

# BHUTAN NATIONAL BANK



## Open Tender

Supply, Installation, Implementation,  
Configuration, Integration, Commissioning, and  
Post-Implementation Onsite Support of a Data  
Warehouse at the BNB Corporate Office,  
Thimphu, with Data Replication to the DR site



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**Section 1: Invitation of Bids**

Bhutan National Bank Ltd. (the Bank) invites sealed bids from eligible and qualified Bhutanese firms, as per the details provided below: -

Work Details	Supply, Installation, Implementation, Configuration, Integration, Commissioning, and Post-Implementation Onsite Support of a Data Warehouse at the BNB Corporate Office, Thimphu, with Data Replication to the DR site
Tender Ref. No.	BNBL/PO-Tender/TH-7/2026/1003 dated 15 April 2026
Sale of Tender / Registration	15/04/2026 – 30/04/2026
Tender Fee (Non-refundable)	Nu. 500.00
Date & Time of Tender submission	30/04/2026 [9.00 - 11.00 AM]
Date & Time of Tender opening	30/04/2026 [11.30 AM]
Place of Bid submission & Bid Opening	Procurement Unit, HRA Department, 3 <sup>rd</sup> Floor, Level B, Corporate Office, BNBL, Thimphu
EMD/Bid Security	Nu. 100,000.00 (Lumpsum amount)
Availability of Tender Document	<p>Tender document can be purchased from the Procurement Unit, located on the 3<sup>rd</sup> floor, Level B of Corporate Office, BNBL, Thimphu on all working days from 9:00 AM to 5:00 PM (Monday - Friday).</p> <p>The tender document can also be downloaded from BNBL website: <a href="http://www.bnb.bt/announcement/">www.bnb.bt/announcement/</a>. However, the bidder(s) should register and deposit the tender fee on or before submission of the bid.</p>



## Section 2: Instruction to Bidders

### 2.1 Scope of the bid

- a) The BNBL Management plans to outsource the scope of work, as specified in **Section 9: TOR**, to eligible and qualified Bhutanese firm.
- b) The successful bidder(s) shall be fully responsible for carrying out the contract work in accordance with the terms and conditions outlined in this bidding document.
- c) In the event that the successful bidder(s) fail to fulfill the contractual obligations, they shall be subject to liquidated damages as specified in the bidding document.
- d) The contract shall be valid for a minimum of one (1) year from the date of signing the agreement or issuing the work/purchase order. The Bank reserves the right to extend the contract based on the bidder's performance or according to the Bank's evolving needs.

### 2.2 Timeline & Deliverables

Deliverables	Timeline
As per <b>Section 9: Terms of Reference (TOR)</b> .	Within <b>18 months</b> from the date the purchase order is issued.

### 2.3 Fraud and Corruption

- a) The Bank requires that a Bidder(s) and his/her employees, consultants & agents, shall observe the highest standards of ethics during the bidding process and execution of contracts.
- b) The Bank shall reject a Bid for award, if it determines that the Bidder(s) recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the Contract in question.
- c) The Bank requires that Bidder(s), as a condition of admission to eligibility, execute and attach to their Bids an Integrity Pact Statement as per Form: **Annexure V of Section 10**. Failure to provide a duly executed Integrity Pact Statement may result in rejection of the Bid.



- d) The Bank shall report any case of corrupt, fraudulent, collusive, coercive or obstructive practice to the relevant agencies, including but not limited to the Anti-Corruption Commission (ACC) of the Kingdom of Bhutan, for necessary action in accordance with the statutes and provisions of the relevant agency.

## 2.4 Preparation of Bid

- a) The bidder(s) shall bear all costs associated with the preparation and submission of its bid, and the Bank shall not be responsible or liable for those costs, regardless of the conduct or outcome of the Bidding process.
- b) The Bid shall comprise of the following:
  - i. Mandatory Documents listed in **Clause 2.15.6**.
  - ii. Supporting Documents listed in **Clause 2.15.8 (a) (i)**.
  - iii. The Power of Attorney shall be submitted if an authorized representative is appointed.
  - iv. Any other document required as per bidding document
- c) The entire set of documents submitted as part of the Proposal shall be signed by the bidder(s) on every page.
- d) The bid document shall be filled neatly and clearly. Incomplete or conditional proposals that are not as per the terms and conditions shall not be entertained. Any interlineations, erasures or overwriting shall be valid if they are signed or initiated by the authorized person signing the bid.
- e) The bidder(s) are expected to examine all instructions, forms, terms and specifications in the bidding document. Failure to furnish all information or documentation required by the bidding document may result in the rejection of the bid.
- f) The Bid, along with the documents and all other correspondences, relating to the Bid, shall be written in English. Supporting documents and printed literature that are part of the Bid may be in other languages provided they are accompanied by an accurate translation of the relevant passages in the language specified in the bidding document, in which case, for the purposes of interpretation of the Bid, such translation shall govern.



## 2.5 Price Schedules

- a) The price shall be converted in local currency (Ngultrum) inclusive of all taxes, duties and other service charges, except **GST. GST should be included only when raising the bill, along with the clear GSTIN/GST-registered TPN number or a copy of the GST registration certificate.**
- b) The price shall be firm and irrevocable and not subject to any change whatsoever even due to increase in the cost till the validity of the contract period.
- c) The Bank may contact the selected Bidder(s) for additional supply of enlisted items at the same quoted/approved price on a repeat order basis during the contract period.
- d) The bidder(s) are required to quote the price in the **BOQ –Annexure IV of Section 10** provided in this Bid.

## 2.6 Clarification and Amendment of Bids

- a) The Bank reserves the right to issue any amendment on the Bid document at any time prior to the last date of submission. This may be done either on the bank's own initiative or in response to a clarification request from a prospective bidder(s). Such amendment shall be notified to those bidder(s) who have purchased the tender document, in writing, including via electronic mode such as email, to the bidder(s).
- b) Likewise, bidder(s) may request for bid clarification from the Bank in writing including via email and the Bank shall, in the same manner, respond to the bidder in writing, via email (including explanations of the query but without revealing the source of inquiry). Should the Bank deem it necessary to amend the Bid document as a result of such clarifications, it shall do so after following the due procedure. Bidder(s) shall not be allowed to seek clarification of the bidding document in person or by telephone or other verbal means.
- c) A pre-bid meeting shall be conducted, if necessary, to clarify doubts and concerns of the bidder(s) prior to submission of bids. Minutes of the pre-bid meeting shall be circulated to all bidder(s) who have purchased the bidding document.



## 2.7 Period of validity of Bid

- a) The bid shall be valid for a minimum period of Ninety (90) calendar days from the date of submission. A Bid valid for a shorter period shall be rejected as non-responsive.
- b) Under exceptional or unavoidable circumstances, the Bank may request the Bidder(s), in writing, to extend the bid validity period prior to the expiry of the Bid validity. Bidder(s) may refuse to accept such requests without forfeiting the Bid Security. However, in such a case, the Bid shall not be considered for evaluation and award. Bidder(s) accepting to extend the bid validity shall be required to extend the validity of its Bid Security accordingly but shall not be required or permitted to modify its Bid.

## 2.8 Bid Security

- a) The Bid security (EMD) of Nu. 100,000/- (Ngultrum One Hundred Thousand only) shall be enclosed in the form of Demand Draft, Cash warrant or Bank Guarantee favoring “Bhutan National Bank Ltd., Thimphu” with a minimum validity period of ninety (90) calendar days from the date of bid submission.
- b) The bid submitted without bid security or EMD that does not comply with the above terms shall be disqualified or considered as non-responsive.
- c) Bid security (EMD) of “Responsive” but unsuccessful bidder(s) shall be returned after the signing of contract and receiving the performance security from the “successful bidder(s)”.
- d) Bid security (EMD) of “successful bidder(s)” shall be returned after signing the contract and deposit of performance security by the successful bidder(s).
- e) The bid security (EMD) shall be forfeited;
  - i. If the bidder(s) withdraw its bid as a whole or in part during the period of bid validity; or
  - ii. If bidder(s) does not accept the arithmetical corrections of its bid price as per clause 2.15.4, or
  - iii. If a bidder(s) has been found practicing corrupt, fraudulent, collusive or coercive practices during the bidding process, or



- iv. In case of successful bidder(s), if the bidder(s) fails to produce the performance security and sign the contract agreement within the prescribed time.

**2.9 Submission of Bid**

- a) The sealed bids, containing both the Technical and Financial proposals in a single envelope, should be addressed to:

The Procurement Officer,  
HRA Department,  
Bhutan National Bank Limited,  
3<sup>rd</sup> floor, Corporate Office,  
Thimphu

**Exhibit on how to seal the envelopes:**



**Note: Submission of duplicate copies of the proposal is not required.**

- b) The envelope shall clearly state name and identification number of the contract.
- c) The envelope shall also include a warning indicating that it should be not be opened before the designated time and date for bid opening, specified in the bid document.
- d) Upon receipt, the Bank shall register the bid submission. Only complete submissions shall be registered.
- e) All submissions, including any supporting documents, shall become the property of the Bank. By submitting a bid response, the respondent grants the Bank a license to reproduce all or part of their submission for evaluation purposes, regardless of any copyright or intellectual property rights that may exist in the submission or accompanying materials.



