



# Central Bank of Lesotho

## Request for Proposal

### ACQUISITION AND IMPLEMENTATION OF A REAL TIME GROSS SETTLEMENT SYSTEM

Request for Proposal No: **CBL/fnc/TC/13/Z/LNPS/001**

Issue date: 25 July 2005

Submission Location:

*Central Bank of Lesotho  
Cnr. Moshoeshoe & Airport Roads  
Maseru 100  
Lesotho*

**Attention:** *Secretary to the Tender Committee*

Closing date and time: 12 August 2005

# Table of Contents

---

<b>SECTION 1. EXECUTIVE SUMMARY .....</b>	
<b>SECTION 2. ADMINISTRATIVE REQUIREMENTS SECTION.....</b>	
<b>2.1 REQUEST FOR PROPOSAL INFORMATION.....</b>	
2.1.1 Delivery of Proposal .....	
2.1.2 Terminology for this RFP.....	
2.1.3 Proposal Time-Frames .....	
2.1.4 Contact Person .....	
<b>2.2 REQUEST FOR PROPOSAL PROCESS .....</b>	
2.2.1 Receipt Confirmation Form.....	
2.2.2 Eligibility .....	
2.2.3 Debriefing.....	
<b>2.3 PROPOSAL PREPARATION .....</b>	
2.3.1 Proposal Format .....	
2.3.2 Signed Proposals .....	
2.3.3 Irrevocability of Proposals.....	
2.3.4 Changes to Proposal Wording .....	
2.3.5 Working Language of the Bank.....	
2.3.6 Costs of Responding .....	
2.3.7 PERFORMANCE BOND.....	
2.3.8 Inspections and Testing.....	
2.3.9 Auxiliary Services.....	
2.3.10 Pricing.....	
<b>2.4 ADDITIONAL INFORMATION .....</b>	
2.4.1 Acceptance of Proposals .....	
2.4.2 Modification of Terms .....	
2.4.3 Ownership of Proposals.....	
2.4.4 Restriction of Use.....	
2.4.5 Confidentiality of Information.....	
2.4.6 Negotiation Delay .....	
2.4.7 Acceptance of Terms .....	
2.4.8 Payment Holdback .....	
<b>SECTION 3. BUSINESS &amp; TECHNICAL REQUIREMENTS SECTION.....</b>	
<b>3.1 REQUIREMENTS AND PROJECT SCOPE .....</b>	
3.1.1 Background.....	
3.1.2 Project Objectives .....	
3.1.3 Project Scope .....	
3.1.4 Business Requirements .....	

3.1.5 Technical Requirements.....	1
3.1.6 Deliverables.....	1
3.1.7 Project Management.....	1
3.1.8 Quality Assurance.....	1
3.1.9 Assumptions.....	1
<b>3.2 EVALUATION CRITERIA.....</b>	<b>2</b>
3.2.1 Mandatory Criteria.....	2
3.2.2 Desirable Criteria.....	2

<b>APPENDIX A PROJECT TEAM SKILLS MATRIX.....</b>	<b>2</b>
---	----------

<b>APPENDIX B EVALUATION CRITERIA MODEL.....</b>	<b>2</b>
--	----------

<b>APPENDIX C RECEIPT CONFIRMATION FORM.....</b>	<b>2</b>
--	----------

<b>APPENDIX D CERTIFICATION.....</b>	<b>2</b>
--------------------------------------	----------

# 1. Executive Summary

A payment system plays a pivotal role in the economy of a country in enabling trade through ensuring efficient and safe transfer of funds between economic agents. A payment system is important in the financial structure of the economy. It is a means of promoting economic efficiency and a channel for implementing monetary policy. It is therefore essential that payment systems are efficient and robust, sound and secure, meet requirements and are internationally acceptable.

It is in recognition of the importance attached to a payment system that the Central Bank of Lesotho, taking cue from other central banks in the African Development Community region, and from observed deficiencies in the current payment system, embarked on reforming the country's payment system. Consequently, the Lesotho National Payment System Modernisation project was established. Though the Central Bank is playing a leading role in the modernisation process, this is carried out in collaboration with other stakeholders.

