

**Kerala Financial Corporation
Vellayambalam, Thiruvananthapuram.**

TENDER CORRIGENDAM

No:KFC/IT/I/855/2025

Date : 12-04-2025

Subject: CORRIGENDUM to Tender No. KFC/IT/E-Tender/04/2024-25 For the Selection of Project Manager (PM) and Subject Matter Expert (SME) from NeGD Empaneled Firms for the Digital Transformation Project Implementation

Ref:- Amendment in the RFP as per suggestions of bidders in the pre bid meeting held virtually on 09/04/2025.

As per the provisions outlined in the RFP published on 17/03/2025 for the Selection of Project Manager (PM) and Subject Matter Expert (SME) from NeGD Empaneled Firms for the Digital Transformation Project Implementation, a virtual pre-bid meeting to address the clarification of pre-bid queries submitted by the bidders was conducted on 09/04/2025.

As per suggestions of the bidders attended in the pre-bid meeting, the undersigned is directed to publish the following changes in RFP:

S.No	Page No.	Section	Existing Clause	Revised Clause
1	1	Main Heading	Request for Proposal (RFP) for the Selection of Project Manager (PM) and Subject Matter Expert (SME) from NeGD Empaneled Firms for Project / Program Management and Advisory Services in the Digital Transformation Project Implementation	Request for Proposal (RFP) for the Selection of Project Manager (PM) and Subject Matter Expert (SME) from NeGD Empaneled Firms for the Digital Transformation Project Implementation
2	4	Schedule Of Events For Submission Of Bids	Description of Work : Project/ Program Management and Advisory Services in the Digital Transformation Project Implementation at Kerala Financial Corporation.	Description of Work : Project Manager and Subject Matter Expert for the Digital Transformation Project Implementation at Kerala Financial Corporation from NeGD empaneled agencies who provide service under Category A, B & C (No: F.N. N-22018/33/2022-NeGD dated 17.05.2024).
3	5	Notice Inviting E- Tender	This tender is an e-Tender and is being published online for the Selection of Project Manager (PM) and Subject Matter Expert (SME) from NeGD Empaneled Firms for	This tender is an e-Tender and is being published online for the Selection of Project Manager (PM) and Subject Matter Expert (SME) from from NeGD Empaneled agencies who

			Project/Program Management and Advisory Services in the Digital Transformation Project Implementation at Kerala Financial Corporation	provide service under Category A, B & C (No: F.N. N-22018/33/2022-NeGD dated 17.05.2024) for the Digital Transformation Project Implementation at Kerala Financial Corporation
4	7	1.2 Introduction to RFP Document :	This Request for Proposal (RFP) document has been prepared exclusively to facilitate Kerala Financial Corporation (hereinafter referred to as the "Corporation") in appointing a Project Manager (PM) and Subject Matter Expert (SME) from NeGD Empanelled Firms for Project /Program Management and Advisory Services in the Digital Transformation Project Implementation	This Request for Proposal (RFP) document has been prepared exclusively to facilitate Kerala Financial Corporation (hereinafter referred to as the "Corporation") in appointing a Project Manager (PM) and Subject Matter Expert (SME) from from NeGD empaneled agencies who provide service under Category A, B & C (No: F.N. N-22018/33/2022-NeGD dated 17.05.2024) for the Digital Transformation Project Implementation
5	8	Project Overview & Objectives	To ensure the efficient selection of System Integrator (SI), Vendor, Services, Products, or Fintech partner, hereinafter referred to as "Service Provider" or "SP", through an open tender process and to support the effective and timely implementation of these RFPs and the corresponding functional requirements, KFC invites proposals from NeGD empanelled firms for Project Management Consultancy (PMC) and advisory services	To ensure the efficient selection of System Integrator (SI), Vendor, Services, Products, or Fintech partner, hereinafter referred to as "Service Provider" or "SP", through an open tender process and to support the effective and timely implementation of these RFPs and the corresponding functional requirements, KFC invites proposals from NeGD empanelled agencies who provide service under Category A, B & C (No: F.N. N-22018/33/2022-NeGD dated 17.05.2024) for onboarding Project Manager and Subject Matter Expert
6	18	3.3.4	Post Implementation - User support & help desk	Post Implementation - User support & help desk will be provided to the core implementation team and nodal officers from various departments to manage operations after the system goes live. This will be part of the knowledge transfer process.
7	21	3.5.2	If a deployed resource (PM or	If a deployed resource (PM or

