in CA certificate</td> </tr> <tr> <td>2</td> <td>Consulting Firm's/Company's average Turnover in the last 3 Financial Years from April 1, 2021 to March 31, 2024 Vendor</td> <td>This must be included in CA certificate</td> </tr> <tr> <td>3</td> <td>Number of ADC contracts executed by the Vendor(including online) during last three years from April 1, 2021 to March 31, 2024</td> <td>The names of clients must be mentioned with the time period of the contracts</td> </tr> <tr> <td>4</td> <td>No. of ADC clients (Clients for whom the Consulting Firm/Company has conducted ADC in the last 3 Financial Years)</td> <td>The names of clients must be mentioned with the time period</td> </tr> </table> | 1 | Consulting Firm's/Company's relevant experience in conducting ADCs for its clients (in years) Vendor | This must be included in CA certificate | 2 | Consulting Firm's/Company's average Turnover in the last 3 Financial Years from April 1, 2021 to March 31, 2024 Vendor | This must be included in CA certificate | 3 | Number of ADC contracts executed by the Vendor(including online) during last three years from April 1, 2021 to March 31, 2024 | The names of clients must be mentioned with the time period of the contracts | 4 | No. of ADC clients (Clients for whom the Consulting Firm/Company has conducted ADC in the last 3 Financial Years) | The names of clients must be mentioned with the time period |
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| 3 | Number of ADC contracts executed by the Vendor(including online) during last three years from April 1, 2021 to March 31, 2024 | The names of clients must be mentioned with the time period of the contracts | | | | | | | | | | | | | | | | | | | | |
| 4 | No. of ADC clients (Clients for whom the Consulting Firm/Company has conducted ADC in the last 3 Financial Years) | The names of clients must be mentioned with the time period | | | | | | | | | | | | | | | | | | | | |



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| | <p>Firm/Company has conducted ADC in the last 3 Financial Years) from April 1, 2021 to March 31, 2024</p> <p>5 Number of ADC clients (Clients for whom the Consulting Firm/Company has conducted ADC with project value of not less than Rs. 35 lakhs for conducting ADC in a given Financial year (April 1, 2023 – March 31 2024)</p> | <p>from April 1, 2021 to March 31, 2024</p> <p>5 Number of ADC clients (Clients for whom the Consulting Firm/Company has conducted ADC with project value of not less than Rs. 14 lakhs (40% of 35 lakhs) for conducting ADC in a given Financial year (April 1, 2023 – March 31 2024)</p> | <p>of the contracts</p> <p>The contract amounts and the period of contracts must be mentioned in the CA certificate</p> |
| <p>4.</p> | <p>Page 34 Annex III point 6</p> <p>Average experience of the six assessors being suggested for the project (Ref: C(2) on page 20) - Information for S No 6 to be supported by each identified Assessor's experience certificate and/or proof of the earliest Assessment carried out.</p> <p>Query 1– What supporting documents need to be submitted for this?</p> | <p>Any documentary proof certifying that the earliest Assessment carried out by a particular assessor may be submitted.</p> | |
| <p>5.</p> | <p>Page 34 Annex III point 7</p> <p>Number of tools designed in the last three years from April 1, 2021 to March 31, 2024</p> <p>Information for S No 7 above to be supported by clients' certificate</p> <p>Query - We have designed tools for many client in past during different ADC projects, but the IP right of tools remain with us and not with our clients. Hence, we can provide proof of project completion from our client for such projects where tools were designed and deployed by RMI. Will this proof be considered? And can completion certificate obtained from</p> | <p>Yes. These proofs can be considered. Also, the certificate must mention about the development of tools for that particular client and a copy of the contract must be furnished along with the completion certificates.</p> | |