**2.10 Deadline for submission of Bids**

- a) Bids shall be delivered by hand to the bank at the address and no later than the date and time indicated in the bidding document.
- b) The Bank may, at its discretion, extend the deadline for the submission of bids by amending the bidding document in accordance with clause 2.6 (a), in which case all rights and obligations of the Bank and the Bidder(s) previously subject to the deadline shall thereafter be subject to the deadline as extended.

**2.11 Late Bid submission**

- a) The Bank shall not consider any bid that is submitted after the deadline for submission of bids. Any bid received after the deadline for submission of bids shall be declared late, rejected, and returned unopened to the Bidder(s).
- b) The Bank has no liability to any respondent who lodges a late Bid submission for any reason whatsoever including Bid responses taken to be late only because of another condition of responding.

**2.12 Withdrawal, Substitution, and Modifications of Bids**

- a) No Bid may be withdrawn, substituted or modified in the interval between the deadline for submission of Bids and the expiry of the period of Bid validity specified in the bidding document.

**2.13 Requests for Information/Clarification**

- a) Bidder(s) are required to direct all communications related to this Bid to:

The Procurement Officer,  
HRA Department,  
3<sup>rd</sup> floor, Bhutan National Bank Ltd., Thimphu  
Contact No. 02-328588, IP: 1276  
Email: [procurement@bnb.bt](mailto:procurement@bnb.bt)

- b) All questions related to the Bid, technical or otherwise, shall be addressed to the above address, interpersonal communications shall not be entertained and the bidders shall be disqualified if they attempt to enter into such communications.



- c) Bank shall try to respond to all the valid and relevant queries raised by the bidder(s). However, Bank reserves the right of not responding to the query, if the Bank feels that the same is not required to be answered.

## **2.14 Bid Opening**

- a) The Bank shall conduct the bid opening in presence of Bidders' designated representatives who choose to attend, and at the address, date and time specified in the bidding document.
- b) The Bidder(s), their representative(s) and other attendee(s) at the bid opening shall not be permitted to approach any members of the Bid Opening Committee or any other Bank officials.
- c) The sealed envelope shall be opened one at a time. The Bidders' names, the Bid prices, the total amount of each bid, and such other details as the Bank may consider appropriate shall be announced by the Bank at the Bid opening.
- d) Complaints or other comments made by the bidders' representative(s) during the bid opening shall be submitted in writing to the address under clause 2.13 (a), within five (5) calendar days from the date of opening of the bids.

## **2.15 Evaluation and Comparison of Bids**

### **2.15.1 Confidentiality**

- a) Information relating to the examination, evaluation, comparison and post qualification of Bids, and recommendation of Contract Award, shall not be disclosed to Bidder(s) or any other persons not officially concerned with such process until publication of the Contract Award.
- b) Any effort by the Bidder(s) to influence the Bank's authorized representative(s) in the examination, evaluation, comparison and qualification of the bids or contract award decisions may result in the rejection of its Bid.

### **2.15.2 Clarification of Bids**

- a) To assist in the examination, evaluation, comparison and post qualification of the Bids, the Bank may, at its discretion, ask any Bidder for a clarification of its Bid. Any clarification submitted by a Bidder that is not in response to a request by the Bank shall not be considered. The Bank's request for clarification and the response shall be in writing. No change in the prices or substance of the Bid shall



be sought, offered or permitted, except to confirm the correction of arithmetic errors discovered by the Bank in the evaluation of the Bid.

### **2.15.3 Responsiveness of Bids**

- a) The Bank's determination of a Bid's responsiveness shall be based on the contents of the Bid itself, and is to determine which of the Bid's received are responsive and thereafter to compare the responsive Bids against each other to select the best evaluated Bid.
- b) A substantially responsive Bid is one that conforms to all the terms, conditions and specifications of the Bidding document without any material deviation, reservation or omission.
- c) If a Bid is not substantially responsive to the Bidding document it shall be rejected and may not subsequently be made responsive by the Bidder(s) by correction of the material deviation, reservation or omission.

### **2.15.4 Correction of errors in price bid:**

- a) Arithmetical errors shall be corrected at the time of evaluation of bid price and the corrected figure shall be considered for the purpose of evaluated bid price.
- b) If there is a discrepancy between the unit price and the total price (product of unit price & quantity), the unit price shall prevail and the total price shall be corrected, unless in the opinion of Bank, there is an obviously gross misplacement of decimal point in the unit rate, in which case, the total of line item as quoted shall prevail and unit rate shall be corrected accordingly.





### 2.15.6 Preliminary Examination of Bids

Prior to the evaluation of technical and financial bids, the tender evaluation team shall examine and determine the responsiveness of the bid as per the pre-qualification evaluation criteria. Failing to meet/submit the specified mandatory requirements or supporting documents shall be considered non-responsive.

PRE-QUALIFICATION EVALUATION CRITERIA		
SL #	MANDATORY REQUIREMENT	SUPPORTING DOCUMENT
1	The bidder must be an IT company/firm locally registered in Bhutan with the establishment of minimum Five years and above. Bhutanese bidders may enter into a joint venture (JV) with the competent international vendor/system integrator with the establishment of a Five years minimum. Bidders opting for JV, should fulfill minimum establishment years requirement conditions for both Bhutanese firm and international partner.	1. Copy of valid Trade License for local bidder. 2. Business license from international company, if bidder opt for JV partner. 3. JV agreement
2	The Bidder must have a valid Tax Registration in Bhutan and the JV partner (if applicable)	1. Copy of Latest Valid Tax Clearance Certificate of local bidder. 2. Tax clearance certificate from international company, if bidder opts for JV partner.
3	Bid Submission Form	Duly filled form: Annexure I
4	Bidder Identification Form	Duly filled form: Annexure II
5	Bid Security	Valid Bid security amount
6	Integrity Pact Statement	Signed Integrity Pact Statement: Annexure V



7	The Bidder should have sufficient skilled staff and Project Managers on his role across areas like Data Warehouse implementation, ETL/ ELT, Data repository, Reporting tool, Business Intelligence tool, Data Mining, Data Quality, Data Engineering, Modelling AI, ML, Big Data and data science. Project Manager should have minimum of 5-year experience.	Local vendor/JV should submit name of the proposed key personnel with their curriculum vitae, proof of employment and certificates
8	The local bidder should be an authorized partner of the proposed Solution in Bhutan.	Bidder should submit MAF from OEM to participate in this project.
9	The local bidder/ Partner company should have the experience of having implemented/under implementation of on-prem Data Warehouse including Central Data Repository Solution covering ETL/ELT, Data repository, Business Intelligence tool, Reporting tool, Data Analytics, Data Mining, Data Quality and Modelling in at least one commercial Bank.	<ol style="list-style-type: none"> <li>1. Copy of work orders</li> <li>2. Satisfactory Installation reports</li> <li>3. Reference Letter mentioning the components and status of the implementation of the project.</li> </ol>
10	The local Bidder/ partner company should not be under corrupt or fraudulent practices or blacklisted with any of the Government/Corporate agencies.	Self-declaration by authorized signatory of the bidder, certifying the requirement.
11	The Bidder should have a minimum annual turnover of Nu.50,000,000.00 in each of the last three financial years (2023, 2024, 2025 (provisional balance sheet if it is not audited)).	Copy of audited balance sheet, certificate from the chartered accountant in case of provisional balance sheet showing profit, net worth and turnover of the company for last three years.
12	The proposed product for Data Analytics solution should not be on open-source platform	Self-Declaration on Bidder's letter head signed by the authorized signatory



13	The proposed software stack of ETL/ELT Tool, Data warehouse, Data Quality, Data Mining, Reporting tool and BI tool should be limited to one OEM per bidder to work in integrated way	Self-Declaration on Bidder's letter head signed by the authorized signatory
14	The bidder must be ISO 27001:2013/ ISO 27001:2022 and ISO 9001:2015 certified company and the certificates should be valid as on date of bid submission	Copy of certification need to be submitted. If it is under process, provisional letter from Certification Body (CB) needs to be submitted.

**Note:** Bids disqualified in the preliminary examination shall not be considered for technical and financial evaluation.

### 2.15.7 Evaluation Process

A three-stage procedure is utilized in evaluating the bids. The bids will be evaluated as a **single package**.

- ✓ **First Stage (Pre-qualification Evaluation):** In this stage, bidders shall be evaluated against all the mandatory requirements listed in clause 2.15.6. Bidders should comply with all the requirements and provide supporting documents accordingly.
- ✓ **Second Stage (Technical Evaluation – Technical and Functional Requirement):** In this stage, bidders qualified in the first stage shall be evaluated for technical evaluation. In this this stage, the bidders' capability and the technical specifications of the solution/hardware/ software components shall be evaluated with a weightage of 40%, using the comparison formula below.

$$\text{Technical Score} = \frac{\text{Technical score of that Bidder}}{\text{Score of the Bidder with the highest technical score}} \times 40$$

**Note: Technical specification should be hundred percent compliant.**

- ✓ **Third Stage (Financial Evaluation):** In this stage, financials will be evaluated at 60% weightage. The Price Schedule of Bidders will be compared as:



$$\text{Financial Score} = \frac{\text{Lowest Bid}}{\text{Bid being quoted}} \times 60$$

✓ **Total Score**

The total score for the Bidder will be the weighted sum of the technical score and financial score. The maximum total score is 100 points.

