



Bank of India

Request for Proposal (RFP) for Procurement and Implementation of Enterprise Fraud Risk Management Solution

Reference Number – FRMD/RFP/16-17/141

22nd September 2016

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1. General Instructions to Bidder

1.2 Important Dates

Date and Time of commencement of Sale of Bid Document	22 nd September 2016
Last Date and Time for Receipt of Bids at Bank of India (Address as given below)	02:00 PM on 14 th October 2016
Queries regarding bid to be received by (e-mail only as per format given in form-6)	12:00 PM on 29 th September 2016
Date and Time of Pre-bid meeting (At Bank's BKC Office)	03:00 PM on 4 th October 2016
Date and time of opening of Technical Bids	02:30 PM on 14 th October 2016
Date and time of opening of Commercial Bids	Will be advised to all shortlisted eligible bidders by the bank.
Date of reverse auction	Will be advised to all eligible bidders.
Contact Persons	Amitabh Rastogi, GM, Email: frmd.ho@bankofindia.co.in The subject line for all the emails regarding RFP should start with "EFRMS_RFP- Kind attention of Mr Deepak Narayan"
Address for Communication and submission of bid.	General Manager, Bank of India, Fraud and Risk Management Department, 1 st Floor, Star House, C-5, G block, Bandra Kurla Complex, Bandra East, Mumbai – 400 051. Phone Numbers: 022 – 6668 4974 Contact Person: Amitabh Rastogi

1.3 Important Clarifications:

Following terms are used in the document interchangeably:

- 1 Bank of India, Bank, BoI means Bank of India including domestic operations, overseas operations, Overseas & Indian subsidiaries & Regional Rural Banks (RRBs).
- 2 System Integrator (SI), Recipient, Respondent, Bidder and Vendor generally means "Respondent to the RFP document" unless context specifies otherwise
- 3 EFRMS – Enterprise Fraud Risk Management Solution
- 4 DC means Bank's Data centre at CBD Belapur, Navi Mumbai
- 5 DR, DRS means Bank's Disaster Recovery centre (site) at Bangalore
- 6 NR, Means Near Site, MDI, Belapur, Navi Mumbai
- 7 T & C – Terms and Conditions
- 8 ATM - Automated Teller Machine
- 9 MPLS - Multiprotocol Label Switching
- 10 ISDN - Integrated Services Digital Network
- 11 VSAT - Very Small Aperture Terminal
- 12 "Solution" means the EFRMS, so as to meet the technical and functional requirements of the Bank.
- 13 RFP – shall mean collectively the Request for Proposal bearing reference no Ref: Dated : issued by the Bank, Annexures, Formats and all addendum and clarifications issued pursuant to the said Request For Proposal.
- 14 "Confidential Information" shall mean all non-public information, of the Bank including details of the Bank's Critical Assets held by the Bank which is accessible by or is available to the Company, and in writing whether in graphic, visual or any other tangible, intangible or electronic form including, without limitation, Customer Data, Banks' Data any and all information relating to the Bank's Customers, the Software and Hardware Vendors and/or its client's (whether past, present, or future), financial data, financial results and projections, employees (past, present or prospective), technologies, technical and business strategies, computer programs, software tools, source codes, object codes, protocols, product descriptions, trade secrets or know how, customer information and Intellectual Property Rights as well as any such information not generally known to third parties, that the Company is reasonably expected to treat as confidential. It is clarified that all non-public data residing on the Bank's existing system shall be treated as Confidential Information for the purposes of this RFP
- 15 "Contract" shall mean the work to carry out the engagement as per the scope mentioned in the RFP

The RFP 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 may be necessary or desirable to enable an intending contracting party to determine whether or not to enter into a contract or arrangement with Bank in relation to the provision of services. Neither 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 RFP document.

2. Introduction

2.1 About this Request for Proposal

This Request for Proposal document ("RFP") has been prepared solely to enable Bank of India ("Bank") in the selection of System Integrator through tender for procurement and implementation of Enterprise Fraud Risk Management solution for the Bank, including its branches, subsidiaries, overseas branches etc.

The RFP document is not a recommendation, offer or invitation to enter into a contract, agreement or other arrangement in respect of the product and services. The provision of the product and services is subject to observance of selection process and appropriate documentation being agreed between the Bank and any successful Bidder as identified after completion of the selection process as detailed in Annexure-B on Bidder's Selection/ Evaluation Process.

2.2 Bank of India Profile

Bol is a leading and innovative Public Sector Bank, having its registered office in Mumbai. The Bank is currently listed at both National Stock Exchange of India Ltd. & Bombay Stock Exchange.

The Bank has 4900+ branches in India spread over all states/ union territories including 140+ specialized branches. Bank has 6 Training Centers. M/s Hewlett Packard India Private Limited ("HP") is the solution provider for Finacle- CBS application and the system integration. These branches are controlled through 54 Zonal Offices under eight National Banking Groups [NBGs]. Four Regional Rural Banks sponsored by Bol. The Bank has presence abroad with 40+ branches/offices. The Bank is Promoting Four RRBs. Bank has expanded the installation of ATMs and issuance of Debit Cards in India and overseas territories. Presently Bank is having 6100+ ATMs.

Bank's Data Centre

- Bank has a DC in Mumbai and DR site in Bengaluru. Bank has implemented various applications at DC and DR in the centralized environment.
- DC and DR is connected through MPLS Link.
- Branches and ATMs are connected to the DC/DR through Lease line, MPLS, ISDN and/ or VSAT.

Details of Fraud Management Policy

- Bank has Fraud Risk Management Policy, which has been approved by Board of Directors. The policy is based on the guidelines issued by RBI in respect of Fraud Classification and Reporting.
- The objective of Fraud Risk Management Policy is to identify fraud risk sensitive area, propagation of reason for occurrence & modus operandi of fraud, recovery & centralized data maintenance of fraud and to educate the staff members on frauds & its prevention.

2.3 RFP Objective

The bank has implemented a Real-Time Intelligent Monitoring solution (RIMS) for transaction monitoring and Worldline by ATOS for Card Transaction monitoring. However, in view of the growing use of IT and the evolving new threat environment, Bank has decided to build an enhanced fraud risk management framework.

Bank has decided to invite bids from System Integrators (SIs)/ OEMs for design, implement and operations of an Enterprise-wide Fraud Risk Management Solution to provide comprehensive fraud monitoring. The selected Bidder will be responsible for implementing captive EFRMS at the Bank. Selected Bidder will also supply and install all required infrastructure for operation of the EFRMS as per the broad objectives as outlined in this section.

3. Scope of Work

3.1 Introduction

This section provides the scope of work for this RFP. The intent for implementing an EFRMS at bank is covered in the below functional principles:

- **Detection of Financial and Non-Financial Frauds & Prevention of Impact:** The EFRMS should be able to identify threats/ vectors targeting bank’s environment and prevent impact due to these through implementation of adequate fraud management mechanisms.
- **Case Management:** Logging and Reporting of fraud scenarios through the use of appropriate tools. Track and monitor the closure of these fraud incidents and escalation of these incidents to appropriate teams/ individuals in the bank, as required.
- **Continual Improvement:** Continually improve and fine tune the EFRMS processes, operations, rules, intelligence and detection engine.

3.2 General Scope of work

3.2.1 Enterprise Fraud Risk Management solution

The Bidder shall supply, install, customize, integrate, migrate, test, and troubleshoot the EFRM solution across all the channels of the bank in a phased manner, as mentioned below. EFRMS operation will be for a period of 5 years from the date of completion of successful UAT of Phase 1, with 3 years of warranty and 2 years of AMC.