			SME) resigns, continuously absent or is found unsuitable, the PMC firm must provide a replacement within 5 days.	SME) continuously absent or is found unsuitable, the PMC firm must provide a replacement within 5 days.
8	27	5.8	Client references, Process documentation, Client testimonials -Format request	The format is attached as annexure
9	31	6.5.1 Attendance Compliance	The Project Manager (PM) and Subject Matter Expert (SME) must log their attendance through KFC's biometric system, adhering to KFC's official working hours and Calendar. Non-compliance will be considered a breach of contract.	The Project Manager (PM) and Subject Matter Expert (SME) must log their attendance through KFC's biometric system, adhering to KFC's official working hours and Calendar. All leave plans must be communicated in advance and require prior approval from KFC. Leaves as per HR policies of both KFC and the PMC firm, unauthorized leave is not permitted. Non-compliance will be considered a breach of contract.
10	33	5.8.3 Technical Bid Evaluation Criteria, Experience & Credentials	<p>Project Manager - Mandatory Requirement:</p> <p>A minimum of 10 years of project management experience, having successfully led at least three large-scale ERP implementation projects for financial institutions (Banks/NBFCs/SFCs), with an emphasis on modernizing financial systems, including lending, credit risk management, compliance, and integration across core functions.</p>	<p>The proposed Project Manager must possess a minimum of 10 years of experience in the BFSI sector and must have successfully led at least three large-scale consulting engagements for financial institutions (Banks/NBFCs/SFCs). These engagements should have included end-to-end responsibilities such as RFP preparation, vendor onboarding, and project management, with a strong emphasis on the modernization of the following financial systems with strong domain knowledge in the Banking/Finance Sector so as to address the business queries from different stakeholders:</p> <ol style="list-style-type: none"> 1.Core Banking 2.Lending 3.HRMS 4.Accounting 5.General Ledger (GL) 6.Payment Channels 7.Credit Risk Management 8.Compliance

				<p>9. Other financial and non-financial systems</p> <p>A large-scale consulting engagement in this context refers to a comprehensive digital transformation initiative involving the reengineering of legacy processes and technology modernization, implemented over a period of no less than 15 to 18 months. Such a project must cover multiple integrated modules, support a minimum of 1,000 users, span at least 100 branches, and involve complex system integrations and data migrations. The implementation should reflect a high degree of customization, scalability, and organizational impact across core business functions.</p>
11	33	5.8.3 Technical Bid Evaluation Criteria, 1. Experience & Credentials	<p>Subject Matter Expert (SME) - Mandatory Requirement:</p> <p>Minimum of 10 years of experience in the banking/finance industry with extensive expertise in leading financial system modernization projects in Banks/NBFCs/SFCs. This includes HRMS, accounting, general ledger (GL), and other financial and non-financial systems, with a strong focus on lending, credit risk management, and compliance. The candidate should also be highly proficient in addressing queries from the implementation team.</p>	<p>A minimum of 10 years of technical experience in the banking/finance industry, with proven expertise in the technical architecture, banking domain knowledge, cloud migration, data migration, and system integration aspects of financial system modernization. This includes working with systems such as HRMS, GL, accounting, lending, and compliance. The SME must be highly proficient in solution design, infrastructure planning, and technical issue resolution during implementation with a strong focus on all the areas mentioned below:</p> <ol style="list-style-type: none"> 1. Core Banking 2. HRMS 3. Accounting 4. General Ledger (GL) 5. Payment Channels 6. Credit Risk Management 7. Compliance 8. Other financial and non-

				<p>financial systems.</p> <p>9. Technical Knowledge</p> <p>The candidate should also be highly proficient in addressing queries from the implementation team.</p>
12	33	5.8.3 Technical Bid Evaluation Criteria, 1. Experience & Credentials	<p>Evidence (All documents are mandatory):</p> <ol style="list-style-type: none"> 1. Work orders. 2. Completion certificates. 3. Client references. 4. Project case studies. 5. Proof on the proposed PM & SME involvement in these projects. 	<p>Evidence (All documents are mandatory):</p> <ol style="list-style-type: none"> 1. Work orders. 2. Completion certificates. 3. Client references. 4. Project case studies. 5. Proof on the proposed PM & SME involvement in these projects. <p>In cases of NDA with clients, the bidder should submit the following documents:</p> <ol style="list-style-type: none"> 1 An undertaking from the authorized representative of the bidder stating that the bidder is unable to submit the specific requirements outlined by KFC in the RFP (mention the scope of work and role of the resources) due to an existing Non-Disclosure Agreement (NDA) with other clients. 2. A certification from the Country Head – HR confirming that the proposed resources possess all relevant expertise/experience as specified by KFC in the RFP
13	33	5.8.3 Technical Bid Evaluation Criteria, 2. Project Execution & Implementation Expertise	<p>Evidence (All documents are mandatory):</p> <ol style="list-style-type: none"> 1. Project reports. 2. Process documentation. 3. Client testimonials. 4. Proof on the proposed PM & SME involvement in these projects 	<p>Evidence (All documents are mandatory):</p> <ol style="list-style-type: none"> 1. Project reports. 2. Process documentation. 3. Client testimonials. 4. Proof on the proposed PM & SME involvement in these projects <p>In cases of NDA with clients, the bidder should submit the following documents:</p>