Total Score = Technical Score + Financial Score
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The overall formula for the computation of score is as follows:

a	Technical Evaluation	Bidder 1
1	Bidder Capability	A
2	Technical Evaluation Data Warehouse (Technical and Functional Requirement)	B
Total Technical Score (40%)		$C=(A+B)/500*40$
b	Total Financial Score (60%)	$D= \text{Lowest Bid}/\text{Bid Being Quoted}*60$
<b>Total Score</b>		<b>C+D</b>

After evaluating and ranking all responsive bids, BNBL will award a contract to the qualified Bidder with the highest combined score in the technical and financial proposals as the most responsive to the needs of BNBL, offering the best value for money. The contract will be awarded as a single package.

**2.15.8 Evaluation Criteria**

**a) Technical Evaluation**

The technical evaluation criteria are divided into two sections as shown in the below table. The total points obtained by each vendor will be converted into 40% to compute total points.

Technical points			Bidders			
Sl #	Evaluation Criteria	Max points	A	B	C	D
1	Bidder Capability	100				
2	Technical Requirement	100				
3	Functional Requirement	300				
<b>Total Points</b>		<b>500</b>				



**i. Bidder Capability Evaluation Criteria**

This evaluation will be carried out based on the supporting documents listed below, and scores will be assigned accordingly. Missing any listed documents will result in a score of zero for that particular compliance row. Therefore, submission of the supporting documents as listed below are mandatory.

Sl #	Bidder Capability	Score	Supporting documents required	Bidders			
				A	B	C	D
1	Bidder establishment-Local bidder (20)						
1.1	5 years +	20	Local bidder's license copy				
1.2	4 to 5 Years	15					
1.3	3 to 4 Years	10					
2	Work Experience in Data Warehouse (20) – Local bidder/PARTNER						
2.1	Executed 3+ projects	20	Copy of Work Order/Contract Agreement/Award Letter				
2.2	Executed 2 projects	15					
2.3	Executed 1 projects	10					
2.4	Non	0					
3	Work experience and qualification of the proposed Key Personnel for the Data Warehouse Project (50)						
3.1	Professional services from OEM for implementation of the Data Warehouse Solution	5	Should provide required curriculum vitae of the personnel along with proof of employment from proposed solution				
3.2	Certified engineer in proposed Data Warehouse Solution	25	Certificates from proposed OEM and proof of employment from the bidder				
3.3	Experience of Project manager more than 5 year	20	Should provide required curriculum vitae of the Project manager along with proof of employment				
4	Approach/methodology (10)						



4.1	Approach/methodology and project execution plan on the Data Warehouse Solutions. Bidders need to keep buffer period for data cleaning.	10	Approach should be realistic, systematic, detailed and complete				
	Total	100					

**Important note:**

Deployment must be handled by the certified engineers named in the tender. These professionals may be sourced either directly from the OEM or through authorized local vendors.

**ii. Technical Evaluation (Technical and Functional Requirements)**

Bidders are required to submit technical and functional specifications/requirements in the format specified in **Annexure III: Bill of Materials (BOM)**. Compliance must be clearly indicated by marking “Y” (Yes) or “N” (No) in the designated compliance column of the bidding document. Scoring will be carried out as outlined in Annexure III (BOM). Any failure to submit the required details or to indicate compliance will render the bid non-responsive, leading to disqualification from the technical evaluation, and a technical score of zero.

**b) Financial Evaluation**

Bidders must submit their financial bid according to the format provided in **Annexure IV: Bill of Quantity (BOQ)**, in compliance with the terms and conditions specified in clause 2.15.5 (b). Only one rate should be provided per item to qualify for financial evaluation.



### 2.15.9 Banks right to accept or to reject any bid

- a) The Bank reserves the right to accept or reject any bid, and to annul the bidding process and reject all bids at any time prior to contract award, without thereby incurring any liability to the bidders.
- b) The Bank reserves the right to negotiate with bidder(s), if necessary. Such negotiations shall be held at the date, time and address intimated to the qualified and selected bidder(s). Representatives negotiating on behalf of the successful Bidder(s) should have written consent/ authority to do so and conclude a contract.

### 2.16 Award of Contract

- a) The Bank shall award the Contract to the Bidder(s) whose offer has been determined to be the lowest evaluated bid and is substantially responsive to the Bidding document.
- b) The Bank reserves the right to increase or decrease the quantity of works/ item(s) tendered, without any change in price or other terms and conditions.
- c) The Bank shall notify the successful bidder(s) of its intention to award the contract in writing, using the format provided in **Annexure-VI**, referred to as the **“Letter of intent to award the contract,”** ensuring compliance with all mandatory requirements. Simultaneously, unsuccessful bidders shall receive written notification using the format in **Annexure-VII**, referred to as the **“Letter for unsuccessful bid,”** informing them of the outcome. All bidders shall also be provided with information regarding the name and bid amount of the successful bidder(s). These notifications shall be sent on the same day, including via email.
- d) On receipt of the Bank’s notification [CLAUSE 2.16 (c)], an unsuccessful bidder has seven (7) calendar days to make a written complaint/request to the Bank for a debriefing. The bank shall provide a response/debriefing to all unsuccessful Bidder(s) whose request is received within this deadline.



- e) Where a complaint/request for debriefing is received within the deadline, the Bank shall provide a response/debriefing within five (5) calendar days.
- f) The Bank shall discuss only such bid but not the bids of other competitors. The response/debriefing shall not include:
  - i. Point-by-point comparisons with another bid; and
  - ii. Information that is confidential or commercially sensitive to other Bidder(s).
- g) The purpose of response/debriefing is to inform the aggrieved Bidder(s) of the reasons for lack of success, pointing out the specific shortcomings in its bid without disclosing contents of other bids.
- h) If two or more bidders quote the same L1 rates, fresh quotes for the same L1 rates shall be obtained from both the bidders after providing five (5) calendar days for resubmission of fresh rates. Bank's decision on such a timeline shall be final and binding for the bidder(s). Thereafter contract shall be awarded to L1 bidder(s) as per the fresh quotes.
- i) The successful bidder(s), on award of contract/order shall sign the contract/order acceptance in writing, within seven (7) calendar days of award of contract / order failing which the bid shall be rejected without any further notice.

### **Section 3: Performance Security**

3.1 The successful bidder(s) shall be required to furnish performance security equivalent to 10% of the quoted amount issued from any authorized financial institutions of Bhutan within seven (7) calendar days after the expiry of the compliance period specified in the letter of intent.

3.2 If the successful bidder(s) fails to provide the performance security within seven (7) calendar days of the issue of the work awarding letter, the bid shall be considered as invalid, and the particular work shall be given to next lowest bidder(s).



- 3.3 The performance security shall be in the form of demand draft/cash warrant/bank guarantee and shall be valid for a minimum of six (6) months or twelve (12) months, depending on the specified warranty period in the bidding document and considering the typical six-month validity of Demand Drafts/Cash Warrants.
- 3.4 The Performance security shall be discharged with or without deductions (as applicable) to the successful bidder(s) upon completion of performance obligations, including warranty obligations, as described in the contract terms.
- 3.5 The provision outlined in **CLAUSE 3.4** is also applicable to repeat orders fulfilled during the validity period of the deposited performance security, as defined in the service delivery penalty clause [**CLAUSE 4.1 (d)**]. In instances of delays, penalties for delay will be levied based on the total order value of the specified purchase order issued.

#### **Section 4: Service Delivery Penalty**

- 4.1. If the Successful bidder(s) fails to complete the awarded contract on specified time, the following penalty clause shall be applied on the bill payable or Performance Security in proportional to the number of days delayed:
- a) Delay up to one week – 2% (on the total order value)
  - b) Delay exceeding one week but not exceeding two weeks – 5% (on the total order value)
  - c) Delay exceeding two weeks but not exceeding one month – 10% (on the total order value)
  - d) Delay exceeding one month- the purchase order shall be revoked, and the performance security deposited shall be forfeited without further notice. Additionally, any incomplete work shall be terminated, and the contract shall be awarded to the next lowest bidder or re-tendered, as deemed appropriate.



**Section 5: Force Majeure**

- 5.1. The successful Bidder(s) shall not be liable to forfeit its Performance Security, liquidated damages or termination for default if and to the extent that its delay in performance or other failure to perform its obligations under the Contract is the result of an event of Force Majeure.
- 5.2. For purpose of this Clause, “Force Majeure” means an event or situation beyond the control of the bidder that is not foreseeable, is unavoidable, and its origin is not due to negligence or lack of care on the part of Bidder. Such events may include, but not limited to, acts of the Purchaser (Bank) in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.
- 5.3. If a Force Majeure situation arises, the successful bidder(s) shall promptly notify the Bank in writing of such condition and the cause thereof along with documentary or pictorial evidence acceptable to Bank. Unless otherwise directed by the Bank in writing, the successful Bidder(s) shall continue to perform its obligation under the Contract.