EFRMS In-Scope Channels/ Products		
Channels	Mode	
	Offline/ Near Real time	Real time
CBS (Domestic)		✓
Card Products		✓
Internet Banking		✓
Mobile Banking		✓
Payment Gateways		✓
Treasury	✓	
Trade Finance	✓	
Loans Monitoring and Application	✓	
NEFT/ RTGS/ IMPS		✓
Swift and other Remittance Channels		✓
Cash Management System	✓	
Financial Transaction Management System		✓

Financial Inclusion	✓	
Forex Trade	✓	

Note: Wherever it has been mentioned Offline / Near Real Time against an application, the solution should have the capability to service these applications in Real Time as & when the Bank feels the need to move the monitoring from offline / Near Real time to Real Time.

EFRMS Integration Plan:

The implementation is to be done in three phases:

- **Phase 1** – EFRM solution integration & implementation in monitoring mode across all the in-scope channels (except Card Products), which are part of Real-time Mode in the above table, across the DC and the DR, covering all the transactions.
- **Phase 2** – Integration of the remaining channels mentioned under Offline mode in the above table and other relevant applications in monitoring mode.
- **Phase 3** – Implementing prevention mode for all the channels and solutions, integrated in Phase 1. Integrating Card Products or ATOS Worldline in prevention mode.

For the purpose of implementation following should be noted:

- **The solution, service, hardware, software and storage services would be provided by the bidder. The Bank will provide facilities to host the devices and office arrangement for the personnel.**
- Bidder should supply Products as specified, and Services which includes development, integration, management, maintenance, audit compliance and knowledge transfer in respect of EFRMS as detailed in the subsequent sections.
- Bidder should also provide complete services of EFRMS monitoring and operations with top of the line capabilities with respect to EFRM Product, Solution, Process, Services, and Support and management.
- Bidder has to provide a unified dashboard for EFRMS reporting which should cover all the channels/products across the bank's environment for fraud management.
- EFRMS implementation plan recommended by Bidder should consider optimum utilization of solutions, technologies, and services that are being procured as a part of this RFP.
- **A comprehensive strategy should be provided by the Bidder on implementing the end to end EFRM solution.**
- Bidder has to develop a comprehensive project plan, get it approved by the Bank and then implement the project based on timelines agreed.
- Compliance to standards like ISO 27001:2013, PCI DSS, ISO 22301 etc., should be ensured by the Bidder. Also, bidder is required to facilitate the bank in audits of the same.
- Preparation of all documents including but not limited to deployment architecture, operation, maintenance including the Standard Operating Procedures (SOP) for maintaining, enhancing and operating the solution, and roles & responsibilities of all the personnel deployed. The bidder needs to provide a complete set of documentation in -3-sets of Hardcopies as well as in Softcopies as part of the EFRM implementation. Also, the documents needs to be submitted annually and submitted to the bank.
- A comprehensive onsite warranty for a period of 3 years shall be there on all the Hardware and Software supplied to/purchased by the Bank and 2 Years of AMC. Warranty will commence from the date of completion of successful UAT for the Phase 1 of EFRM.
- The bidder would be responsible for updates, patches, bug fixes, version upgrades for the entire infrastructure.
- The Bidder should provide the latest version of the Solution. **The bidder would be responsible for replacing the out-of-support, out-of-service, end-of-life, undersized, infrastructure elements at no extra cost to the bank during the entire contact period of 5 Years. Replacement to be done before due of date of the product/service.**
- The Bidder, in coordination with OEM do a gap analysis and submit a detailed study of the Bank's infrastructure and requirements relating to the EFRM solution, prepare a detailed plan document/ road map mentioning all the pre-requisites, time-frame of mile-stones/ achievements leading to the full operationalization of the solution vis-à-vis bank's requirement. The PO would be issued and SLA signed after this exercise.

- The system should be in hot-standby/ high-availability mode and with BC (Business Continuity) set-up at our DR (Disaster Recovery) site. The Bidder would be responsible for installation, testing, commissioning, configuring, warranty and maintenance of the system.
- Initial installation, configuration and integration should be done by the OEM only, through the Bidder. The Bidder would be the single point of contact. The Bidder should have necessary agreement with the OEM for all the required onsite support for entire project period. Bidder should have back-to-back support with OEM during the total contract period for necessary support.
- However, Bidder will be held accountable for OEM's inaction and penalty charges would be levied on the bidder as per the Service Levels and Terms & Conditions.
- Solution being provided should be scalable and user configurable to cater to the future requirement of the Bank.
- Bidder will manage EFRMS operations and monitoring in consultation with the Bank's team.
- All the solutions supplied as part of this RFP should be supplied with Enterprise wide License. The licenses should be perpetual from the first day with no dependence on payment of any Annual support/technical license fee and the Bank wants the licenses to continue to be an integral asset of the Bank in perpetuity even in the event of Govt. of India and its bodies decreasing their stake to less than majority shareholding structure.
- Bank will have the right to use the solutions for the functions provided by the solutions in any manner and for any number of branches, offices, subsidiary units, joint ventures, irrespective of the number of users, geographical location of the devices being monitored. Bank will also have a right to relocate any one or all the solutions to different locations.
- Bidder shall provide list of licenses to be procured, also maintain the inventory database of all the licenses and the updates installed. All should be in the name of bank.
- The period of support coverage would be for 5 years from the date of successful UAT sign off.
- Installation/ configuration till sign-off would be done by the bidder and signed off by the OEM. It will be the Bidder's responsibility to liaison with the OEM to provide full technical support to the satisfaction of the Bank for the complete tenure of agreement i.e. project.
- The Bank has a complex infrastructure with multiple resources maintained and managed through multiple vendors. So for seamless implementation close coordination is required with other vendors and bank personnel. A robust documentation system needs to be in place for all to understand the process and their responsibilities. Therefore the bidder has to provide the documentation for the project including but not limited to references regarding scope, functional and operational requirements, resource requirements, project design/plan, product description, guidance for best practices, implementation guidelines, user acceptance test plan, operations/policy configuration manual, integration document, security implementation, training materials, evaluation scoreboards and matrices etc.

- Bidder/System Integrator should provide utilization details that can affect the existing IT infrastructure.
- Adherence to agreed Service Levels, periodic monitoring and reporting of the same to the bank through a portal.
- The different components of EFRMS should be integrated through a Layer 3 switch in different VLANs as per the best practices. Bidder should provide the detailed architecture of the solution. The architecture to be deployed has to be approved by the Bank.
- In case a device goes down at DC, the function being performed by the other device in High Availability (HA) should be taken over by a corresponding device at DC site.
- For High Availability - Rule & Detection Engine, Prevention Module, Case Management tool and their underlying infrastructure components are required to be in Active-Active mode. Other components of the solution can be in Active-Passive mode, provided the solution is not exceeding the RTO, RPO and Service Levels as mentioned in this RFP.
- In case all the devices goes down at DC, the function being performed by the devices should be taken over by the corresponding devices at DR site and vice-versa.
- In case the systems are not able to send the transactions/ events to the collector device, system should be able to extract the transactions/ events stored in the temporary memory of the devices at that site.
- If connectivity between transactions/ events collection agents and the server is down then the collector agents should store the event/ transactions of at least 3 days and send them once connectivity is established.
- Bidder will be responsible to store transactions/ events in industry standard solution and format.
- Solution should provide Recovery Point objective of 10 Minutes and Recovery Time objective of 15 Minutes.
- SI needs to ensure that EFRM solution can integrate with the IT System and the Bank's infrastructure using standard methods/ protocols/ message formats
- EFRM setup/infrastructure may be subjected to audit from Bank and/or third party and/or regulatory body. It shall be responsibility of the Bidder to co-operate and provide necessary information and support to the auditors. The Bidder must ensure that the audit observations are closed on top priority and to the satisfaction of the Bank, regulator and its appointed auditors. Extreme care should be taken by the Bidder to ensure that the observations do not get repeated in subsequent audits. Such non-compliance by Bidder shall attract penalty.
- EFRMS set up should assure the compliance to the Indian regulatory requirements and also international regulations and laws where bank has its presence. Bidder is expected to study the regulations and comply with them as and how mandate.