As part of the modernisation strategy, the Central Bank is developing and implementing a Real Time Gross Settlement (RTGS) system in Lesotho, which is intended for large-value and time critical payments, for both interbank and customers' transactions.

## 2. Administrative Requirements Section

The following terms and conditions will apply to this Request for Proposal (RFP) and any subsequent Contract. Submission of a proposal in response to this RFP signifies the acceptance of all the following terms and conditions.

### **2.1 Request for Proposal Information**

#### **2.1.1 Delivery of Proposal**

Proposals bearing no identification of the Proponent in a sealed envelope and clearly marked "**ESTABLISHMENT AND INSTALLATION OF THE REAL-TIME GROSS SETTLEMENT SYSTEM CBL/fnc/TC/13/Z/LNPS/002**" should be deposited in the Tender Box in the Reception Area of the Central Bank of Lesotho at the intersection of Moshoeshoe & Airport Roads. Facsimile or e-mail copies shall not be accepted.

#### **2.1.2 Terminology for this RFP**

Throughout this RFP, terminology shall be used as follows:

- (a) "**Bank**" shall mean the Central Bank of Lesotho
- (b) "**Contract**" shall mean a written agreement resulting from this Request for Proposal executed by and between the Bank and the Contractor;
- (c) "**Contractor**" shall mean the successful Proponent to this Request for Proposal who enters into a written Contract with the Bank
- (d) "**Executive Committee**" shall mean the high-level management committee of the Bank composed of the Governors and the Heads of Departments
- (e) "**LNPS**" shall mean the Lesotho National Payment System
- (f) "**Proponent**" refers to individuals or companies that submit or intend to submit a proposal in response to this RFP
- (g) "**RFP**" shall mean the Request for Proposals
- (h) "**RTGS**" shall mean Real Time Gross Settlement System

- (i) **"SADC"** shall mean the Southern African Development Community
- (h) **"Stakeholders"** shall mean the Central Bank of Lesotho, the co banks, the Ministry of Finance, the Lesotho Telecommunications A the Lesotho Electricity Corporation, the Lesotho Chamber of Com Industry, and Telecom Lesotho
- (j) **"Tender Committee"** shall mean a committee of the Centra Lesotho commissioned by the Governor to issue, receive, asses and recommend the selection of a successful proponent to the Committee of the Bank.

### **2.1.3 Proposal Time-Frames**

Closing Date and Time: All proposals must be delivered to the locatio specified in clause 2.1.1 on or before **Friday 1**

**August 2005 at 14:30 pm:**

Decision date The Bank anticipates a decision regarding th successful proponent by **Monday 5<sup>th</sup> Septeml**

Contractual Signing: The Bank anticipates the contractual agreer be signed by **Thursday 8<sup>th</sup> September 2005**

Project Start Date: The expected project start date is at the mos from signing of the contract

### **2.1.4 Contact Persons**

- a) Technical enquiries relating to the business requirement should direct ed, in writing, to the attention of the following person

**Name:** Mrs. T. M. Namane

**Title:** Head, National Payment System

**Tel:** (+266) 22314281ext. 2137

**Fax:** (+266) 22310051/ (+266) 22310679

**E-mail:** [tnamane@centralbank.org.ls](mailto:tnamane@centralbank.org.ls)

- b) Questions regarding this RFP's administration are to be directed in writing, to the following person:

**Name:** Mr. T. Malataliana

**Title:** Secretary, Tender Committee

**Tel:** (+266) 22314281 ext. 2007

**Fax:** (+266) 22310051/ (+266) 22310679

**E-mail:** [tmalataliana@centralbank.org.ls](mailto:tmalataliana@centralbank.org.ls)

The question and response will be distributed to all proponents who have submitted a Receipt Confirmation Form as appears in **Appendix C**.