**Section 6: Terms of Payment**

- 6.1. Payment will be processed upon receipt of the original invoice and TPN number, and shall be made against certified milestones of work progress as follows:

Sl #	Job description	Payment	Remarks
1	Upon issuance of work order	30%	Advance payment. The vendor should submit equivalent amount in Bank Guarantee
2	Upon readiness for UAT	30%	
3	Upon successful completion and formal sign-off of UAT	20%	
4	Upon successful Go-Live and stabilization	20%	
	Total	100%	

- 6.2. Payment shall be made within thirty (30) calendar days and upon successful completion of the works completed as per the contract agreement. The necessary deductions on account of income tax, service tax etc. shall be



deducted at source, as applicable, as per Government Rules from the bills submitted by the successful Bidder(s) and necessary TDS certificate shall be issued.

**Section 7: Warranty**

7.1 The warranty shall remain valid for twenty-four (24) months from the date of successful delivery and acceptance of the solutions, governed by the following conditions:

- a) Upon go-live of the application, services must be available on a 24x7x365 basis, and all technical issues must be resolved in accordance with the response time matrix defined in 7.1 (c).
- b) The Bidder shall ensure a minimum uptime of 99.00% per month. For this, service level performance will be reviewed monthly. In the event that uptime falls below this threshold, the Bidder shall be liable to pay penalties as per the structure defined below:

Sl#	Level of uptime per Month	Penalty Charges
1	99% and above	No penalty
2	98% - 99%	2% of total cost of monthly/quarterly/annually (whichever is applicable) from the performance security
3	97% - 98%	5%
4	Less than 97%	10%



- c) Bidder needs to adhere to the below service level for all the call which will be logged by the bank for any issues faced by the users. Service management tool shall be provided by the bidder during contract period. Penalty of Nu. 5,000.00 shall be charged for every non-conformance with the service response and resolution time table as specified below:

Classification	For all period of Warranty (Till 2 years from Go-Live)	
	Response Time	Resolution Time
Severity 1	30 mins	120 mins
Severity 2	120 mins	720 mins
Severity 3	720 mins	1440 mins

- d) Applicable penalties shall be deducted from the Performance Security. Upon completion of the two-year warranty period, the Annual Maintenance Contract (AMC) shall commence, and the Performance Security will be released to the Bidder.

### Section 8: Termination

- 8.1. The Bank may, by written notice, terminate the contract in whole or in part at any time, as applicable;
- a) If the Successful Bidder(s) fails to perform any tender terms and conditions.
  - b) If the Successful Bidder(s), in the judgment of the Bank, has engaged in any corrupt or fraudulent practices in competing for or in executing the tasks under this purchase order.





The key objectives are:

- A modern, integrated analytics platform covering data ingestion, preparation, governance, metadata management, visualization, self-service analytics and predictive modelling in a single, cohesive environment. Preference would be to have a single platform that addresses all the above.
- To leverage a metadata-driven architecture that enables rapid assembly and disassembly of data marts without impacting underlying structures, thereby shortening implementation cycles and improving agility.
- To adopt pre-configured analytical apps/solutions for Bhutan National Bank that can go live quickly by doing only the “data plumbing” into the Bank’s systems and making Bank specific metadata changes.
- To provide analytics through multiple secure consumption modes – web browser, mobile app, email/SMS and embedded within core applications – supporting pervasive and contextual analytics.

### Scope of work

The selected bidder shall:

- Supply and install Data Warehouse/Central Data Repository (CDR) as specified under Objective in section 9 (Terms of References). This project would be henceforth referred to, as Data Warehouse project in Bhutan National Bank Limited. The project execution plan should be strictly guided by minimal disruption on the banking services.
- Preference would be for the vendor to provide a single platform that natively covers data ingestion, creation of data marts, metadata, visualization, advanced analytics and distribution. The proposals that rely on integrating multiple unrelated third-party tools for these core layers will be considered less favorable.
- Provide domain-specific analytics accelerators (dashboard, KPIs, data models, predictive models) relevant to the Bank’s lines of business.
- Report should pull from CBS, CRM, OBIEE, ERP, and stand-alone sources. However, these are not exhaustive list.
- Provide training, documentation, and change management for business and technical users.
- Provide maintenance, support and periodic enhancements.
- The selected bidder must provide the perpetual enterprise software license of the proposed solutions to the Bank.





- Database connection
  - ✓ Oracle
  - ✓ My SQL
  - ✓ MS SQL
  - ✓ Postgres
- Provide interfaces for managing and monitoring ETL/ELT activities. Auto discover ETL/ELT failures, redundant data analysis, identify data integrity and quality issues.
- Discover pattern within data, structure discoveries, frequency distribution
- Complete audit trails should be available
- Data profiling, prepare data flow design, data mapping routines, metadata etc.

### 9.3 Data Engines

The central Data Repository shall be a single version of truth. It should store granular level of data and the summarized data as well. Bidder shall propose the data engines as below:

#### a) Data Repository

The Data Repository design constitutes the fundamental solution for integrating and cleansing heterogeneous data source across multiple subject areas. It ensures that data remains consistent, reusable, and reliable to meet enterprise-wide requirements.

The repository must support both strategic and operational analytics across the organization, enabling users to access a single, centralized, and consistent source of integrated data.

The data mart will function as the central repository, serving as the single version of truth. It should be capable of storing both granular-level and summarized data to support diverse analytical needs.

Furthermore, the central data repository must be scalable to process large volumes of data efficiently. The data model should also be flexible and adaptable to accommodate future enhancements and modifications.

#### b) Big Data

The proposed solution should be designed with integration capabilities to seamlessly connect with a Big Data Platform, which may be procured in the



future. This ensures scalability, flexibility, and readiness for evolving data and analytical requirements.

**c) Augmented Artificial Intelligence (AI) and Machine Learning (ML)**

The proposed solutions should incorporate augmented AI capabilities to rapidly surface key insights from datasets. It should include data enrichment features that automatically recommend new attributes and dimensions for analysis, enhancing the depth and quality of insights. Additionally, the solution must support advanced Machine Learning capabilities to enable predictive analytics, thereby strengthening data-driven decision-making across the organization.

**d) Operational Data Store**

The proposed solution should have the ability to store most recent, granular and integrated data from various data sources.

**9.4 Metadata Management, Catalogue and Lineage**

The platform must:

- Provide an integrated data catalogue with business and technical metadata, including searchable inventory of datasets, reports, dashboards and models.
- Provide end-to-end data lineage from source to report/dashboard/model, including transformations, to support regulatory and audit needs.
- Support impact analysis when changes are made to data structures or transformations.
- Platform must be metadata-driven at its core, where layouts, metrics, dimensions, security rules, and even data mart structures are defined via a central metadata repository, minimizing hard-coded artefacts.
- Preference will be given to platforms with patent-backed or metadata frameworks (or equivalent) that allow dynamic restructuring of analytic applications without disrupting data pipelines.

**9.5 Semantic Layer and Business Modelling**

The platform must:

- Provide a governed semantic layer / data model where measures, dimensions and hierarchies can be defined once and reused across dashboards and self-service analytics.
- Allow business users to navigate the semantic model without needing to understand physical schemas.
- Ability to assemble and disassemble business subject areas at the semantic/metadata layer with minimal IT effort, enabling rapid experimentation with new views, hierarchies and KPIs.



## 9.6 Reporting, Dashboards and Self-Service Analytics

The platform must:

- Provide interactive dashboards and reports with a rich library of chart types, tables, KPIs, and drill-down/drill-through capabilities.
- Allow business users to build and modify dashboards and ad-hoc reports via drag-and-drop, without IT involvement.
- Support advanced filtering, bookmarking, alerts/threshold-based notifications and scheduled distribution (email, exports, etc.).
- Provide responsive design for web and mobile access.
- Built-in capabilities for investigative and diagnostic analytics (e.g., attribution analysis to identify hidden areas of concern despite top-line growth)
- Natural language query for asking questions in plain English and receiving visual responses.
- Automated insights (anomaly detection, key driver analysis, narratives).

## 9.7 Advanced Analytics and Predictive Modelling

The platform must:

- Support classical statistical models and modern ML techniques (e.g., regression, tree-based methods, time-series forecasting, clustering).
- Provide model management features: versioning, approval workflows, performance monitoring, periodic retraining, champion–challenger comparison.
- Support real-time or near real-time scoring via APIs or event-driven mechanisms for use cases like next-best-offer, or early warning.
- Embedded predictive and cognitive analytics capabilities on the same platform (not via external disconnected tools), with support for time-series forecasting, propensity, delinquency prediction and other use cases.
- Ability to incorporate deterministic and probabilistic matching, text and pattern detection, phonetic and edit-distance algorithms within business solutions like reconciliation.
- Support for reasoning layers that can orchestrate multiple models and provide business-understandable explanations.