3.2.2 Migration of Transactions from Existing monitoring systems

Bank currently has following two solutions for mentioned channel / product:

- 1 RIMS (Real Time Monitoring System): For Core Banking Solution

- 2 ATOS, Worldline – Card frauds monitoring system: Currently bank has integrated the solution for credit cards. Bank is under process to integrate the same for debit card transactions.

The bidder is expected to provide the all the required details in the respective annexures and formats, however, the bank at its discretion, may continue using the above mentioned solutions for their respective channels. In such scenario, the bidder will have to seamlessly integrate the above solutions in the EFRMS.

Bidder is expected to integrate the historical data of the above solutions with the EFRMS. This step should not involve any manual intervention.

3.2.3 Fraud Incident Management / Preventive Measures

- The principal goal of the fraud monitoring process is to identify fraudulent transactions in the environment.
- The bidder has to provide a case management and ticketing tool to generate automated tickets for the alert, events generated by the EFRMS.
- The bidder will also provide a detailed process for managing fraud incident management - describing each phases of the process – prepare, identify, contain, respond and learn from the incidents responded to.
- Develop response plan/ strategy which will describe the prioritization of fraud incidents based on the organizational impact
- Deploy a skilled team for handling fraud incidents.
- Train and develop a bank's team for supporting effective handling of fraud incidents.
- The incident handling team must make use of the case management solution in order to raise the incident ticket and track the incident to closure.
- The case management solution should provide complete life cycle management of tickets from event generation till closure of the event. The solution should have capability to structure rule based work flow and calendar/ event based alerting capability.
- The tool should facilitate time/ event based automated escalation of tickets as per the escalation matrix defined by the Bank.
- The solution should be able to send notifications and alerts in different formats, such as e-mail, SMS, etc.

3.2.4 Hardware Sizing

The bidder is responsible for actual sizing of the infrastructure as per the scope of work, activities and Service Levels as defined in this RFP. The indicative and forecasted transactions and the necessary hardware sizing requirements have been mentioned in Annexure 7.

3.3 Other General Requirements

3.3.1 Training

- Pre-Implementation: Provide training to the bank personnel/ Fraud and Risk management team on the product architecture, functionality & data feed from

banking systems into the solution and the design for each solution under the scope of this RFP.

- Post Implementation: Provide hands-on training to the bank personnel/ Fraud and Risk management team on EFRMS operations including but not limited to rule and scenario configuration for each channel, alert generation and monitoring, case management workflow, reporting and dash-boarding.
- The bidder and OEM are required to provide training jointly for people nominated by the bank for each channel/product specified in the scope of work.
- The bidder and OEM are required to provide ad-hoc trainings to the bank staff, to acquaint them with the latest features and functionalities of the solutions for minimum of one day. Bank has the right to exercise this training option at its discretion. The cost of this training would need to be quoted in the Indicative Commercial Bid by the bidder in the pre-defined field.
- The bidder is required to provide all trainees with detailed training material and 3 additional copies to the bank for each solution as per the scope of work of the bank. This training material should cover installation, operation, integration, maintenance, troubleshooting and other necessary areas for each solution.
- All out of pocket expenses related to training shall be borne by the selected bidder.
- The bidder may utilize the OEM resources in case the bidder does not have adequately experienced resources for providing training, brief description to be covered during training are as follows:
 - **Section-1: Introduction to the tool, functionalities, features and access management**
 - Login process of the EFRMS tool
 - Demonstration of various features such as alert generation, alert monitoring, alert review, attaching documents, email configurations, freezing of transactions etc and capabilities in the tool
 - Understanding how to access customer data
 - Do's and Don'ts's with the tool
 - Building scenarios from alerts
 - Process of regulatory reporting to RBI
 - Redefining rules, thresholds, TAT's etc.
 - **Section-2: Data, Applications and IT Architecture**
 - Understanding data feeds from other banking systems into the FRM tool
 - Understanding the generation of real time alerts and batch processing
 - Understanding data fields populated in customer data
 - Understanding any system downtime, if any.
 - **Section-3: Description of rules and scenarios**
 - Understanding each rule and scenario configured in the system for each product
 - Understanding the action/investigation process for each rule and scenario if alert triggered
 - **Section-4: Alert/Scenario Management Procedures**
 - Alert Scoring rationale
 - Comments updation
 - Retrieving already actioned alerts
 - Reviewing alert audit history
 - Process of referring to external information/external applications too

- **Section-5: Case Management Workflow and TAT's**
 - Understand the alert management workflow in case of false positive, suspicious-further investigation required, confirmed hit etc.
 - Blocking/freezing of transactions
 - Escalation workflow
 - SAR creation
 - Adding scenarios/alerts to the existing alerts/scenarios repository
- **Section-6: Reports and Dashboard generation**
 - Generating the periodic alert volumes MIS reports, ageing reports, pending cases reports etc.
 - Requesting ad-hoc reports
 - Generating summarized trend depicting reports for Senior Management
 - Generating User performance KPI reports
 - Sample reports review
- **Section-7: Bank's Product portfolio descriptions**
 - Understanding the bank's products
 - Understanding the treatment of transactions specific to products that seem to be suspicious

Training Module	Training Time	
	Pre-Implementation (Days)	Post-implementation (Days)
Introduction to Solution functionalities and features	1	1
Rule and Scenario description for each channel	2	4
Alert and Scoring of transaction for each channel	1	2
Case Management and Workflow for each channel	1	3
Report and Dashboard generation	1	2
Other Remaining Channels and Features	2	2

3.3.2 Implementation & Integration

- The technical features (mandatory as well as preferable) as mentioned in annexure 2 are part of scope.
- Implementation of the specified solutions and necessary hardware requested by Bank and as per the technical requirement of the solutions which are detailed in Annexure -2.
- 10 days before delivery of the solutions, the bidder is required to review the bank environment and specify any additional requirements that the banks may need to provide for the implementation of the solution.

- The bidder is responsible to ensure that the EFRM solution and operation comply with bank's information security policies and industry leading standards (such as ISO 27001, ISO 22301, PCI DSS, etc.) and any applicable laws and regulations.
- In addition, the bidder is responsible for impact assessment and modification of EFRMS operations at no extra cost, on account of any changes to applicable information security policies/ procedures / standards/ regulations.
- The bidder is responsible to ensure that the deployed EFRM solution should not degrade the performance of bank's existing IT infrastructure.
- The support for all the solutions proposed should be provided for minimum 5 years. Whereas free upgrade should be provided for all products / channel if the end of life occurs within the period of contract with bank.
- **The Updates/Upgrades classified as medium and low priority by the OEM should be implemented within 6 months of release of the same. For the updates classified by the OEM as critical and high, implementation to be completed within 3 months of release.**
- While, it is expected that connectors for all the standard applications and devices will be readily available with the Bidder and connector for mostly in-house/custom built applications will need to be developed. Bidder team deployed for EFRMS operations will be expected to develop connector for the custom built applications specifically developed for BoI.
- In addition, the bidder should quote for One (1) 60" Inch+ LED TV and Six (6) desktops with dual VGA cards/ dual monitors and a minimum of 8 GB RAM and 1 TB HDD for the EFRMS monitoring team with 3 Years warranty + 2 Year AMC.
- Bidder has to create and update customer risk profile based on historical demographic data, transactions patterns, payment history and other such relevant parameters.
- The events collected by the EFRMS collector should be replicated across primary DC and DR. The bidder needs to provide an estimate of the bandwidth required for the replication process after due analysis of the existing setup of the bank. The bank shall procure additional bandwidth if required or replicate the traffic in off business hours.
- The bidder is responsible for automated online replication of events from DC to DR for redundancy. The solution should be capable of automatically moving the events from device to archival storage based on the ageing of the events. At least 3 Months' events, transactions, accounts, customers, branch, alert history etc. should be available online to the users for easy investigation, further, the bidder should provide near line storage i.e. secondary storage for archiving the aforesaid data for up-to 9 months. The storage should have "Write Once Read Many (WORM)" / Encryption/ Index and Search/ Retention and Disposal functionality. The storage should have the option to support backup on tape library. For DC-DR replication, the solution should also have the capabilities to replicate it after office hours.
- For Tape Backups, the required Tape and Hardware should be provided by Bidder. Bank will provide the storage safe only to keep the Tape. Bidder may tie-up with existing Bank's Core Banking Solution partner for said services / activity for smooth operation.