## **2.2 Request for Proposal Process**

### **2.2.1 Receipt Confirmation Form**

Proponents must fill out and return the attached Receipt Confirmation Form as part of **Appendix C**. Any information regarding this RFP, including changes to this document, will be directed only to those Proponents who return the Receipt Confirmation Form. Information will be distributed by the method the Bank deems fit.

### **2.2.2 Eligibility**

Proposals will not be considered if the Proponent's current or past or other interests may, in the Bank's opinion, give rise to a conflict of interest in connection with this project. Only proposals that comply with the requirements of this RFP will be considered.

### **2.2.3 Debriefing**

At the conclusion of the RFP process, the successful Proponent will be notified immediately while unsuccessful Proponents will be informed after the contractual signing.

## **2.3 Proposal Preparation**

### **2.3.1 Proposal Format**

Evaluation of proposals is made easier when Proponents respond in a clear and concise manner. The following format and sequence should be followed in order to provide consistency in Proponent response and ensure each proposal receives full consideration:

- a) Title Page - showing RFP number, Proponent's name and address, date and time, Proponent's telephone number, and a contact person
- b) One page letter of introduction identifying the proponent and signatory person(s) authorized to sign on behalf of, and bind the proponent to the statements made in the proposal.
- c) Table of contents including page numbers.
- d) A short one or two page summary of the key features of the proposal.
- e) The body of the proposal to include:

#### **1. IMPLEMENTATION METHODOLOGY/APPROACH**

- ? Describe methodology of how the project will be conducted;
- ? The response should clearly identify who will be on the project and their respective responsibilities;
- ? Include the Proponent's expectations regarding Bank responsibilities;
- ? Describe the Proponent's technical facilities to be used in the project (if any);
- ? Provide implementation period, specifying the projected start and completion dates;
- ? Provide a description of key activities, a work plan which identifies project team members and project milestones.

#### **2. BUSINESS REQUIREMENTS**

The response should clearly provide description of how the requirements specified in items 3.1.3 and 3.1.4 would be fulfilled.

### **3. SOLUTION FEATURES**

To clearly demonstrate how the solution meets the following features:

- ? Scalability and modularity – refers to a solution that can be scaled from basic functionality model to a fully integrated system with required modules as need arise;
- ? Customisability/Parameter-driven – processing characteristics are configurable hence no need for re-programming;
- ? Interfacing capabilities – multiple system interfaces to allow for integration with the Bank internal systems, securities settlement system, netting system, and foreign exchange system;
- ? Security features – total security at point of entry into the network security, and data security;
- ? Reliability – operational reliability and contingency and recovery arrangements;
- ? Ease-of-use – user-friendly and browser-based with graphical user interface (GUI);
- ? Number of users – concurrent user connectivity functionality;
- ? Platform independence – heterogeneous solution.

### **4. VENDOR COMMITMENT AND RELIABILITY/ COMPANY PROFILE**

- ? Provide product guarantee features;
- ? Provide a comprehensive project risk and change management plan;
- ? Provide essential documents such as copy of registration certificate, tax certificate, most recent audited accounts of the company;
- ? Provide a comprehensive list of relevant corporate references as well as implementation history;
- ? Provide relevant project references for the proposed project performance.

## **5. PRICING/COST**

- ? Should provide breakdown of costs to include product cost, cost, support/maintenance cost, implementation cost, training product customisation cost, and consulting cost;

Indicate whether upgrades would be free, if not, or show upgrade costs.

## **6. SUPPORT AND TRAINING**

- ? Provide solution support mechanism, including type of support desk, online, etc.), location of support, support staff, response time
- ? Provide training schedule, clearly indicating training offering format (i.e. instructor driven, workshop, online, etc.), training as well as estimated mean time before proficiency.

## **7. PRODUCT EXPOSURE AND MARKET PERCEPTION**

- ? Provide number of sites successfully implemented
- ? Market share relative to competition.

## **8. PACKAGE DIRECTION**

- ? Clearly describe investment on Research and Development the solution.
- ? Provide estimated schedule of upgrades (How often are upgrades)
- ? Provide number of staff involved in the research and development the product and their summarised skills matrix.