## 9.8 Security, Access Control and Governance

The platform must:

- Integrate with Bank's identity and access management (e.g., AD/LDAP, MFA).
- Support fine-grained, role-based access control at a row and column level.
- Provide comprehensive audit logs of user activity, data access and administrative changes.



- Support data masking, encryption at rest and alignment with regulatory and internal security standards where applicable.
- Native integration with LDAP/Active Directory and an internal security framework that allows granular access control at app, dataset and metric level.

### 9.9 Domain-Specific Descriptive and Predictive Accelerators

- Bidders must list apps such as Loan Portfolio Analytics, Delinquency, Branch/Channel Performance, Collections Performance, with sample views and KPI definitions.
- Ability to localize KPIs and dimensions as per Bhutan's regulatory and Bank-specific definitions.

### 9.10 Predictive and Prescriptive Use Cases

The Bidder should provide, for each domain:

- List of available pre-built models (e.g., default risk, fraud detection, next-best-offer, pricing elasticity, capacity forecasting) with descriptions of model approach and required data.
- Bidders should provide pre-built models for:
  - Delinquency and default prediction across loan portfolios
  - Cross-sell and upsell propensity for asset and liability products
  - Churn/attrition risk and early warning signals
  - Credit forecasting
  - Collections prioritization and strategy recommendation
  - Reconciliation optimisation using deterministic/probabilistic matching and ML.
  - And any other models that the vendor can recommend
- Approach to explainability (e.g., feature importance, reason codes) for use in business decisioning and regulatory discussions.
- Preference will be given where such models are already productized within the analytics platform as configurable apps, rather than as bespoke separate data-science projects.

### 9.11 Localization and Regulatory Alignment

The Bidder must:

- Demonstrate how accelerators can be adapted to comply with [Regulators – e.g., RMA – Royal Monetary Authority of Bhutan] requirements and Bank's internal policies.



- Provide sample artifacts (e.g., risk dashboards, early warning reports) used in comparable regulatory environments.

### 9.12 Architecture and Deployment

The platform must:

- Support on-premises deployment.
- Scale to handle growing data volumes (multi-TB scale) and concurrent users with acceptable performance.
- Provide open APIs for integration with Bank systems, including core banking, LOS, DMS, LMS, CRM, ERP..., etc and workflow systems.
- Bidders must submit a reference architecture diagram and describe components, data flows, and integration points.
- It must provide a single logical platform (not a toolkit assembly) where web UI, metadata engine, data services and analytic engines are designed to work together, as is typical in modern visual full-stack platforms.
- Support for platform-agnostic deployment across Windows and Linux and compatibility with standard RDBMS (e.g., SQL Server, PostgreSQL, Oracle).

### 9.13 Performance, Availability and Resilience

The platform must:

- Meet agreed SLAs for query response times, data refresh windows and batch processing.
- Support high availability and disaster recovery as per Bank RTO policies.
- Provide mechanisms for workload management and resource governance (e.g., isolation, throttling, prioritization).

### 9.14 Operations, Monitoring and Administration

The platform must:

- Provide centralized administration console for configuration, user management, monitoring and logging.
- Expose metrics (usage, performance, failures) and integrate with Bank's monitoring tools where required.
- Support automated backups, upgrades and patching with minimal downtime, including roll-back options.





By implementing these steps, the bank will be able to maintain a unified, accurate, and actionable customer view that enhances customer experience and drives business growth.

### **9.16 Credit Monitoring Analytics**

The proposed tool should enable the Bank to effectively monitor and analyze the credit portfolio. Key features and capabilities should include, but are not limited to:

#### **A. Loan Status Monitoring**

- Management can view the current status of loans across various business categories (e.g., Retail, Corporate, Agriculture, Services, Manufacturing...,etc).
- Loans can be filtered and analyzed by limit buckets (e.g., below 1 million, up to 10 million, above 100 million).

#### **B. Daily Loan Metrics**

- Track daily sanctioned amounts, disbursements, outstanding balances, and top borrowers.

#### **C. Loan Quality Monitoring**

- Assess the quality of loans by tracking pending reviews, renewals, and non-performing loans (NPL).

#### **D. Recovery Performance Monitoring**

- Monitor the recovery performance of bad loans, enabling management to make informed decisions regarding new disbursements and overall credit portfolio management.

This analytics capability will provide the Bank with actionable insights to improve portfolio management, minimize credit risk, and optimize recovery strategies.

### **9.17 Executive Dashboard**

The proposed tool should provide a comprehensive and dynamic dashboard to support the Bank's top executives. Key capabilities include, but are not limited to:

#### **A. Comprehensive Overview**



- A centralized dashboard providing executives with a 360-degree view of the Bank's operations.
- Quick and accurate insights on key performance indicators (KPIs) to enable informed decision-making and minimize unexpected outcomes.

**B. Performance Comparison**

- Compare current-year achievements against previous years.
- Track both positive and negative growth, assess performance improvements, and identify factors contributing to variances.

**C. Sales Performance Analysis**

- Analyze the performance of various product lines, including Loans, Savings Accounts, Current Accounts, TD/RD, ATMs, POS...,etc.
- Track factors affecting product performance and compare actual sales against budgeted targets.

**D. Trend Analysis**

- Conduct trend analysis using transaction-level data to identify patterns, opportunities, and risks.

**E. Flexible and Customizable Views**

- The dashboard should allow end users to modify and customize views as per their requirements.
- Supports dynamic updates and additions to accommodate evolving business needs.

This executive dashboard will empower leadership with actionable insights, enabling proactive decision-making, performance monitoring, and strategic planning.

**9.18 Reporting Requirements**

- The bidder has to develop reports but not limited to (ad-hoc, analytical, tabular, dashboards, and alerts) as an information delivery mechanism to the business users. (Results generated to be made available to the users, based on their roles and needs).
- The layout and format of the reports should be in a form consumable by the information consumers and as approved by the Bank. The users should also be able to do basic activities such as sorting, filtering, slicing & dicing, drill down and roll up.



- Data visualizations for the dashboards should be interactive, with the support ranges of graphical representation e.g. Bar, Pie, line charts etc. capability of geospatial mapping, trend analysis for pixel perfect reporting.
- Interface should be provided and proper training has to be given to the Bank team, so that Bank users can prepare customize reports, as and when required.
- Facility should be provided to build quick data capture form, for capturing data from various levels. Maker-checker concept is to be implemented in every entry screen.
- Banking hierarchy (Corporate Office level, Branch Level, user level, etc.) should be maintained in all types of Reporting and Dashboard, as required.
- The selected bidder needs to create more than 200 reports for internal usage as well as for RMA requirements. The format of the reports will be shared at the time of implementation in design phase.

### 9.19 Data Archival Solution

- The solution should be able to archive huge level of data
- The data store should store at least 3 years. Data older than 3 years should be archived.
- The archival solution should be easily able to integrate with proposed CDR solution
- Data should be stored in online and offline or archived location

### 9.20 Environments

Logical separation for Development, Testing, and Training environments shall be implemented within a dedicated non-production environment. The bidder must ensure that the Production and Non-Production environments are physically segregated to maintain security, performance, and operational integrity.

However, a shared storage infrastructure may be proposed for both Production and Non-Production environments, provided that data is logically isolated through separate storage volumes. The bidder shall also ensure that all necessary licenses required to support the solution are provisioned and maintained throughout the duration of the contract.

- Data from the Data Center (DC) shall be automatically propagated to the Disaster Recovery (DR) site through online replication mechanisms. The replication may be configured in either synchronous or asynchronous mode, based on the criticality of applications and recovery objectives (RPO/RTO), ensuring data consistency, availability, and business continuity.



- Periodic testing and drills shall be conducted to ensure that all replication and data synchronization procedures are in place all the time. Bidder should support DR drill as per the Bank's policy.
- **The Bidder needs to note that physically/logically separate adequate sizing should be submitted for the following environments to provisioned hardware and storage to start the project:**
  - ✓ **Production at DC should be in HA and DR can be standalone. However, database to be replica of the DC.**
  - ✓ **UAT and staging environment**
  - ✓ **Development environment**
  - ✓ **Training environment**
- Bidder needs to ensure that UAT and Training environment need to be in sync with production environment in terms of master data and sources.
- Bidder needs to ensure that all the master data such as customer information and balances need to be masked, before releasing the non-production environment to the end users.
- The bidder will be completely responsible for supply, installation, configuration, customization and maintenance of complete solutions during the entire contract duration. The Bank will not make any additional payments for the solution provided by the bidder, on a later date, for any of the hardware and software related upgrades or replacement.

The Bank may provision the required hardware and storage for the production, development and testing environment upon commencement of the project. This will be subject to the hardware specifications and requirements of the bidder's proposed solution.