- The expected archival storage requirements are 10 Years. The bidder is expected to size the storage as per the requirements mentioned in the 'Assets and Application Details' Annexure 8 in this RFP. The bidder's response should include the calculations/ logic used to arrive at the sizing.
- The solution should also be scalable to expand storage based on the peak TPS requirement of bank. The bidder is expected to provide all supporting infrastructure for management of the storage devices such as switches (NAS/SAN), controllers etc. and these are to be provided at the time implementation supporting the maximum scalability as defined above.
- **Bidder/ System integrator** is responsible for developing and implementing the security configuration hardening of all the devices and software that are procured for Enterprise Fraud Management. Also, they have to periodically review the guidelines and configure as and when required.
- Any interfaces required with existing applications/ infrastructure within the bank should be developed by the bidder for successful implementation of the EFRM as per the defined scope of bank.
- Bidder shall be responsible for timely compliance of all Device level audit (DLA) and Vulnerability Assessment (VA) audit observations as and when shared by the bank.
- The primary responsibility of integration of new applications with existing EFRMS lies with the Bidder selected through this RFP.
- Development, implementation and integration of processes for management and operation of the EFRMS including (but not limited to) the following processes:
 - Configuration and Change Management
 - Fraud Incident and Escalation management processes
 - Daily standard operating procedures
 - Training procedures and material
 - Reporting metrics and continuous improvement procedures
 - Data retention and disposal procedures
 - BCP and DR plan and procedures for EFRMS
 - Security Patch management procedure
- The technical bid should include an overview of the processes mentioned above.
- Implement necessary security measures for ensuring the information security of the proposed EFRMS.
- Develop Escalation Matrix in order to handle Fraud Incidents efficiently.
- Provide necessary documentation for the operation, integration, customization, and training of each of the products and channels in scope.

3.3.3 Reporting

The bidder should provide periodic reports to the Bank as per the following requirements:

1. Daily Reports: Critical reports should be submitted twice a day.
 2. Weekly Reports: By 10:00 AM, Monday
 3. Monthly Reports: 5th of each month
- Delay in reporting for daily report for more than 2 hours shall incur a penalty of 3% of operations cost for the month

- Delay in reporting by more than 3 days for both weekly and monthly reports shall incur a penalty of 5 % of operations cost for the month.
- If there are more than 5 consecutive defaults in submission of the above reports, then the bank shall be within its sole discretion, may terminate the contract.
- The reports must include but not limited to: alerts with their status, rules/scenarios triggered, channel/product, user activity. The bidder is expected to detail every report which it will provide to the Bank related to the services and activities performed by it in the EFRMS.
- Reports in the RBI format for Fraud Management Reporting (FMR).
- Weekly and monthly fraud incident tracker and statistics capturing detailed information on the fraud incident identified, its severity, the response by the team, the time taken from identification till closure of the incident and other relevant information
- Periodic reporting and status tracking / capturing the details of the transaction or data sources reporting to the EFRMS manager
- Periodic reports capturing the fraud incidents notified by the EFRM solution.
- Reports as required by the regulators (RBI, SEBI, etc.) to be provided as per the periodicity prescribed by the regulators.
- Change in the MO (Management Organisation) structure of the bank from time to time to be incorporated in the EFRM solution, for the reporting purposes, during the period of support coverage (i.e. for 5 years from the date of successful UAT signoff) by the vendor without any extra cost.

3.3.4 System Integration Testing (SIT) and User Acceptance Testing (UAT)

- There will be a User Acceptance Testing by the Bank for the tool deployed and EFRM operations.
- The Bank shall commence the User Acceptance Testing as and when each and every products and channels are made ready by the Bidder and a formal confirmation that the system is ready for UAT is submitted to the bank. The results thereafter will be jointly analyzed by all concerned parties.
- UAT will cover acceptance testing of all the product/channels, integration with EFRMS and integration of EFRMS with all targeted applications / systems.
- Once UAT of all the products / channels of EFRMS are individually completed, then a System Integration Testing shall be carried out by the Bidder to ensure the complete inter-operability of the EFRMS among themselves and integration with the existing infrastructure (targeted devices/systems) of the Bank as specified in the RFP.
- The Bidder is expected to make all necessary modifications to EFRM solution including customizations, interfaces, appliances, software etc., if there are performance issues and errors identified by the Bank. These deviations/ discrepancies/errors observed will have to be resolved by the Bidder immediately.
- Complete acceptance has to adhere to the stipulated time lines.
- The solution will not be accepted as complete if any facility /service as required is not available or not up to the standards projected by the Bidder in their response and the requirement of this RFP.

- The Bank will accept the solution on satisfactory completion of the above inspection. The contract tenure for the Solution will commence after acceptance of the solution by the Bank.
- In case of discrepancy in facilities /services provided, the Bank reserves the right to cancel the entire contract.
- There should be four separate environments: Training, Test and Development. The servers must be configured on a separate server/node/resource. The test environments should have at least 25% of the configuration of the production server quoted by the bidder.
- The performance testing server configuration will be mutually arrived with the SI based on the volumes of transactions shared in the RFP I.e. there is no need of a separate physical performance server. The proposed existing test/ development/ DR environment can be used for performance testing.
- UAT Environment will be used as Pre-Production environment by the bank.

3.3.5 Benchmarking

The bidder will demonstrate the benchmarking tests to confirm compliance with the stated performance parameters.

3.3.6 Documentation

The bidder is required to provide the complete documentation for EFRMS which must include but not limited to: Installation and Implementation Guide, User Manual, Administration Guide, Hardening Document, System and Application Architecture, Operations Guide and SOP.

3.3.7 Workflow Automation

Selected Bidder will define the work flow automation so that applications are integrated and manual intervention is minimal.

3.3.8 Monitoring

The bidder is required to provide the resource count for the operations of the EFRM as a part of the response to this RFP and specify the same in the Annexure 6 Resource plan matrix. The bidder should monitor EFRM activities and events from each product / channel and application already present in the bank's environment on a 24x7x365 basis and suggest/ take appropriate action on an on-going basis. Refer section 7.4 Operations Phase for further details on resourcing.

3.3.9 Continual Improvement

- Improve the policies configured on an on-going basis to reduce the occurrence of false positives.
- Periodic health check should be carried out on-site, by the OEM every year to ensure the quality of implementation and operations.
- Bidder shall curtail the closure time for fraud incidents and events, also ensure the periodic check-up reviews for the same.

3.3.10 Solution Acceptance

The Bank/appointed consultant in coordination with the bidder shall conduct an Acceptance test wherein the bidder has to demonstrate the implementation of the solution as per the requirement of the bank. The bidder shall submit detailed reports of the test outcomes to the bank.