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| | the client over email be considered as completion certificate? | |
| 6. | Could you please clarify the extent to which amendments in the RFP would be binding on bidders? Since modifications may have cost implications, will there be any provisions for addressing such impacts? | This is a fresh RFP and there are no modifications as such and is not connected to the previous RfP. |
| 7. | Is an SME still exempt from the Earnest Money Deposit (EMD) if a valid Udyam Registration Certificate is provided, as was the case earlier? | No. MSMEs are not exempt from EMD. |
| 8. | <p>Page 20 Section IV C Technical Proposal Formats point 3</p> <p>1. Details of ACs / DCs conducted during April 01, 2023 to May 31, 2024</p> <p>Query - Could you please clarify whether this request is additional and separate from the details requested in Annex III, considering that the period specified in Annex III is from April 1, 2021, to March 31, 2024?</p> | <p>The sentence at page no 20 may be read as</p> <p>“3. Details of ACs / DCs conducted during April 01, 2021 to March 31, 2024.”</p> |
| 9. | <p>Page 32 Annex II Technical Evaluation Matrix point 7</p> <p>7. Number of tools designed in the last three years</p> <p>Query - Would a client-issued completion certificate specifying the tools used in the Assessment Centre be sufficient as evidence for this criterion?</p> | Yes, a client issued certificate is sufficient. |
| 10. | <p>Page 34 Annex III point 8</p> <p>Approach and Methodology Details to be given separately before making presentation to the Committee.</p> <p>Query - Should this be submitted along with the bid or provided upon request by RBI?</p> | It is to be submitted before the presentation to be made to the review Committee. It is to be noted that the presentations need to be made in person at Mumbai. |
| 11. | Page 4 Para 3.1 | Set of competencies will be shared with the selected vendor. However, the vendor is |



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| | <p>The Bank, through internal processes, has modelled a set of differentiating behavioural competencies that deliver superior performance at different target roles.</p> <p>Query - We assume that the competency model exists with proficiency levels defined. Please confirm and also if it can be made available to the consultant</p> | <p>required to model Behaviourically Anchored Rating Scale(BARS) against these competencies.</p> |
| <p>12.</p> | <p>Page 4 Para 3.1 (a)</p> <p>To develop assessment tools and conduct DCW in the Bank for the assessment and development of the competencies modelled for the target role of its direct recruit officers.</p> <p>The DCW is to provide the competency profiling of the participants against these identified competencies.</p> <p>Query - Will only RBI assessors conduct the assessment or will external assessors do it too? Will internal assessor certification be considered as documentary proof?</p> | <p>The assessment during the DCWs will be done by a mix of internal and external assessors. It can also be done by only internal assessors or external assessors depending on availability.</p> <p>The internal certification and supporting documents for additional qualifications may be provided.</p> |
| <p>13.</p> | <p>Page 4 Para 3</p> <p>The Bank requires the services of an eligible entity for developing the assessment tools and assisting the Bank in conducting Development Centre Workshop (hereinafter referred to as DCW) for its direct recruit officers in Grade 'B' in-person/physical mode, at the CAB</p> <p>Query - How many grade B DRs are to be assessed annually?</p> | <p>It has been planned to conduct 12 DCWs in a year, covering 18 grade B DRs in each of these, so approximately 216 Grade B DRs would be trained in a year. However, these numbers are not fixed and may be revised based on the Bank's requirement.</p> |
| <p>14.</p> | <p>Page 23 Section V: Scope Of Work</p> <p>A. Location</p> <p>The ADC Training/ Programme for internal assessors of the Bank shall be held at CAB, Pune or on at the designated site of the Vendor.</p> | <p>Thirty assessors are to be trained in two batches of 15 each and this would also include refresher course for existing assessors.</p> |