### 9.21 Implementation Approach

Bidders must describe:

- Overall project methodology (e.g., agile/iterative), including phases, milestones and governance structure.
- Approach to requirements gathering, solution design, configuration, customization, testing (SIT/UAT), migration and go-live.
- Approach to using accelerators to reduce implementation effort for initial priority domains.
- Bidders should propose a "data plumbing plus analytical solution configuration" approach where pre-built analytical solutions are mapped to Bank data sources, minimizing custom report/model development.
- Preference will be given to approaches demonstrating short time-to-value for an initial domain using existing BFSI analytical apps and metadata frameworks.



- The implementation of the CDR project at the Bank should be executed in phase-wise. Bidders should tabulate and categorize activities list and timelines as specified below.
  - ✓ Phase I: Study and Design Phase
  - ✓ Phase II: Design and Development as per customer specific analytics
  - ✓ Phase III: Sales and Performance Enhancement
  - ✓ Phase IV: Predictive Modelling and Advance Analytics

### 9.22 Key Deliverables

Indicative list but not limited to:

- Comprehensive Data Warehouse Software
- Licenses (Perpetual)
- Detailed solution design and architecture documents.
- Configured platform with integrated data sources and semantic models.
- Implemented domain accelerators (dashboards, KPIs, models) for priority use cases.
- Test strategy and test cases; UAT sign-off artifacts.
- Run-books, operating procedures, and administration guides.
- User manuals, e-learning content and training material.
- Go-live support and stabilization report.

### 9.23 Indicative Timelines

Bidders must:

- Propose realistic timelines for: platform setup, first domain go-live (MVP), and subsequent domain rollouts.
- Highlight dependencies on Bank resources and systems.
- Provide a detailed project plan (Gantt or similar) with critical path activities.

### 9.24 Training, Adoption and Change Management

The Bidder must:

- Provide role-based training plans for: senior management, business analysts, front-line users, data scientists, and IT/administrators.
- Propose approach for building internal “analytics champions” and communities of practice.
- Provide reusable training assets (videos, labs, sandboxes) and options for refresher sessions.





**Section 10: Bidding Forms**

**Annexure I: Bid Submission Form**

Date: [DD/MM/YY]

To: Bhutan National Bank Limited  
Corporate Office  
Thimphu

Dear Sir/Madam,

The undersigned, having read the tender document, hereby offers to execute and complete the work in accordance with the terms and conditions set out or specified in the document.

I/We agree to abide by this Proposal/Bid for a period of Ninety (90) calendar days from the date for Bid submission in the tender, and the Bid shall remain binding upon us and may be accepted at any time before the expiration of that period.

If our proposal is accepted, we undertake to initiate the work specified in our proposal within the time frame that shall be stipulated in the work awarding letter and to comply with all the provisions of the Contract.

I/We certify that all information furnished by our firm is true & correct and in the event that the information is found to be incorrect/untrue or found violated, then your company/organization shall without giving any notice or reason therefore or summarily reject the bid or terminate the contract, without prejudice to any other rights or remedy including the forfeiture of the full performance security deposit, absolutely.

**Best regards**

* Signature and seal of the Bidder:	
* Name:	
* Title:	
* Telephone/ Mobile No.:	
* Email:	

**Footnote: /\* Compulsory field**



**Annexure II: Bidder Identification Form**

<b>1. Firm (s) Information</b>	
* Name and Address:	
Telephone/Mobile:	
Email address:	
*Legal Representative: Name/Surname/Position (if any)	
<b>2. Proprietor (s) Details</b>	
*Name:	
*CID Card No.	
*Telephone/Mobile No.	
*Email Address:	
<b>3. Contact details of persons that BNB may contact for requests for clarification during Bid evaluation:</b>	
* Name/Surname:	
* Telephone/Mobile:	
* Email address:	
<b>Be advised that this person must be available during the evaluation of the bids.</b>	
* Signature and stamp of the Bidder:	

Footnote: /\* Compulsory field



**Annexure III: Bill of Materials (BOM)**

<b>Functional Specification/Requirement</b>			
The weightage for this section is 100 marks. The total scores will be scaled according to the total marks. Bidders are required to provide responses to each line item under the respective functional heads strictly in accordance with the format specified in the table below. Each response should be clear, concise, and aligned with the requirements outlined for evaluation.			
<b>Compliance</b>	<b>Description</b>	<b>Score</b>	<b>Marks</b>
Y	Standard feature-Readily available and supported by the solution/customized in solution by Bidder/OEM	Y	5
N	Not supported/Not customizable within the same solution	N	0

<b>Sl#</b>	<b>Particulars</b>	<b>Mandatory (M)</b>	<b>Compliance (Y/N)</b>	<b>Marks (100)</b>
1	Customer Retention Analytics	M		5
2	Behavioral Analytics: Customer Segmentation & Profiling	M		5
3	The Bank reserves the right to do Vulnerability Assessment and Penetration Testing (VAPT) by IS audit appointed by the Bank on periodic basis as per the Bank's policy. The vendor shall fix/ rectify the vulnerabilities and observations found by the IS Auditor free of cost and submit the final compliance/closer report to Bank. Prior to deployment in the live environment, IS Audit and VA/PT should be conducted.	M		5
4	Cross Sell Analytics: Improving product cross-holding ratio	M		5
5	Customer Life Time Value and Customer Loyalty	M		5
6	Product Penetration: Market Basket Analysis, Sales Volume Forecasting	M		5



Standard Bidding Document

7	Delinquency management: Pre-delinquency & Loss Forecasting	M		5
8	Channel Performance & Profitability, Channel Planning & Optimization.	M		5
9	Branch Performance & Profitability	M		5
10	Customer Propensity modelling	M		5
11	Design and track Campaigns for Customer's based on various customer analytical parameters.	M		5
12	Sales Funnel Management: Casualty analysis and Process optimization	M		5
13	Sales Target Setting & Budgeting models	M		5
14	Budget Forecasting & Target setting	M		5
15	Loans underwriting	M		5
16	Product Profitability	M		5
17	Service Differentiation - Enhancing Relationship Value	M		5
18	Asset Quality Optimization	M		5
19	Event Detection / Event Based Marketing	M		5
20	Concentration / Exposure Management (Simulation)	M		5
	<b>Total</b>			<b>100</b>



<b>Technical Specification/Requirement</b>			
The weightage for this section is 300 marks. The total scores will be scaled according to the total marks. Bidders are required to provide responses to each line item under the respective functional heads strictly in accordance with the format specified in the table below. Each response should be clear, concise, and aligned with the requirements outlined for evaluation.			
<b>Compliance</b>	<b>Description</b>	<b>Score</b>	<b>Marks</b>
Y	Standard feature-Readily available in the solution	Y	5
N	Not available in the proposed solution/require 3rd party integration	N	0

<b>Sl#</b>	<b>Particulars</b>	<b>Compliance (Y/N)</b>	<b>Marks (300)</b>	<b>Remarks</b>
1	The proposed solution must provide a comprehensive, end-to-end data warehousing capability, covering the complete data lifecycle from source systems to business intelligence (BI) reporting. This includes seamless integration with enterprise applications, robust ETL/ELT processes, and efficient data storage within a scalable and high-performance database environment.		5	
2	The proposed solution must be enabled with Artificial Intelligence (AI) and Natural Language Processing (NLP) capabilities, with a specific focus on processing and understanding structured and unstructured text data. The overall solution, including all AI and NLP engines, must be deployed on-premises within the Bank's infrastructure. No dependency on external or cloud-based processing should be required, ensuring full control over data privacy, security, and regulatory compliance.		5	



3	<p>The proposed solution must support comprehensive user, group, and role management capabilities. It should enable administrators to create and manage users, define groups, and assign roles with appropriate permissions.</p> <p>The solution must provide role-based access control (RBAC) to ensure that access to system features and data is granted based on defined user roles and responsibilities.</p>		5	
4	<p>The proposed solution must provide intuitive, user-friendly capabilities that enable business users to define hypotheses, analyze data, and visualize results without requiring knowledge of advanced query languages (e.g., SQL).</p>		5	
5	<p>The proposed solution must enable users to build and execute data queries using code-free, intuitive interfaces, such as drag-and-drop tools and multidimensional data exploration features.</p>		5	
6	<p>The proposed solution must support in-memory data processing, enabling data to be processed and analyzed directly in system memory (RAM) rather than relying solely on disk-based operations. This capability should significantly enhance performance and allow users to efficiently handle and analyze large datasets.</p>		5	
7	<p>The solution must allow users to create a visual (or graphic) outline of the content</p>		5	
8	<p>The solution needs to support plug-ins or advanced tools to expand data visualization capabilities.</p>		5	