3.3.11 Compliance with Terms & Conditions and Service Levels

The successful Bidder shall execute a Service Level Agreement in the format to be provided by the Bank. The bidder shall ensure due compliance of all the Terms & Conditions and Service Levels, as defined in the RFP.

3.3.12 Business continuity

The bidder is responsible for defining a DR/ BCP plan for the EFRM operations and also ensure that periodic tests are conducted as per the testing calendar agreed with the bank.

3.3.13 Period of Contract

- Bidder is required to provide the services for a period of 5 years. However, on the completion of 3 years, the bank, at its discretion, can re-negotiate the contract with the bidder on revised terms and conditions.
- Post completion of the contract/ or in the event of early termination, the bidder is expected to provide support and full-fledged handover which includes training, administration, day to day operations, investigation and documentation for the period of 6 months for transition of the services to the nominated members of the bank (or) to a third party nominated by the bank.
- The Bidder is required to provide the warranty/ AMC services at Bank's DC/DR and other locations for which tool is procured or where tool is deployed, directly or through their OEM representatives at all locations for bank.
- In case, the bank wishes to avail AMC services after the contract period, the bank, at its own discretion, can avail the same at price quoted by the bidder for year 4 and 5.
- The bidders are expected to provide technical and commercial proposals in accordance with the terms and conditions contained herein. Evaluation criteria, evaluation of the responses to the RFP and subsequent selection of the successful bidder shall be as per the process defined in this RFP. Their decision shall be final and no correspondence about the decision shall be entertained.
- In case of termination of contract / end of contract period, bidder has to provide extended services, with the rates mentioned as of last year. This extension of services to be provided till procurement of next solution/ till 1year, with same terms and conditions.
- If any support is required after the contract w.r.t. to transactional data or other data sources, the system integrator has to provide the same.

3.4 Scope of Work - Highlights

Activity	Responsibility		
	Bank	SI	OEM

Pre-Implementation			
Conduct a requirements gathering meeting with all stakeholders and prepare Functional Specifications Requirement document	Support	Responsible	
Validate Functional Specification Requirements document	Responsible	Support	
Analyse existing systems and review current architecture		Responsible	
Perform Gap analysis and recommend end state architecture		Responsible	
Validate solution design and end- state architecture	Responsible	Support	
Identify and validate software/hardware and storage requirements for DC, DR	Support	Responsible	Support
Define a DR/ BCP plan for the EFRM operations and also ensure that periodic tests are conducted as per the testing calendar agreed with the bank.	Support	Responsible	
Identify team members for implementation phase		Responsible	
Prepare a comprehensive end-to-end implementation strategy		Responsible	Support
Validate the implementation strategy	Responsible	Support	
Provide training to the bank personnel/ Fraud and Risk management team on the product architecture, functionality and design	Support	Responsible	
Implementation			
Hardening of servers hosting EFRM solution, devices and software procured for EFRM.	Support	Responsible	
Installation & configuration of EFRM software/hardware at DC and DR	Support	Responsible	
Integration with existing solutions/infra, applications as well as new applications	Support	Responsible	
Plan test strategy for SIT, UAT and Functional testing.	Support	Responsible	
Preparation of fraud case management and workflow document	Support	Responsible	
Develop response plan/strategy to prioritize fraud cases	Support	Responsible	
Conduct SIT, UAT and Functional testing	Support	Responsible	
Review results from SIT, UAT environments	Support	Responsible	
Demonstrate the benchmarking tests to confirm compliance with the stated performance parameters.		Responsible	Support
Define the work flow automation so that applications are integrated and manual intervention is minimal		Responsible	Support
Deployment in DC, DR Production environment	Support	Responsible	Support
Fraud policy/rule creation, fine tuning, scoring and continuous updating of policy and score.	Support	Responsible	
Configuration of backup/restore mechanism for DC, DR	Support	Responsible	Support

Configuration of alerting, reporting and logging mechanism	Support	Responsible	
Ensuring implementation timelines are met and periodic reporting/status update to management	Support	Responsible	
Ensuring timely compliance of all Device level audit (DLA) and Vulnerability Assessment (VA) audit observations as and when shared by the bank.		Responsible	Support
Ensuring that the EFRM solution and operation comply with bank's information security policies and industry leading standards (such as ISO 27001, ISO 22301, PCI DSS, etc.) and any applicable laws and regulations. Adherence to agreed SLA and Service Levels.	Support	Responsible	
Post-Implementation			
Identify and deploy case management team members for operations		Responsible	Support
Provide case management and ticketing tool		Responsible	
Ensuring case management, reporting and escalation management	Support	Responsible	
Case Management, logging and storage of logs	Support	Responsible	
Notify stakeholders in the event of fraud	Support	Responsible	
Software updates/upgrade/patch/new version installation		Responsible	Support
Provision of onsite warranty and annual maintenance services		Responsible	Support
Adherence to agreed Service Levels	Support	Responsible	
Provision of licensing requirements for as per agreed terms.		Responsible	Support
Monitor change management, quality and risk activities	Support	Responsible	
Provide comprehensive documentation including but not limited to SOP, installation/admin/configuration/operations/user/product guide		Responsible	Support
Provide hands-on training to the bank personnel/ FRM team on EFRMS operations, alert monitoring, policy configuration for all channels and products.	Support	Responsible	Support
Provide ad-hoc trainings to the bank staff, to acquaint them with the latest features and functionalities of the solution along with training material		Responsible	Support
Reporting metrics and continuous improvement procedures		Responsible	
Periodic health check of devices	Support	Responsible	Support
Provide SME support (onsite and offsite) as per agreed terms		Responsible	Support

4. Bidder Evaluation and Methodology

4.1 Pre-qualification Criteria

- Only those Bidders who fulfil the Pre-qualification criteria for Bidder and OEMs as mentioned in Annexure 1 are eligible to submit response to this RFP.
- The bidder is required to provide factually correct responses to the RFP. Adequate justification for the response (including the technical and other requirements) should be provided as part of the response. In case the bank finds any response to be inadequate, the bank has the right to ask for additional explanation/justification. In the event of any discrepancy in the response submitted by the bidder, the bank reserves the right to disqualify/ blacklist the bidder and the OEM.
- The Bank reserves the right to change or relax the eligibility criteria to ensure inclusivity.
- The Bank reserves the right to verify / evaluate the claims made by the Bidder independently. Any deliberate misrepresentation will entail rejection of the offer.

4.2 Evaluation Methodology

4.2.1 Process

The techno-commercial evaluation process will consist of two stages:

- I. Technical Evaluation
 - II. Commercial Evaluation (reverse auction process details are mentioned in Annexure 10)
- The evaluation process aims to find out the best fit (based on technical and commercial evaluation in a 70-30 ratio) of bidder and can be summarized in the following points:
 - Only those bidders who qualify as per the Pre-qualification criteria (Annexure 1) will be considered for technical evaluation. Bids which do not qualify will be rejected.
 - The technical evaluation shall be performed first to identify the list of technically qualified Bidder/System Integrators as per the technical evaluation criteria defined in the RFP. Each bidder shall be assigned a technical score (T).
 - The bidders should submit the indicative commercial bill of materials covering cost for each solution (for each line item) and total cost for the bank as per Annexure 5.
 - Commercial evaluation will be done through a Reverse Auction as per the guidelines given in Annexure 10.
 - After the completion of reverse auction, the bidders are required to provide the final commercial bids (FCB) by 5:00 pm next day. The FCB will comprise of the Total Cost of the Project (TCP).
 - The final selection of the bidder will be on the basis of a Techno-Commercial Evaluation. The Total Cost of the Project (TCP) is used only to arrive at the final commercials and is NOT a basis for selecting the bidder.