## **9. SERVICE LEVELS**

- ? Provide sample service level agreement (SLA) indicating the service that the Proponent intends to provide to the Bank.

### **2.3.2 Signed Proposals**

A person authorized to sign on behalf of the Proponent and to Proponent to statements made in response to this RFP must proposal (**Appendix D**).

### **2.3.3 Irrevocability of Proposals**

By submission of a clear and detailed written notice (to be deposit Tender Box in a sealed and suitably marked envelope), the Propori amend or withdraw its proposal prior to the closing date and tim closing time, all submitted proposals become irrevocable. By submi proposal, the Proponent agrees that should its proposal be succe Proponent will enter into a Contract with the Bank.

### **2.3.4 Changes to Proposal Wording**

The Proponent will not change the wording of its proposal after cl and time and no words or comments will be added to the propos requested by the Bank for purposes of clarification.

### **2.3.5 Working Language of the Bank**

The working language of the Bank is English and all responses to must be in English.

### **2.3.6 Costs of Responding**

Proponents are solely responsible for their own expenses in prep: proposal and for subsequent negotiations with the Bank, if any. If elects to reject any or all proposals, the Bank will not be liab. Proponent for any claims, whether for costs or damages incurre Proponent in preparing the proposal, loss of anticipated profit in cc with any final Contract, or any other matter whatsoever.

### **2.3.7 Performance Bond**

The successful Proponent shall submit to the Bank the performanc the amount to be determined by the Bank. The amount of the bon

in the contract currency and paid to the Bank as compensation for obligations from the contract.

The performance bond shall be issued by a recognised bank and released and returned to the Proponent no later than 30 days from the fulfilment of the Proponent's obligations in realising the contract, including guarantee obligations.

### **2.3.8 Inspections and Testing**

The Bank or its representative shall have the right to inspect and/or goods for the purpose of determining their compliance with specification without additional costs to the Bank.

If after inspection and testing the goods are not in compliance with specifications, the Bank may reject the goods. The Proponent can either return rejected goods or make amendments necessary for the fulfilment of requirements from the specifications free of charge.

### **2.3.10 Pricing**

Prices quoted are to be:

- a) In Maloti (1 Loti = 1 South African Rand);
- b) Exclusive of any Value Added Tax

## **2.4 Additional Information**

### **2.4.1 Acceptance of Proposals**

This RFP should not be construed as an agreement to purchase services. The Bank is not bound to enter into a Contract with the Proponent who submits the lowest priced proposal or with any Proponent. Proposals will be assessed in accordance with the evaluation criteria in Appendix 1. The Bank will be under no obligation to receive further information written or oral, from any Proponent, unless solicited by the Bank.

#### ***2.4.2 Modification of Terms***

The Bank reserves the right to modify the terms of this RFP at any time at its sole discretion. This includes the right to cancel this RFP or any part of it at any time prior to entering into a Contract with the successful Proposer.

#### ***2.4.3 Ownership of Proposals***

All documents, including proposals, submitted to the Bank become the property of the Bank.

#### ***2.4.4 Restriction of Use***

This document or any portion thereof, shall not be used for any purpose other than the submission of proposals.

#### ***2.4.5 Confidentiality of Information***

All proposals submitted by proponents shall be held in strict confidence and will not be revealed directly or indirectly to any other party. Information pertaining to the Bank obtained by the proponent as a result of participation in this Project is confidential and must not be disclosed without the prior written authorization from the Bank.

#### ***2.4.6 Negotiation Delay***

If a Contract cannot be negotiated and concluded within fifteen (15) business days of notification of designated Proponent, the Bank may terminate negotiations with that proponent and negotiate a Contract with another Proposer at its sole choice.

#### ***2.4.7 Acceptance of Terms***

All terms and conditions of the RFP are assumed to be accepted by the Proponents and incorporated by reference in their proposals, except where conditions and provisions are expressly excluded. There will be no opportunity to review these conditions with the successful proposer during negotiations.

The proposal of the selected proponent may form part of the final contract.