9	<p>The proposed solution must provide advanced predictive and prescriptive analytics capabilities to support data-driven decision-making across the organization.</p> <p>The solution should enable:</p> <ol style="list-style-type: none"> <li>1. Identification of meaningful patterns, trends, and correlations among variables within complex datasets</li> <li>2. Analysis of structured, unstructured, historical, and prospective (future-oriented) data</li> <li>3. Development of predictive models to forecast events, behaviors, and outcomes</li> <li>4. Prescriptive analytics to recommend optimal actions based on predicted scenarios</li> </ol>		5	
10	<p>The proposed solution must provide comprehensive performance analytics capabilities to effectively monitor, evaluate, and manage organizational goals, objectives, and accountability.</p> <p>The solution should support:</p> <ol style="list-style-type: none"> <li>1. Definition, tracking, and visualization of Key Performance Indicators (KPIs) aligned with business objectives</li> <li>2. Development and management of strategic scorecards (e.g., balanced scorecards) for performance monitoring</li> <li>3. Comparative analysis against: <ul style="list-style-type: none"> <li>~Business plans and targets</li> <li>~Budgets and forecasts</li> <li>~Historical performance</li> <li>~Industry benchmarks</li> </ul> </li> </ol>		5	
11	<p>The solution must enable users to understand data by creating a summary of historical data and preparing the data for further analysis.</p>		5	
12	<p>The solution should allow users to examine large pre-existing databases in order to discover patterns and create predictive models that can validate new business insights.</p>		5	



13	The proposed solution should support deployment of models in third party applications using the scheduled jobs or REST APIs.		5	
14	The solution needs to provide data-model-free analysis, in which any data attribute can be used as a 'fact' or a 'dimension' to enable users to find information without the need to rely on pre- defined data linkages.		5	
15	The solution must provide statistical tools to analyze and draw inferences from data.		5	
16	The proposed solution must support querying across hybrid, columnar, and array-based data sources, irrespective of platforms to effectively leverage the full spectrum of enterprise data for analytics and decision-making.		5	
17	The solution should enable users to run on demand, ad-hoc reports to visualize data based on various criteria.		5	
18	The solution must provide Dashboards so that users can get a snapshot view of important conditions, trends, and exceptions.		5	
19	The solution needs to support custom dashboard views that can be configured and shared between users to provide relevant views into analytical data and trends.		5	
20	The solution should provide a drill-down capability to access details directly from the dashboard.		5	
21	The solution must support OLAP (Online Analytical Processing), enabling “slicing and dicing” of data so that users can perform fast, interactive queries and calculations for efficient analysis.		5	
22	The system’s OLAP capabilities should possess the ability to drill up, down, across, and through the data, in order to make the analysis as clean and comprehensive as possible.		5	



23	The solution should provide an API (Application Programming Interface), Web Services for custom integration with other solutions.		5	
24	The solution needs to integrate with Active Directory to tie into corporate user management.		5	
25	The solution should be able to deliver content to mobile devices (both admin and view), either in a published mode for view-only access or in an interactive mode to enable data manipulation.		5	
26	The solution should allow users to manage business finances by providing an overview of balance sheets, P&L, debtors, creditors, etc.		5	
27	The solution should allow users to define business rules to automate routine regulatory tasks.		5	
28	The solution must have the capability to point out issues within the data.		5	
29	The solution must provide users with tools to perform score analytics, transform data, generate business recommendations, and annotate insights, facilitating informed and actionable decision-making.		5	
30	The solution's dashboard should enable exploration of data by changing charts using color, brightness, size, shape and motion.		5	
31	The solution should offer tools to perform routine data backups and create point-in-time snapshots, ensuring protection against data loss and enabling reliable data recovery.		5	
32	The solution should offer a comprehensive set of programmatic and visual tools, along with a development workbench, to enable the creation of reports, dashboards, queries, and analytical workflows.		5	



33	The system should include tools that provide a centralized and robust framework for administrators to search, capture, store, reuse, and publish metadata objects, enabling users to consistently leverage a shared semantic model and metadata repository across the organization.		5	
34	The solution must support accessing and interacting with data from sources beyond OLAP and traditional databases, including formats such as MS Excel and text (.txt) files, to enable comprehensive analysis of all data provided by customers.		5	
35	The solution should support design and deployment processes and technologies to enable profiling, analysis, remedial actions and automated cleansing.		5	
36	The solution should enable users to save reports and outputs in widely used formats, such as HTML, Excel, XML, CSV, or PDF, providing maximum flexibility for sharing and further use.		5	
37	The system should have encryption capabilities for secure data storage and transmission.		5	
38	The solution should include tools to restore data from backups or point-in-time snapshots, ensuring efficient and reliable recovery in the event of data loss.		5	
39	The solution should be platform-independent and capable of being installed on a variety of operating systems, including Microsoft Windows, Linux, AIX, Solaris, and others.		5	
40	The proposed Data Archival solution should include tools to perform consistency checks on collected legacy backup data, regardless of the format or storage media used.		5	



41	The proposed solution should be capable of seamlessly integrating newly converted uniform data with existing uniform datasets without causing duplication or deletion of any previously stored data.		5	
42	The proposed solution should provide the ability to view and print customized reports across all modules, allowing users to generate tailored outputs as needed.		5	
43	The offered automated backup solution should be delivered with the latest generation of hardware/software, ensuring up-to-date performance, reliability, and support.		5	
44	The proposed backup software should feature a modular architecture, enabling components to be added or removed without requiring the backup system to be shut down, ensuring continuous operation and flexibility.		5	
45	The software should provide a web-based graphical user interface (GUI), allowing all backup servers to be managed centrally from any location, ensuring ease of administration and monitoring.		5	
46	All backup/restore administration must be controlled by a centralized system		5	
47	The software must offer flexibility in backup destinations, supporting various media types such as disk-to-tape, disk-to-disk, and ensuring full interoperability across different storage platforms.		5	
48	The proposed backup solution must support raw device backups across multiple platforms, including Windows, various Linux distributions, and Unix systems such as IBM AIX,..etc.		5	
49	The proposed backup solution must include user-level access control list (ACL) functionality, enabling each user to have distinct permissions		5	



	and privileges within the system to ensure secure and controlled access.			
50	The proposed backup solution must be able to encrypt backup data at source and store with 128-bit or higher encryption.		5	
51	The solution should provide the ability to configure automated backups for specific days and weeks within a month, while maintaining a simplified and user-friendly approach for managing complex scheduling scenarios.		5	
52	The software should provide comprehensive <b>reporting capabilities</b> , including: Full Job Completion Report – A detailed overview of all backup jobs, indicating which were successful, partially successful, or failed for each day. Full Backup Data Volume Report – A summary of the total data volumes backed up each day. Average Space Utilization Report – Insights into the average amount of data stored, helping monitor storage efficiency and capacity planning.		5	
53	The proposed backup solution must provide robust <b>management capabilities</b> to ensure operational efficiency, security, and flexibility, including:		5	
53.1	Built-in Reporting – The inbuilt reporting tool must allow the creation of customized reports without requiring the purchase of additional reporting modules or third-party tools.		5	
53.2	Virtual Machine Support – Must support online backup of virtual machines across all virtual environments, including image-level backups and single/granular file recovery from those backups.		5	



*Standard Bidding Document*

53.3	Platform Compatibility – Support for 32-bit and 64-bit operating systems, databases, and applications.		5	
53.4	Latest Generation Technology – The solution must be based on the latest generation of backup technology and implement continuous backup and data rate matching techniques for enhanced reliability.		5	
53.5	Component Supply – All necessary components required for the full backup solution must be supplied by the bidder.		5	
53.6	Web-Based Remote Management – The solution should provide web-based remote management capabilities for centralized administration.		5	
53.7	Encryption & Key Management – The backup solution must support data encryption and include encryption key management, with all necessary licenses provided to ensure secure storage and management of encryption keys.		5	
	<b>Total</b>		<b>300</b>	



**Annexure IV: Bill of Quantity (BOQ)**

Bill of Quantity					
SL #	ITEMS	UNIT	QTY	UNIT PRICE (BTN)	TOTAL AMOUNT
1	Supply, Installation, Implementation, Integration, Commissioning, Post-Implementation Onsite Support of Data Warehouse at the BNB Corporate Office, Thimphu, and replication to DR site for the initial period of two years from the Go-Live. License should be perpetual.	LOT	1		
2	AMC from 3 <sup>rd</sup> Year after Go-Live. The AMC cost should not exceed 10% of the total project cost.	Job			
<b>Grand Total</b>					

Note: The license cost should be included in the item serial no.1.



**Annexure V: Integrity Pact Statement (IPS)**

1. General:

Whereas, the Chief Executive Officer, representing Bhutan National Bank Limited, hereinafter referred to as the “Employer” on one part, and ..... (Name or Designation) representing M/s. .... (*Name of firm*), hereinafter referred to as the “Bidder” on the other part hereby execute this agreement as follows:

**This agreement shall be a part of the standard bidding document, which shall be signed by both the parties at the time of purchase of bidding documents and submitted along with the tender document.**

2. Objectives:

Whereas, the Employer and the Bidder agree to enter into this agreement, hereinafter referred to as IP, to avoid all forms of corruption or deceptive practice by following a system that is fair, transparent and free from any influence/unprejudiced dealings in the bidding process and contract administration, with a view to:

- a. Enabling the Employer to obtain the desired contract at a reasonable and competitive price in conformity to the defined specifications of the works or goods or services; and
- b. Enabling bidders to abstain from bribing or any corrupt practice in order to secure the contract by providing assurance to them that their competitors will also refrain from bribing and other corrupt practices.

3. Scope:

The validity of this Tender shall cover the bidding process and contract administration period.

4. Commitments of the Employer:

The Employer commits itself to the following: -

- a. The Employer hereby undertakes that no officials of the Employer, connected directly or indirectly with the contract, will demand, take a promise for or accept, directly or through intermediaries, any bribe, consideration, gift, reward, favor or any material or immaterial benefit or any other advantage from the Bidder, either for themselves or for any person, organization or third



party related to the contract in exchange for an advantage in the bidding process and contract administration.

- b. The Employer further confirms that its officials shall not favor any prospective bidder in any form that could afford an undue advantage to that particular bidder in the bidding process and contract administration and will treat all Bidders alike.
  - c. Officials of the Employer, who may have observed or noticed or have reasonable suspicion shall report to the head of the employing agency or an appropriate government office for any violation or attempted violation of clauses 4.1 and 4.2.
  - d. Following report on violation of clauses 4.1 and 4.2 by official (s), through any source, necessary disciplinary proceedings, or any other action as deemed fit, including criminal proceedings shall be initiated by the Employer and such a person shall be debarred from further dealings related to the bidding process and contract administration.
5. Commitments of Bidders
- The Bidder commits himself/herself to take all measures necessary to prevent corrupt practices, unfair means and illegal activities during any stage of the bidding process and contract administration in order to secure the contract or in furtherance to secure it and in particular commits himself/herself to the following: -

- a. The Bidder shall not offer, directly or through intermediaries, any bribe, gift, consideration, reward, favor, any material or immaterial benefit or other advantage, commission, fees, brokerage or inducement to any official of the Employer, connected directly or indirectly with the bidding process and contract administration, or to any person, organization or third party related to the contract in exchange for any advantage in the bidding process and contract administration.
- b. The Bidder shall not collude with other parties interested in the contract to manipulate in whatsoever form or manner, the bidding process and contract administration.
- c. If the bidder(s) have observed or noticed or have reasonable suspicion that the provisions of the IP have been violated by the procuring agency or other bidders, the bidder shall report such violations to the head of the procuring agency.

6. Sanctions for Violation:



The breach of any of the aforesaid provisions shall result in administrative charges or penal actions as per the relevant rules and laws.

- a. The breach of the IP or commission of any offence (forgery, providing false information, misrepresentation, providing false/fake documents, bid rigging, bid steering or coercion) by the Bidder, or any one employed by him, or acting on his/her behalf (whether with or without the knowledge of the Bidder), shall be dealt with as per the terms and conditions of the contract and other provisions of the relevant laws, including Debarment Rules.
- b. The breach of the IP or commission of any offence by the officials of the procuring agency shall be dealt with as per the rules and laws of the land in vogue.

7. Monitoring and Administration:

- a. The respective procuring agency shall be responsible for administration and monitoring of the IP as per the relevant laws.
- b. The bidder shall have the right to appeal as per the arbitration mechanism contained in the relevant rules.

We hereby declare that we have read and understood the clauses of this agreement and shall abide by it.

The parties hereby sign this Integrity Pact at *(place)* \_\_\_\_\_ on *(date)* \_\_\_\_\_

Affix  
 Legal  
 Stamp

**EMPLOYER/BANK**

**CID:** .....

**Witness:**  
**Name:**  
**CID:**

Affix  
 Legal  
 Stamp

**BIDDER/REPRESENTATIVE**

**CID:** .....

**Witness:**  
**Name:**  
**CID:**



**Annexure-VI: Letter of Intent to Award the Contract**

BNBL/PO-TENDER/TH...../2024/

[Date]

[Bidder's Firm Name]

[Bidder's Address]

[City, State]

Subject: Letter of Intent to Award Contract for [Project/Tender Title]

Tender reference No.....

Sir/Madam,

We are pleased to inform you that your bid for the [Project/Tender name] has been selected, and we intend to award the contract to your firm. This letter serves as an official notice of our intent to award the contract to your firm, subject to the conditions outlined below.

Conditions of Award:

1. This Work Awarding Letter is issued on the condition that no formal complaints or objections are received from the unsuccessful bidders within the next seven (7) calendar days from the date of this letter. During this period, unsuccessful bidders may raise any concerns or objections regarding the bidding process.
2. If no valid complaints are received during this period, you are required to report to the Procurement Unit, Human Resource and Administration Department, Corporate Office, BNBL, Thimphu, within seven (7) calendar days after the end of the compliant period to complete the following formalities.
  - a) Sign the Bid Acceptance letter and Contract Agreement;
  - b) Submit a Performance Security deposit amounting to Nu. [in figures/words] (10% of the contract value) in the form of Demand Draft/Cash Warrant/Bank Guarantee, valid of [months/days], in favor of "Bhutan National Bank Limited".
3. You are encourage to begin preliminary preparations for the work. However, please refrain from commencing any work or incurring any related costs the formalities outlined in points 2. (a) & (b) are completed.



Important Notes:

1. If a complaint is received within the specified period, we will notify you promptly. We will then review and address the complaint before providing further instructions.
2. This letter does not constitute a binding agreement until the seven-day period has passed without any objections and the formalities outlined in points 2. (a) & (b) are completed.
3. Please arrange to collect the EMD deposited with us once the formalities outlined in points 2. (a) & (b) are completed.
4. Please note that if you do not complete the required formalities within the specified timeframe, your selection may be revoked, and the EMD may be forfeited in accordance with bidding terms and conditions.

We appreciate your patience and understanding throughout the process. We look forward to a successful partnership on this project. For any further clarifications, please feel free to contact us at [contact details].

Thanking you.  
Yours Sincerely,

[Name of Authorized Official]  
[Designation & Name of Department]

Cc:

- The Procurement In-charge/Officer, HRA Department, Corporate Office, BNBL, Thimphu:  
for information and necessary compliance.



**Annexure-VII: Letter to Unsuccessful Bidder(s)**

[Bidder's Firm Name]

[Bidder's Address]

[City, State]

Subject: Unsuccessful Bid for [Project/Tender Title]

Tender reference No

Sir/Madam,

We regret to inform you that your bid for [Project/Tender Name] has not been selected due to the following reasons:

1. ....
2. ....

We sincerely appreciate the effort and time you dedicated to preparing and submitting your bid. Please arrange to collect your EMD from our office after the signing of the contract and receipt of the performance security deposit from the successful bidder, or after fourteen (14) calendar days of the compliant period and completion of formalities by the successful bidder, whichever comes first or is more convenient.

If you have any concerns or wish to raise a complaint regarding the bid process, you are required to submit your concerns to the procurement unit within seven (7) calendar days from the date of this letter, as outlined in the bid document. If no formal complaint is received within this period, it will be considered that you have no objections, and we will proceed with awarding the contract to the successful bidder according to the bidding terms and conditions. We thank you for your participation and look forward to your participation in future bidding opportunities.

Thanking you.  
Yours Sincerely,

[Name of Authorized Official]  
[Designation & Name of  
Department]

Cc:

- The Procurement In-charge/Officer, HRA Department, Corporate Office, BNBL, Thimphu: for information and necessary compliance.



**Annexure VIII: Contract Agreement**

*[The successful Bidder shall fill in this form in accordance with the instructions indicated]*

THIS CONTRACT AGREEMENT is made on the *[insert number]* day of *[insert month]*,  
*[insert year]*,  
BETWEEN

1. *[Insert complete name of bank]*, having its registered head office at *[insert address]* (*hereinafter called "the bank"*),

And

2. *[Insert name of successful bidder]*, holding certificate No. *[Insert certificate number]* (*Hereinafter called "the successful bidder/Supplier"*).

WHEREAS the BNBL invited Bids- Tender for *[Insert brief description of work]* and has accepted the Proposal by the successful bidder for the supply of *[Insert details of work]* at the sum of *[insert contract price in words and figures]*, expressed in the contract *[currency]* quoted by the successful bidder (*hereinafter called "the Contract Price"*).

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. In this Agreement words and expressions shall have the same meanings as are respectively assigned to them in the conditions of Contract referred to.
2. The following documents shall constitute the Contract between the BNBL and the successful bidder, and each shall be read and construed as an integral part of the Contract, viz.:
  - a) This Contract Agreement;
  - b) Tender terms & conditions;
  - c) The successful bidder's Proposal and original Price Schedules;
  - d) The bank's Notification of Award of Contract;
  - e) The form of Performance Security;
  - f) Negotiation of bids (if any).
3. The Contract shall prevail over all other Contract documents. In the event of any discrepancy or inconsistency within the Contract documents, then the documents shall prevail in the order listed above.



*Standard Bidding Document*

IN WITNESS whereof the parties hereto have caused this Agreement to be executed in accordance with the laws of Bhutan on the day, month and year indicated above.

For and on behalf of the bank

For and on behalf of the bidder

( \_\_\_\_\_ )  
[Insert title & designation]

( \_\_\_\_\_ )  
[Insert title & designation]

Witnessed by: \_\_\_\_\_  
[Insert identification of official witness]

Witnessed by: \_\_\_\_\_  
[Insert identification of official witness]