Sample evaluation process is shown below:

Technical Score Calculation:

$$\text{Weighted Score (WT}_1\text{)} = 70\% * T_{B1}/T1$$

Commercial Score Calculation:

$$\text{Weighted Score (WC}_1\text{)} = 30\% * C_{B1}/L_1$$

Final Score:

$$\text{Bidder 1 Score} = WT_1 + WC_1$$

Where,

T_{B1} stands for Technical Score obtained by Bidder 1

C_{B1} stands for Commercial Quote given by Bidder1 after the Reverse Auction.

Lowest Commercial Quote (after Reverse Auction) = L_1

Highest Technical Score = $T1$

Max Technical Score = 100

4.2.2 Technical Evaluation of Bidders

Bidder/System Integrator will be evaluated technically on the basis of marks obtained in Technical Scoring Chart as mentioned in Annexure 9.

The technical offer submitted by the Bidders shall be evaluated as per various components mentioned:

- 1) Technical requirements as per Annexure 2 (with a weighted score of 40%)
- 2) Past experience as per Annexure 3 (with a weighted score of 15%)
- 3) Proof of Concept/ Demo Script Stage (with a weighted score of 25%)
- 4) Bid Quality (with a weighted score of 10%)
- 5) Approach Methodology, Proposed Team for Implementation and Bidder Presentation (with a weighted score of 10%)

Scoring for Technical Requirements

- The proposed solution is expected to comply with the requirements as mentioned in the Annexure 2 Technical Requirements.
- Technical requirements in Annexure 2 are categorized into Essential requirements and Preferable Requirements.
- **Essential Requirements: 4 marks will be awarded for compliance of each essential requirement. All proposed solutions are expected to obtain at least 80% of the maximum score for the essential requirements. In the event the bidder scores less than the minimum qualification criteria, the bid shall be disqualified and will not be considered for commercial evaluation.**
- **Preferable Requirements: 2 marks will be awarded for compliance of each preferable requirement for each solution. If the bid does not meet 60% of preferable requirements for each solution mentioned in the technical requirement section (Annexure 2), the bid will be rejected and will not be considered for commercial evaluation.**
- The Bidder can use the "Remarks" column to provide an explanation as to how the requirement would be met by their solutions and also provide sufficient

documents supporting the same such as product manual, datasheets, independent product review reports.

- In case during functional and Technical evaluation, all the bidders fails to score more than 75% marks, or less than three bidders obtain more than 75% marks, then in that case top three bidder will be considered for opening commercial bids provided marks obtained by them are more than 50%. The decision of the Bank in this regard shall be final.

Scoring for Past Experience

- The bidders are requested to fill detailed information on past implementations/ engagements as mentioned in the Annexure 3 Bidder Capability Evaluation Questionnaire.
- The details provided should be verifiable and marks will be awarded as per details in Annexure 3.
- The bidders should provide documentary evidence highlighting the details of the past experience specified by the bidder in the response. The letter should at a minimum cover the scope of work, solutions deployed and timelines.
- For Past Experience the following documents need to be submitted:
- Enclose copies of reference letter (or) PO along with sign off supporting all references provided (or) Publicly available case studies which clearly mention the name of Bidder, Technology/Solution/Product and status of the project, in case the case study does not specify the name of the Bidder or solution, the bidder needs to additionally provide purchase order copy to substantiate the case study reference (or) A Masked PO copy along with a self-declaration on the letterhead of the organization submitting the reference jointly signed by the authorized signatory and the Company Secretary (or) equivalent person within the organization can be accepted, provided it includes the following with no exceptions:
 - Project details and the implementation timelines
 - Undertaking that the implementation for the referenced solution was not subcontracted to any other organization
 - Contact details of the client

Scoring for POC stage

- Use cases / Demo Scripts for the EFRM solution similar to those mentioned in Annexure 12 will be tested and verified in the POC stage. The date of the POCs, timelines, the final list of use cases, and locations for testing will be shared with all Bidders.
- Marks for the POC exercise will be awarded as per the following:
 - **Technical Expertise:** 10 marks
 - **Use cases:** Relative scoring will be conducted for use cases with maximum marks being 10 to be awarded to the bidder who showcases maximum number of use cases
 - **Integration Expertise:** Scoring for the bidders for integration of EFRM solution with various applications and systems to gather transactional and other data.
- **The bid will be disqualified if the bidder scores less than 60% marks in POC exercise.**

Bid Quality

Following parameters will be considered at while evaluating a bid for its quality:

Parameters for score	Maximum Marks	Possible
All documents correctly numbered	4	
All sections are responded to in the order of the RFP	5	
All annexures correctly referenced	4	
Soft copy and hard copy of the bid are congruent	4	
Response to the RFP is comprehensive	3	
Necessary evidences for technical competencies are provided Note - Evidences / documents for relevant annexure to be attached with annexure only	5	
All the relevant data sheets / documents for OEM tool to be provided in soft copy. Absence of relevant document proof may lead to disqualification of bidder / OEM	5	
Total	30	

Scoring for approach methodology & proposed implementation team and Presentation

The Bidder should provide the responses in Annexure 3 Bidder Capability Evaluation Questionnaire. The responses will be evaluated by bank and scores assigned.

The evaluation will cover:

- **Approach Methodology:** Bidder responses to each point under Approach Methodology in the Annexure 3 Bidder Capability Evaluation Questionnaire would be evaluated on relative basis. It is also expected that the Bidder shall provide an elaborate approach methodology covering each of the activities and the proposed implementation schedule.
- **Team Strength:** Bidder responses to each point under Team Strength in the Annexure 3 Bidder Capability Evaluation Questionnaire would be evaluated on relative basis. The Bidder should ensure that the proposed team should have relevant experience in implementing EFRM solution as specified in this RFP. The Bidder should also ensure that the operations team should have relevant experience in managing Enterprise level fraud solution in Banking/ Financial Services environment.
- **Bidder Presentation:** The Bidders shall be invited to the bank to deliver a presentation for about 60 minutes on the solutions that are proposed. The presentations would be rated by a competent panel chosen appropriately by the bank and scores would be assigned to each of the presentations. The agenda for the presentation shall be provided to the bidders prior to the presentation. The bidders are expected to submit the soft copy of the presentation to the bank prior to the presentation.

4.3 Commercial Evaluation of the Bidders

- The bidders are required to submit indicative commercial bid as per Annexure 5.
- Commercial bids quoted in any other currency than INR will be disqualified.
- Bidders should give pricing of all solution/appliance, wherever applicable, including rack models in 1U / 2U form only. Tower models for any of the device / appliance will not be accepted. This applies to blade servers as well.
- The indicative commercial bid shall be opened post the technical evaluation. The bids shall be opened only for the technically qualified bidders in presence of the bank and consultant.
- Bids quoting unrealistic prices for any of the components of this RFP, including but not limited to the AMC and Resource cost, will be rejected at the discretion of the bank.
- The indicative commercial bid shall be used for arriving at the ceiling price for the reverse auction. The bank shall publish a date for the reverse auction to the technically qualified bidders. The guidelines for the reverse auction are mentioned in Annexure 10.
- The bidder is expected to provide a revised commercial bill of materials as defined in Annexure 5, with the total price matching the reverse auction price.

5. Service Levels

5.1 Service Levels during implementation phase

- The Bidder is expected to complete the responsibilities that have been assigned as per the implementation and integration.
- Timelines are mentioned in the section: Project timelines.
- 1% of the total implementation fees would be levied as a penalty for every one week delay as per implementation timelines per product/service. Bank shall be within its rights to terminate the contract, at its sole discretion, if the delay continues for more than 4 weeks.
- Penalty would be levied for delivery, installation, and implementation delays for each solution and shall be a maximum of 20% of the total cost of that solution from the finalized bidder for the bank.