#### **2.4.8 Payment Holdback**

The Bank may hold back a percentage of the total Contract price Contract, including the RFP, have been met to the satisfaction of the

## 3. Business and Technical Requirements

---

### **3.1 Requirements and Project Scope**

#### **3.1.1 Background**

The Central Bank of Lesotho has embarked upon the modernization of the country's payment and settlement system as a way of strengthening the financial infrastructure of the country and of maintaining financial stability. The project is undertaken in collaboration with other Stakeholders to develop a new payment system, following a holistic and strategic approach.

The Central Bank invites vendors to design and install a robust automated RTGS system with advanced features and functionalities such as speedy processing of large-value transactions, each transaction processed individually in real-time on gross basis, across accounts held at the Bank. Settlement is final and irrevocable.

#### **3.1.2 Project Objectives**

One of the functions of the Central Bank of Lesotho is to promote the efficient operation of the payments system in the country. It is in this regard that the Central Bank is spearheading the reform of the payment system in Lesotho. The establishment of a Real Time Gross Settlement system has been identified as the catalyst to speed up the modernisation of both the banking and financial market practices.

The main purpose for installation of the RTGS system is to reduce settlement risk and eliminate credit risk caused by settlement lags. This is why it has been decided to introduce the RTGS system as a first step towards reforming the payment system.

The objective of implementing an RTGS system is to eliminate settlement risks by way of processing each payment individually, in real time, settling such a transaction on a gross basis based on availability of funds. Settlement has to be in central bank money and effected through accounts held with the central bank. Settlement is final and irrevocable. Settlement takes place continuously throughout the day.

### **3.1.3 Project Scope**

The objective of the Project is to come up with a full fledged RTGS with a broad spectrum of functionalities, capable of processing instructions on a transaction by transaction basis in real time, and settles individual transactions on a gross basis, across the accounts of participants held at the Central Bank, providing finality and irrevocability.

The key components of the required solution are as follows:

1. The Central RTGS application which is the core system with the following functionalities:
  - (a) Intraday liquidity management module
  - (b) Multiple interface with the net settlement system, gross settlement system, and Central Bank accounting system
  - (c) Automatic gridlock resolution
  - (d) Queuing management module
  - (e) Repurchase agreements facility module
  - (f) Automation functionality for reports/statistics, and clearing
  - (g) Value-added functions for payment vs payment for exchange transactions
2. The Access Control Security module
3. The SWIFT Network interface that connects:
  - (a) Settlement account and the RTGS
  - (b) Banks and the RTGS processor

4. The Central Bank System administration module – with functions to configure, manage the system, monitor positions, and generate statistical data

5. Front-end applications for data entry for banks and the Central Bank

The RTGS system required has to satisfy the BIS (Bank of International Settlements) CPSS (Committee of Payments and Settlement Systems) Principles for Systemically Important Payment Systems standards.

### **3.1.4 Business Requirements**

The Project involves the following:

1. Assisting the Central Bank of Lesotho to establish an appropriate business environment for an RTGS system including defining settlement system related policies and practices.
2. Implementing the core system at the Central Bank of Lesotho together with implementation of the front-end system or terminal screen terminal at the commercial banks in Lesotho and the Central Bank of Lesotho.
3. Integrating the system with a suitable message carrier (SWIFT local loop) by means of standard SWIFT messaging.
4. Providing training in the operation of the system to the Central Bank of Lesotho as well as the commercial banks
5. Implementing the high-availability clustered configuration processing platforms at the Central Bank
6. Designing, providing and instilling the operational discipline procedures in the Central Bank that will provide the Bank with a robust, high-availability solution. This includes the provision of a disaster recovery plan

The RTGS system required has to take consideration of the features:

1. A proven and reliable solution capable of processing any transactions on a real time basis, with positions and balances of participants updated immediately to achieve final and irrevocable settlement.
2. An RTGS system with advanced functionalities as stated in the requirements above.
3. Parameter-driven - processing characteristics that are configurable hence no need for re-programming.
4. Type of network that would be used is the SWIFT network
5. The method of connectivity between the RTGS central application and participating banks would be the ISP local loop or SWIFT
6. Settlement will be immediate; with the Central Bank providing collateralised intraday credit
7. A centralised queuing facility with the flexibility of reordering and prioritisation of payment orders left to participants.
8. The message flow structure will be the Y-topology.
9. The system's physical infrastructure will be located at the Central Bank
10. Integration with the Securities Settlement system.
11. Platform-independent so as to work on any hardware
12. Scalable and modular- can be upgraded from the basic functional model to a fully integrated system with required modules as needed
13. Easy to use - user-friendly and browser-based with graphical interface (GUI)
14. Secure messaging transmission system
15. Liquidity Management- allow for efficient management of liquidity

16. Multiple system interfaces to allow for linkage to Central Bank systems, securities settlement system, net clearing system, an exchange system.
17. Capable of maintaining statistical database with query and facilities
18. Complete audit trail – to effectively resolve disputes
19. Operational reliability and contingency and back up arranger

### **3.1.5 Technical Requirements**

It is the expectation of the Bank that based on the specified functions and business requirements above, the proponent will advise on aspects that may have not been provided below but a necessary operation of a Real Time Gross Settlement system.

1. Connection between the system and participants would be through ISP local loop and SWIFT and would provide high level of security
2. Message format will be SWIFT-compliant
3. Message flow structure will be Y- topology
4. Online Availability will be 100%
5. System architecture will include system software for primary and secondary (back up) sites and workstations for accessing the system
6. System platform will allow for multi users
7. System capacity will be adequate for storage, processing volume and speed
8. There will be total security at point of entry into the system, data security, and information security
9. System maintenance and upgrades should be on an ongoing basis

10. Disaster recovery and backup facilities should be available
11. Backup system outside the country will be available.

### **3.1.6 Deliverables**

The expected deliverables per phase of this project are:

1. A running RTGS system comprising of:
  - (a) A central RTGS application with the following modules:
    - (i) Intraday liquidity management module
    - (ii) Multiple interface with the net settlement system, settlement system, and central bank accounting system
    - (iii) Automatic gridlock resolution
    - (iv) Queuing management module
    - (v) Repurchase facility module
    - (vi) Automation functionality for reports/statistics, and
    - (vii) Value-added functions for payment vs payment for exchange transactions
  - (b) Access control security module
  - (c) Network interface
  - (d) Central Bank system administration module
  - (e) Front-end applications for the banks and for the Central Bank
2. Defined system related policies and practices
3. Operational disciplines in procedures
4. Disaster recovery plan and back-up arrangements
5. Trained personnel, of the Central Bank and commercial bank operation of the system

The Proponent may be requested to provide some or all of the ancillary services, should the need arise:

- a. Performance and supervision of assembling at the site start up of delivered goods
- b. Provision of tools for assembling and/or maintenance of goods
- c. Provision of detailed manuals for performance and maintenance of each corresponding unit of delivered goods.
- d. Realisation, supervision, maintenance and/or repairs during the agreed period, provided this service does not release the proponent from guarantee obligations in respect of the contract.

### **3.1.7 Project Management**

This refers to Project management required for the duration of the project. A senior member of the Project team must be responsible for the management of the Project team. It is mandatory that the proponent assumes the primary responsibility for comprehensive project management. Project management tasks should include but not be restricted to:

- a) Weekly or bi-weekly project status meetings;
- b) Status reports identifying:
  - i. Project Description;
  - ii. Progress over the last reporting period;
  - iii. Planned activities for the coming period;
  - iv. Target and Actual date(s) of major deliverables;
  - v. Budget;
  - vi. Issues;
  - vii. Concerns;
  - viii. Comments;
  - ix. Updated schedule;
- c) Creation and maintenance of issues and an issue log;

- d) Creation and maintenance of change requests and a change request log;
- e) Conduct presentations as required;
- f) Prepare and maintain a quality assurance plan;
- g) Organize project in stages that end with milestones;
- h) Estimate the project schedule by milestone; and
- i) Include quality assurance steps for each milestone

### **3.1.8 Quality Assurance**

It is mandatory that the proponent conducts internal deliverable reviews prior to delivery to the Bank. No deliverable, including draft deliverables, will be accepted by the Bank without the proponent having completed his quality review and signed-off accordingly.