				<p>1 .An undertaking from the authorized representative of the bidder stating that the bidder is unable to submit the specific requirements outlined by KFC in the RFP (mention the scope of work and role of the resources) due to an existing Non-Disclosure Agreement (NDA) with other clients.</p> <p>2. A certification from the Country Head – HR confirming that the proposed resources possess all relevant expertise/experience as specified by KFC in the RFP</p>
14	33	5.8.3 Technical Bid Evaluation Criteria, 3. Multi Vendor Implementation Management	<p>Evidence (All documents are mandatory):</p> <ol style="list-style-type: none"> 1. Vendor coordination reports. 2. Multi-vendor project case studies. 3. Client testimonials. 4. System integration documentation. 5. Proof on the proposed PM & SME involvement in these projects. 	<p>In cases of NDA with clients, the bidder should submit the following documents:</p> <ol style="list-style-type: none"> 1 .A certification from the authorized representative of the bidder stating that the bidder is unable to submit the specific requirements outlined by KFC in the RFP (mention the scope of work and role of the resources) due to an existing Non-Disclosure Agreement (NDA) with other clients. 2. A certification from the Country Head – HR confirming that the proposed resources possess all relevant expertise/experience as specified by KFC in the RFP
15	34	5.8.3 Technical Bid Evaluation Criteria, 4. Certifications & Qualifications	<p>Subject Matter Expert (SME) - Mandatory Requirement</p> <p>Any bachelor's or master's degree from a reputed university with a CAIIB certificate issued by IIBF. Certification from at least one recognized cloud provider, such as AWS, Azure,GCP, or Oracle, is required</p>	<p>Any bachelor's or master's degree from a reputed university with a minimum of 10 years of experience in the banking or financial services sector. Experience should include involvement in areas such as core banking, lending, risk management, compliance, or financial system modernization.</p> <p>The candidate must also demonstrate expertise in FinTech integration, cloud</p>

				<p>migration, data migration, and multiple financial system integration across complex enterprise environments.</p>
16	40	7.15 Background Check	<p>Onsite staff should submit BGV (background check verification document) in regard to compliance of Education Qualification, Certification, Experience and Police Verification from HR at the time of Onboarding of resources to the Corporation.</p>	<p>Onsite staff should submit BGV (background check verification document) in regard to compliance of Education Qualification, Certification, Experience from HR Country Head at the time of Onboarding of resources to the Corporation.</p>
17	19	3.5.1 Key Roles	<p>1. Project Manager (PM)</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • Oversee tender management, vendor coordination, and PMO activities to ensure seamless execution. • Ensure project governance, risk management, and timeline adherence using Agile/Waterfall methodologies. • Act as the primary liaison between KFC and vendors, ensuring clear communication and contract adherence. • Monitor project progress, resolve issues, and escalate critical risks to senior management. • Drive system integration across multiple vendors, aligning business and technical requirements. • Other roles and responsibilities relevant to PM mentioned in this RFP document <p>Technical Skills:</p> <ul style="list-style-type: none"> • Project Management Tools: MS Project, JIRA etc. • Methodologies: Agile, Scrum, Kanban, PRINCE2/SAFe®. • Enterprise & Solution 	<p>1. Project Manager (PM)</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • Oversee PMO functions, including project planning, reporting, documentation, and coordination among stakeholders. • Act as the SME for business queries from different stateholder • Manage tendering processes, vendor coordination, and compliance with project timelines and governance frameworks. • Ensure adherence to project governance, tracking milestones, risks, and deliverables. • Act as the primary point of contact for business stakeholders, ensuring their requirements are clearly documented and communicated. • Leverage domain knowledge in the BFSI sector (core banking, lending, HRMS, GL, compliance, etc.) to guide functional decision-making. • Support user adoption, change management, and business process mapping in alignment with modernization goals. • Monitor project execution from a business outcomes perspective, ensuring that technology solutions align with