5.2 Service Levels during operations phase

- Penalties will be levied @ Rs 1,00,000/- per instance for any loss or equal to the loss of amount due to breach will be deducted whichever is higher, bank has suffered due to frauds taken place during the down time or non-availability of system. The penalty will be restricted to the yearly payout value.
- Penalties will be levied @ Rs 1,00,000/- per instance or equal to the loss of amount due to breach will be deducted whichever is higher for alerts not sent on time to the concerned persons in case of Frauds. The penalty will be restricted to the yearly payout value.
- Penalties will be levied @ Rs 1,00,000/- per instance or equal to the loss of amount due to breach will be deducted whichever is higher for violations of rules configured to prevent fraud and/or generate alerts etc. The penalty will be restricted to the yearly payout value.
- The bidder is required to adhere to the service levels as mentioned below for the operations phase.

#	Solution Module/ Service Area	Service Level	Penalty
1	EFRM Solution Uptime	Uptime % calculated on monthly basis for EFRM. In case of any hardware problems, the Bidder should ensure that replacement devices are made available to meet the Service Levels.	Penalty as XX% (as mentioned below) of overall monthly EFRM operation charges. If the uptime is below 98%, the Bank shall have full right to terminate the contract with the Bidder.
		99.9% and above	NA
		98% to 99.9%	5%
		95% to 97.99%	8%

	90% to 94.99%	15%
	80% to 89.99%	30%
	70% to 79.99%	50%
	Less than 70%	100%

- EFRMS Operations Charges/ Cost includes: AMC, Resource costs for EFRMS monitoring and maintenance.
- For repeat failure, same or higher penalty will be charged depending upon the delay in rectification of the problem.
- Solution uptime is to be maintained without any consideration of devices in HA mode. If a functionality at the primary site is down, the same should be shifted to DR site within the Service Level parameters.
- EFRMS running expenditure will include all the AMC/Annual License fees, EFRMS manpower charges etc.
- The "Solution Uptime" is, for calculation purposes, equals to the Total number of hours of the day in a month, less Downtime in number of hours. Any part of hour is treated as full hours.
- The "Downtime" is the time between the Time of Report by the Bank and Time of Restoration/Rectification within the contracted hours. "Failure" is the condition that renders the solution is not available to bank. "Restoration" is the condition when the selected bidder demonstrates that the solution is in working order and the Bank acknowledges the same.

The percentage uptime is calculated on monthly basis as follows:

$$\frac{(\text{Total hours in a month} - \text{downtime hours within the month})}{\text{Total hours in a month}} \times 100$$

#	Service Area	Expected Output	Service Levels
1	Query Response	Report on Query response time provided on a weekly basis	90th percentile query response time of the solution proposed by the bidder has to be within 30 seconds.
2	Fraud Event Response	24x7 monitoring of all in- scope products and channels Categorization of events into Critical, High, Medium and Low priority shall be carried out in	All Critical, High and Medium priority events should be logged as incident tickets and responded as per below Service Levels: Events along with action plan/ mitigation steps should be alerted to designated bank personnel as per the below Service Levels: Critical events within 15 minutes of the event identification.

		<p>consultation with the selected bidder during the contracting phase.</p>	<p>High priority events within 30 minutes of the event identification.</p> <p>Medium priority events within 60 minutes of the event identification.</p> <p>Service Levels are measured on a monthly basis and the penalty is as follows:</p> <p>Critical Events: 95-99%: 10% of the Operations Cost for the Month 90-95%: 15% of the Operations Cost for the Month <90%: 20% of the Operations Cost for the Month</p> <p>High Priority Events: 95-99%: 5% of the Operations Cost for the Month 90-95%: 10% of the Operations Cost for the Month <90%: 15% of the Operations Cost for the Month</p> <p>Medium Priority Events: 95-99%: 1% of the Operations Cost for the Month 90-95%: 2% of the Operations Cost for the Month <90%: 5% of the Operations Cost for the Month</p> <p>Low Priority/ Operational Events need to be logged and maintained for reference. An incident ticket need not be raised for such incidents. However these need to be included in the daily reports.</p>
<p>3</p>	<p>Report and Dashboard</p>	<p>Periodic reports to be provided to bank as defined in the General Requirement section of Annexure 2 Technical Requirement</p>	<ul style="list-style-type: none"> • Daily Reports: Critical reports should be submitted twice a day. (First report at 10 am and second report at 5pm every day). • Delay in reporting for daily report for more than 2 hours shall incur a penalty of 3% of Operations Cost for the Month • Weekly Reports: By 10:00 AM, Monday • Monthly Reports: 5th of each month • Delay in reporting by more than 3 days for both weekly and monthly reports shall incur

			a penalty of 10% of Operations Cost for the Month
4	Continual Improvement	<p>The Bidder is expected to improve the operations on an on-going basis. The Bidder is expected to provide a quarterly report of the new improvements suggested, action plans, and the status of these Improvements to the bank. Improvement areas could include: process changes/ training resulting in efficiency/ Service Level improvement, new correlation rules to identify threat patterns etc.</p>	<p>Quarterly reports need to be provided by the 5th day of each quarter beginning Delay in providing quarterly reports shall lead to 2% of the monthly EFRMS operation charges Reduction by 2% in the time for event response, quarter on quarter.</p>
5	Periodic Review	<p>The EFRMS project sponsor or locational delegate from the Bidder is expected to conduct a monthly review meeting with Bank officials resulting in a report covering details about current EFRMS Service Levels, status of operations, key frauds and new</p>	<p>Monthly meeting for next six years to be conducted on the 5th (tentatively) of each month during the operations phase. A delay of more than three days will incur a penalty of 1% of EFRMS operations cost for that month.</p>

		frauds identified, issues and challenges etc.	
6	EFRMS solution management – Version / Release/Upgrades / patches	Bidder to inform bank team and ensure that entire stack of EFRMS – firmware, software, middleware, etc. are updated with latest firmware, patches, upgrades, release, version, etc. as per the Bank policy.	<ul style="list-style-type: none"> • Penalty of 2% for every fortnight for not informing of the Bank of latest versions / release/upgrades/ patch for EFRM Solution upon its release. • Penalty of 2% for every week for not informing of critical security patches of EFRMS components. • Penalty of 2% for every week of delayed updating/patching beyond mutually agreed upon time schedule for any component of EFRMS once notified by the Bank.
7	Audit of EFRM Solution	EFRMS infrastructure may be subjected to audit from Bank and/or third party	<ul style="list-style-type: none"> • Audit observations to be closed in mutually agreed timeframe. • Penalty of 5% for each week of delay in implementation of critical and important observations • Penalty of 1% for each repeated observations
8	Manpower services	Bidder to provide experienced and certified manpower at Primary site as per RFP. Any lacuna will attract penalty	<ul style="list-style-type: none"> • Penalty of 0.5% for absence per day of L1/L2 resources with required qualification and certification as per RFP. • Penalty of 1% for absence per day of a L3 resource with required qualification and certification as per RFP.

The penalties during the operational phase be a maximum of 20% of the operational cost for the month.

5.3 Responsibility Matrix

The following table describes the responsibilities of the bidder, bank/ consultant and original equipment manufacturer for problem management and issue resolution related to the applications and solutions hosted on the hardware and software proposed by the bidder.

The bank or in certain cases the consultant appointed by bank shall conduct the acceptance test for the hardware and software proposed by the Bidder before they take over the maintenance of the hardware and software proposed by the Bidder.

#	Activity	Bank/ Consultant	Bidder
1	EFRMS Solution Design	S	P
2	Installation and Integration of the proposed hardware and software including configuration as per the solution design	S	P
3	Acceptance of the solution	S	P
4	EFRMS Operations - Ongoing	S	P
5	EFRMS Operations Review –(Biannual) / Incident based Audit	S	-
6	Service Level Reports	S	P
7	Incident Management	S	P
8	"P" - Performed (Primary responsibility for executing the activity) "S" – Signed Off (Responsible for providing the go-ahead)		

6. Project Timelines

Delivery of all Hardware and Software Components

All the software and hardware components must be delivered within -4- to -8- weeks of issue of the confirm purchase order to the successful Bidder.