### **3.1.9 Assumptions**

All project meetings, interviews with key project team members, workshops as well as meetings with the LNPS Steering Committee (where appropriate) will be at the Bank.

The Bank will:

- a. Evaluate and approve each deliverable in a timely manner;
- b. Provide relevant background material as appropriate and as available;
- c. Provide facilities for presentations and group sessions;
- d. Provide access to the required technical environment;
- e. Require Quality Assurance of all project deliverables

## **3.2 Evaluation Criteria**

The following criteria will form the basis upon which the evaluation of proposals will be made and scores assigned:

### **3.2.1 Mandatory Criteria**

Proposals not meeting mandatory requirements (or not demonstrating they meet them) will receive no further consideration during the evaluation process. Proposals must include the following mandatory requirements:

- a. One original and one copy (suitable for photocopying) of the proposal must be received on time and be signed by the authorised persons;
- b. Project Team Skills Matrix (Appendix A), showing all proposed team members;
- c. Compliance with the proposed format
- d. Pricing
  - Fixed price quotes with breakdown of fees and administrative costs

### **3.2.2 Selection Criteria**

Proposals meeting the mandatory criteria above will be further evaluated in accordance with the second part of Annex B. This second part of Annex B shows criteria and weights (in percentage terms), that have been assigned to each criterion.

## Appendix A - Project Team Skills Matrix

It is mandatory for proponents to complete the Project Team Skills Matrix as required.

**In order to derive the most effectiveness from this technique, proponents requested to pay CAREFUL ATTENTION to the requirements for completing this matrix, specifically:**

- ≠ Complete the matrix for each member of the project team;
- ≠ For each member of the project team complete the elements of the matrix relevant to the role or project;
- ≠ All elements completed must be substantiated by appropriate curriculum vitae;
- ≠ For this project proponents **must** have expert knowledge of the implementation of settlement systems, especially RTGS systems
- ≠ Pay careful attention to the definitions of E, W, P and X ratings in order to accurately reflect the skill ratings of the proponent team;
- ≠ Ratings provided which cannot be substantiated by appropriate curriculum vitae will be deemed not provided;

**The following is the Project Team Skills Matrix. It must be completed and returned with your proposal.**

? Proponents may list additional skills which they feel will contribute to the strength of their proposed project team and approach.

<b>E</b>	<i>Exposure</i>	Has exposure to/education in this area but has not implemented the system using this skill set
<b>W</b>	<i>Working</i>	Has limited working experience using this skill set
<b>P</b>	<i>Proficient</i>	Has hands-on experience using this skill set to implement 2 to 5 systems of various scope/complexity
<b>X</b>	<i>Expert</i>	Has hands-on experience using this skill set in a role to implement more than 5 systems of various scope/complexity

Team Member	Name: M. J. Smith	Name: Jo Block	Name:
Role on Project Team	Title : Project Leader	Title: Financial Consultant	Title
<b>ANALYSIS/RELATED SKILLS:</b>	Years	Years	Years
Business Process Re-engineering	X		
Design and implementation of suitable RTGS Systems	P		
Training/Documentation	P		
Definition of RTGS system's related policies and practices	X		
Project Management	P		
Settlement Systems Risk Management			
<b>TECHNICAL SKILLS:</b>			
Business Administration			
Information Technology			
Systems Analysis			
Technical Specifications			
Communication Skills			
Writing Skills			
Payment and Settlement System			
<b>LEADERSHIP SKILLS:</b>			
Capacity Building			
Skills Transfer			

Acquisition and Implementation of a **Real Time Gross Settlement** System

## Appendix B - Evaluation Criteria Model

<b>MANDATORY CRITERIA</b>	
Two (2) copies of the proposal received on time and signed by authorized persons	Yes/No
Comprehensive management strategy including technical problem resolution procedures	Yes/No
Project Team Skills Matrix (Appendix A), showing all proposed team members	Yes/No
Compliance to the proposal format	Yes/No
All-inclusive fixed price quote with breakdown of both into fees and disbursement.	Yes/No