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| | <p>Query - How many internal assessors need to be trained?</p> | |
| <p>15.</p> | <p>Page 23 Section V: Scope Of Work</p> <p>D. Tools / Instruments for DCs</p> <p>Tools / Instruments for DCs</p> <p>The Assessment tools are to be designed to measure a set of Leadership Competencies.</p> <p>These Assessment tools should include:</p> <ol style="list-style-type: none"> 1. In-basket exercise: 10 (ten) in number with three variations of each 2. Leaderless Group Exercises- 10 (ten) in number 3. Leader-led Group Exercises- 10 (ten) in number 4. Set of three formats of Behavioural Event Interview (BEI): 5. DCW Individual Competency Report Template: Participant's Competency Report highlighting his/her Competency Rating across various Leadership Competencies (including Overall Rating) with Behavioural evidence as observed during the DCW and their competency specific inferences. 6. Management Games – 3 in number 7. Role Play – 3 in number 8. Any other new tool the Consulting Firm/Company may like to suggest <p>Query 1 - Please confirm if the selection of tools is sacrosanct or the consultant can choose appropriate tools.</p> <p>Query 2 - Is there a requirement for psychometric test? And if yes then</p> | <ol style="list-style-type: none"> 1. The consultant is free to suggest any tool and the same would be subject to discussion with the Evaluation Committee during the in person presentations at Mumbai. 2. There would be no requirement of psychometric test as it may be administered by another agency and this is not a part of the current RfP. |



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| | can the consultant choose an appropriate tool? | |
| 16. | <p>Page 4 Para 3.1 (a) and (d)</p> <p>(a) To develop assessment tools and conduct DCW in the Bank for the assessment and development of the competencies modelled for the target role of its direct recruit officers.</p> <p>The DCW is to provide the competency profiling of the participants against these identified competencies.</p> <p>(d) To conduct the Assessment and Development Centre (ADC) Training Programme for internal assessors of the Bank with the objective of</p> <ul style="list-style-type: none"> - To train the Assessors in enabling the participants to create an action plan with time frame <p>Query - Which mode of delivery do you prefer for assessments and trainings: In-person or Physical mode?</p> | Training of Assessors and DCWs are to be conducted in physical mode. |
| 17. | <p>Page 10 Para 12.4 (b)</p> <p>Variable Component:</p> <p>The selected entity will be required to provide services of a qualified Assessor/Assessors for the DCWs conducted by the Bank for its officers, strictly on need basis. It is estimated that the Bank may need services of qualified Assessor/s from the selected entity for 12 such DCWs in a year (actual number may vary). Each such DCW will require Assessor presence for three days for conducting DCW physically in the Bank premises. For 12 such DCWs, a total of 36 assessor days' utilisation is envisaged. This does not include travel time, etc. During DCWs, lodging and boarding facilities for Assessors will be made available in</p> | The travel arrangements of the assessors must be made at their end. However, boarding and lodging facilities for them would be provided at CAB, Pune campus. Further, a calendar of programmes would be shared in advance with the assessors and the same would be followed to a large extent except in case of exigencies. |



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| | <p>the College. Travel expenses will be borne by the selected entity and will not be reimbursed. The cost of providing Assessor/s for DCWs on need basis is to be given for 12 DCWs (36 assessor days).</p> <p>Query – What are the travelling and stay arrangements that will be made for the assessors and what advance notice shall be given to the assessors for travel?</p> | |
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5. कृपया ध्यान दें कि यदि निविदा दस्तावेज़ और शुद्धिपत्र के बीच कोई विरोधाभास है, तो शुद्धिपत्र ही मान्य होगा। इसके अलावा, यह एक एकल-चरण दो-भाग वाली बोली प्रणाली है जहां तकनीकी और वाणिज्यिक बोलियां अलग-अलग जमा करनी होती हैं। यदि उन्हें एक साथ प्रस्तुत किया जाता है, तो उसे सीधे खारिज कर दिया जाएगा।
6. बोली दस्तावेज़ के बाकी नियम, शर्तें और विशिष्टताएँ अपरिवर्तित रहेंगी। बोलियाँ प्रस्तुत करना बोली दस्तावेज़ और स्पष्टीकरण के अनुरूप माना जाएगा। बैंक भविष्य में किसी भी बोलीदाता/ठेकेदार से किसी भी अतिरिक्त प्रश्न/स्पष्टीकरण पर विचार करने के लिए बाध्य नहीं होगा।

मुख्य महाप्रबंधक और प्रधानाचार्य,
कृषि बैंकिंग महाविद्यालय,
पुणे