Induction Training

The training to the Bank official has to be provided involving similar Hardware/software components before the commencement of the project. First batch of comprehensive hands on training to the persons nominated by the Bank must be offered within -3- weeks of the issuance of the purchase order as per the OEM specified curriculum prior to supply and installation of the software and hardware components.

Implementation

All hardware and software components supplied under the scope must be implemented within -3- months of issuance of the purchase order. Training to the identified user has to be provided prior to supplying the solution to the Bank. Integration of devices for collection of events/transactions will be done in a phased manner as per the following details:

EFRM Solution:

- ❖ **Phase I:** This should be completed within -6- months of issuance of the purchase order. Product warranty will start after successful completion of phase I.
- ❖ **Phase II:** The channels and other applications mentioned in Phase II - within - 9- months of issuance of the purchase order.
- ❖ **Phase III:** All the channels and products mentioned in Phase 3 - within -9- months of issuance of the purchase order.

The above timelines are tentative and may be extended at the discretion of the Bank at no extra cost to the Bank.

7. Project Team Structure

All team resources included in both the implementation should be on the payroll of Bidder or OEM.

OEMs shall provide on-site resources at each deployment location for their respective solutions during the implementation phase in case the bidder is not able to resolve the bank's queries/ delays in implementation or as necessitated by the bank.

7.1 Implementation Phase

The Bidder is required to deploy personnel as per the expected organization structure for the EFRMS implementation phase. The Bidder is required to provide team details (as per **Annexure 3: Section Team Strength**) in line with the roles and responsibilities defined below.

7.2 Subcontracting

- The Successful bidder shall not assign, outsource, or sub-contract to any third party, in whole or in part, its duties and obligations under the Contract, except on the Bank's prior written consent. The Bank shall be within its absolute right at its sole discretion to refuse/deny the consent and the same shall not be challenged by the Company.
- Successful bidder shall ensure that outsourcing or Subcontracts if permitted by the Bank in writing, shall comply with the provisions of this RFP underlying the confidentiality obligation. It is clearly understood that the Successful bidder shall be solely and primarily responsible to full fill its obligations and adhere to the time limits agreed upon and stated in this RFP irrespective of whether any sub-Contracting is permitted by the Bank. It is clarified that the Bank shall not be liable or answerable to the Sub-Contractors under any circumstances. The Bank and/or the RBI shall be authorized to make inquiries and audit the Sub-Contractors compliance with its obligations and the Successful bidder agrees to provide the Bank with such information and access for audit of the Sub-Contractors, as requested for by the Bank and/or RBI. At all times, the Bank and/or the RBI shall have the right to inspect the premises of the Sub-Contractors directly or through its representatives. All Sub-Contractor's records with respect to any matters covered by this RFP and/or as may be required by RBI and/or the Bank shall be made available to the Bank or its designees as often as the Bank deems necessary, to audit, examine, and make excerpts or transcripts of all relevant data. The Successful bidder shall accordingly incorporate the necessary clauses to that effect in the RFP with the Sub Contractor.

7.3 Roles & Responsibilities

7.3.1 Bidder project Sponsor

A senior management member from the Bidder shall be identified as the project sponsor; her or his responsibilities are outlined below:

- Primarily accountable for successful implementation of the project across bank.
- Act to remove critical project bottlenecks.
- Identification of working team members, project management office members and team leads.

- Single point of contact for bank's senior management.
- The project sponsor shall be part of steering committee for implementation at bank.

7.3.2 Project Management Office

- Ensure implementation timelines are met to achieve desired result.
- Monitor Change management activities.
- Monitor Quality and risk related activities.
- Identify and implement best practices across bank.
- Periodic reporting to bank on the status, issues/ challenges faced and how these are handled.

7.3.3 Team Lead

- Lead daily implementation effort.
- Report on progress to PMO and bank.
- Identify and report any risks to PMO and bank.
- Seek advice from the PMO on mitigation measures for the bank.

7.3.4 Working Team

- Implementation of all devices in scope.
- Customize devices as per requirements.
- Perform acceptance testing for each device/solution.

7.3.5 OEM Team

OEMs shall provide on-site resources at each deployment location for their respective solutions during the implementation phase for:

- Validation of solution design and architecture
- Continuous monitoring of implementation at each location.
- Provide SME support to working teams.
- Ensure customization is in line with bank's requirements.
- OEM sign off would be necessary after implementation of its product.
- Yearly/Monthly/Weekly health check-up of the solutions implemented by the OEM.

7.4 Operations Phase

- Bidders need to provide approximate number of on-site resources in order to meet the service level mentioned in this RFP. Bidders should mention number of resources required for managing the EFRM solution in the format as per Annexure 6 Resource Plan Matrix for bank.
- The minimum number of resources to be provided are 6 L1, 2 L2 and 1 L3. The bidder may propose additional resources considering compliance with the Service Levels for L1 and L2 level. However any addition in the L3 resources should be supported with an increase at other levels as well in the said ratio.
- If Bidder feels additional number of resource required beyond the minimum ratio to meet the Service Levels and Terms & Conditions, bidder can propose additional resources. However, bidder has to mention these numbers in the ICB and the cost mentioned will be part of TCO.

- In future if Bank wants additional resources the price quoted for L1, L2 & L3 respectively will be considered for placing order.
- Further, the bank, at its discretion can in-source the EFRMS operations at any point in time and deploy its own resources. In such case, pro-rated payment would be made to the bidder for the services availed.
- However, if the bidder requires to put additional resources beyond the resources mentioned in proposal /ICB to meet Service Levels, it will be at the cost of Bidder. Bidder shall also provide for the workstations for these additional users at own cost.
- This deployment should ensure a 24/7 operational EFRM.
- The cost of the resources as provided in the Final commercial bill of materials shall be considered as fixed for the term of the project and the bank may procure additional resources at the cost not necessarily as per the above mentioned ratio.
- For the cost of resources post the 5 years of contract, the bidder needs to provide the cost of hiring such additional resources.
- No additional resources shall be added to the project without the bank's explicit approval.
- **L1, L2 and L3 resource shall be on SI/OEM payroll and must have the required qualifications and experience. In case of exception, prior explicit approval of Bank would be required. The entire team would be governed by the FRM department of the Bank.**

Manpower Support working days schedule

Level.	Job Profile	Place	No of Shifts	Working days
L1	EFRM Operator/ Analyst	HO, BKC	3	365
L2	EFRM Subject Matter Expert	HO, BKC	2	Monday to Saturday except Sunday and Bank holidays
L3	EFRM Manager	HO, BKC	1	Monday to Saturday except Sunday and Bank holidays

Shift: 8 Hours a day

- In case of exigencies, L2 and L3 should be available on Sundays and Holidays as well.
- If a lower level person does not report on duty, then higher level person will be expected to perform the job of lower level person and payment will be made as per the payment structure of lower level person only.
- In case of absence of any of the resource person, standby manpower may be provided by the vendor. If Bank is not satisfied with the performance of the standby personnel, Bank may not accept such standby manpower and in such cases, charges on actual basis of manpower support will be paid to the vendor subject to adherence of service levels and terms & conditions. The above details are only indicative figures and may undergo change as per the requirement of the Bank from time to time.

- Per Man day charges (for the purpose of deduction on account of absence) =
Charges per man year/ (12X Number of working days in a month)

8. General Terms and Conditions

Terms & Conditions applicable for this RFP are mentioned in detail in Annexure 11.