### SELECTION CRITERIA

<b>A. IMPLEMENTATION METHODOLOGY/APPROACH</b>	<b>15%</b>
1. Methodology/Approach	
2. Implementation period	
3. Skills Transfer/Mentoring	
4. Required Preparation	
<b>B. BUSINESS REQUIREMENTS FULFILMENT</b>	<b>25%</b>
5. This refers to the extent to which the proposed system meets the features desired by the Bank as mentioned in items 1(a) to (e) under 3.1.3 and 3.1.4	
<b>C. SOLUTION FEATURES</b>	<b>20%</b>
6. Scalability and Modularity	
7. Customisability	
8. Interfacing capabilities	
9. Security features	
10. Reliability	
11. Ease of use	
12. Number of users	
13. Platform/Network independence	
<b>VENDOR COMMITMENT AND RELIABILITY</b>	<b>5%</b>
14. Product guarantee	
15. Project, risk and change management strategy	
16. Stability of vendor company (Financial statements, Listed company, Tax Certificates, etc)	
17. Availability of reference sites	
18. Previous implementation history	

Acquisition and Implementation of a **Real Time Gross Settlement** System

<b>PRICING/COST</b>	<b>15%</b>
19.Product cost	
20.Licence	
21.Support/Maintenance	
22.Implementation	
23.Training	
24.Upgrades	
25.Customization	
26.Consulting	
<b>SUPPORT AND TRAINING</b>	<b>10%</b>
27.Guaranteed response time	
28.Support staff	
29.Support mechanism	
30.Package support through 'Help' facility	
31.Locality of support	
32.Training offering	
33.Training format	
34.Training material	
35.Mean time before proficiency	
<b>MARKET PERCEPTION AND PRODUCT EXPOSURE</b>	<b>5%</b>
36.Number of sites implemented	
37.Market share relative to competition	
<b>IMPLEMENTATION</b>	<b>15%</b>
38.Methodology/Approach	
39.Implementation Period	
40.Skills transfer/mentoring	
41.Required Preparations	
<b>PACKAGE DIRECTION</b>	<b>5%</b>
42.Frequency of upgrades	
43.Development staff	
44.Development language	
45.Research and Development (R & D) turnover	
<b>SERVICE LEVELS</b>	<b>5%</b>
46.Service Level Agreements Appropriateness	
<b>TOTAL</b>	<b>100%</b>

Acquisition and Implementation of a **Real Time Gross Settlement** System

## Appendix C - Receipt Confirmation Form

Please complete this form and return or fax to:

**Mr. T. Malataliana**

**Secretary to the Tender Committee**

**Central Bank of Lesotho**

**Cnr. Moshoeshoe & Airport Roads**

**P.O. Box 1184**

**Maseru 100**

**Telephone: (+266) 2231 4281 ext. 2007**

**Fax: (+266) 22310051/ 22310679**

**Email: [tmalataliana@centralbank.org.ls](mailto:tmalataliana@centralbank.org.ls)**

We have received a copy of the above noted RFP.

Proponent Name: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Title: \_\_\_\_\_

Phone Number: \_\_\_\_\_ FAX Number \_\_\_\_\_

We understand that whether or not we submit a proposal will not affect c  
as a potential supplier to the Central Bank Lesotho in the future. We ur  
that if we do not return this form we will not receive any further comm  
regards this RFP.

Date:

Authorized Signatory

Name (Printed)

Acquisition and Implementation of a **Real Time Gross Settlement** System

## Appendix D - Certification

### CERTIFICATION

Proposals must include the following signed certification:

The statements made in this proposal are correct and truthful representations. I/we will negotiate in good faith with the Bank. This proposal is irrevocable for 90 days from the date of closing.

Proponent (please print): \_\_\_\_\_

Signature: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_