			<p>Architecture: API integration, cloud (AWS/Azure/GCP), middleware, microservices, ESB.</p> <ul style="list-style-type: none"> • Vendor & Risk Management: RFP/RFQ handling, SLAs, cybersecurity, data compliance • Cloud & DevOps: Hybrid/multi-cloud, CI/CD, DevOps, Docker/Kubernetes. • Database & Data Governance: SQL/NoSQL, data migration, master data management. <p>Location Requirement:</p> <ul style="list-style-type: none"> • Fully stationed at KFC's head office in Thiruvananthapuram. • Required to be physically present until the project's completion. 	<p>operational goals.</p> <ul style="list-style-type: none"> • Other roles and responsibilities relevant to PMO and domain expertise as mentioned in this RFP document. <p>Skills Required:</p> <ul style="list-style-type: none"> • Project Management Tools: MS Project, JIRA, Trello • Methodologies: Agile, Waterfall, PRINCE2 • Domain Knowledge: Core BFSI functions such as lending, GL, risk, compliance, and HRMS • PMO Skills: Reporting, risk registers, change control, stakeholder communication • Communication: Strong stakeholder management and documentation skills <p>Location Requirement:</p> <ul style="list-style-type: none"> • Fully stationed at KFC's head office in Thiruvananthapuram • Required to be physically present until the project's completion
18 19	3.5.1 Key Roles	2. Subject Matter Expert (SME)	<p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • Ensure business process alignment and monitor implementation to meet business objectives. • Oversee data migration assessment and validate User Acceptance Testing (UAT). • Facilitate a smooth transition of processes and systems, ensuring compliance with business requirements. • Collaborate with stakeholders to identify process improvements and resolve challenges. • Provide clear and actionable responses/solutions to 	<p>2. Subject Matter Expert (SME)</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • Design and implement the technical architecture for the digital transformation project. • Lead cloud migration, data migration, and system integration activities across multiple platforms and vendors. • Provide technical guidance for implementing solutions involving ERP, Core Banking, LOS, LMS, HRMS, etc. • Ensure system scalability, security, interoperability, and compliance with data protection standards. • Collaborate with vendors and internal IT teams to resolve technical issues and optimize performance.

<p>queries from stakeholders, including SI/Vendors, Fintech partners, and KFC's business team.</p> <ul style="list-style-type: none"> • Translate business requirements into technology solutions aligned with enterprise strategy. • Stay updated on current and emerging technologies to meet organizational needs. • Select scalable, flexible, and interoperable systems that integrate across business units. • Design seamless architecture for system integration (ERP, LOS,LMS,HRMS etc.). • Ensure compliance with relevant regulations in architecture. • Implement security controls to protect sensitive data and systems. • Establish a robust governance framework to manage architecture decisions. • Analyse current and future demand for infrastructure and project growth. • Plan capacity (storage, compute, network) to meet future demands. • Balance performance and reliability with budget constraints. • Provide regular updates to stakeholders on architecture and infrastructure progress. • Other roles and responsibilities relevant to SME mentioned in this RFP document <p>Location Requirement:</p> <ul style="list-style-type: none"> • Fully stationed at KFC's head office in Thiruvananthapuram. • Required to be physically present until the project's completion. 	<ul style="list-style-type: none"> • Establish and maintain a robust technical governance framework covering infrastructure, middleware, API integrations, and data pipelines. • Evaluate and recommend tools, platforms, and architectures to support current and future technical requirements. • Other roles and responsibilities relevant to the SME's technical scope as mentioned in this RFP document. <p>Skills Required:</p> <ul style="list-style-type: none"> • Cloud Platforms: AWS, Azure, GCP, or Oracle Cloud • Architecture & Integration: API Gateway, Middleware, ESB, Microservices • DevOps Tools: CI/CD, Docker, Kubernetes • Data Management: Data migration, database design (SQL/NoSQL), ETL, MDM • Security & Compliance: Access controls, encryption, audit trails, regulatory compliance <p>Location Requirement:</p> <ul style="list-style-type: none"> • Fully stationed at KFC's head office in Thiruvananthapuram • Required to be physically present until the project's completion
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The bidders may be requested to see the above mentioned corrections and take necessary action to quote their bid/model accordingly.

The above is issued without prejudice to other specifications and terms & conditions to the original tender.



Executive Director



Annexure to Tender No. KFC/IT/E-Tender/04/2024-25
For the Selection of
Project Manager (PM) and Subject Matter Expert (SME)
from NeGD Empanelled Firms for
the Digital Transformation Project Implementation

Format for the supporting documents

1. Client Reference Format

S.No	Particular	Details
1	Client Name	
2	Contact Person	
3	Designation	
4	Email Address	
5	Phone Number	
6	Project Title	
7	Project Duration	
8	Services Provided	
9	Key Modules Covered	
10	Scale of Implementation	
11	Client Feedback	

2. Process Documentation Format

Document Title:

Purpose:

Scope:

Phased Approach:

Phase	Activities
1. Initiation	
2. RFP Preparation	
3. Vendor Onboarding	
4. Planning	
5. Execution	
6. Monitoring	
7. Closure	

Tools Used:

KPIs:

3. Client Testimonial Format

Client Name:

Designation:

Company:

Testimonial:

Date:

Place: