

CENTRAL BANK OF ESWATINI REQUEST FOR PROPOSAL (RFP)



CBE_BI_ICT_RFP_12-2021_L

Updated on :

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Version : 1.0

CONFIDENTIAL

CENTRAL BANK OF ESWATINI

REQUEST FOR PROPOSAL (RFP)

RFP No: CBE_BI_ICT_RFP_12-2021_L

RFP Name: BUSINESS INTELLIGENCE IMPLEMENTATION

Tender Closing Date: 27 January 2022 5PM (GMT+2)

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IMPORTANT: FILL IN PAGE 3 AND EMAIL OR FAX IMMEDIATELY

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Central Bank of Eswatini

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SECHULE "A" - Respondents' Acknowledgement / Preliminary Non-Disclosure Agreement

To:	The Central Bank of Eswatini
Attention :	The Secretary, Tender Committee
E-Mail	supplychain@centralbank.org.sz
Tel:	+268 2408 2000
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From Company:	
Date:	
Fax:	
Tel:	
Mobile:	
E-mail:	

INVITATION TO TENDER NUMBER: CBE_BI_IGT_RFP_12-2021_L

INVITATION TO TENDER NAME: BUSINESS INTELLIGENCE IMPLEMENTATION

RESPONDENT'S ACKNOWLEDGEMENT: *Please mark as appropriate:*

We acknowledge receipt and acceptance of the RFP and intend to submit a response
As required:

☐

We acknowledge receipt of the RFP but decline to respond for the following reasons:

☐

We undertake to return to Central Bank of Eswatini within three (3) working days from receipt of the complete RFP package with all attachments, information, documents, drawings, samples, material, etc. related thereto as provided by Central Bank of Eswatini and any copies made thereof.

PRELIMINARY NON-DISCLOSURE AGREEMENT

1. We agree that all information, documents, drawings, samples, material, etc. contained in or related to this RFP as provided by Central Bank of Eswatini is proprietary information and shall be treated as confidential.
2. We undertake that all such information, documents, drawings, samples, material, as described above, shall not be divulged to any other party (such prohibition applies to any further release of information regarding this RFP by Central Bank of Eswatini without the prior written permission from Central Bank of Eswatini to do so.
3. We agree that this RFP and all information, documents, drawings, samples, material, etc. relating thereto and provided hereunder by Central Bank of Eswatini are not to be used for any purpose other than for preparation of our Tender submission. This undertaking will also apply to any subsequent contract resulting from this RFP.

Name:

Designation:

Signed:

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SCHEDULE "B". SCOPE OF WORKS

BACKGROUND

The Bank plays a central role in achieving price and financial stability through sound monetary policy and a sound and efficient financial system through regulation and supervision of the financial sector in the country. Research on monetary, financial and economic matters is conducted continuously to support monetary policy formulation. The Bank also carries the sole mandate of issuing and redeeming currency, including holding and managing foreign exchange reserves while also being the bank of the Eswatini government. Furthermore, the Bank facilitates the development and operation of an efficient national payment system, and acts as lender of last resort to financial institutions while facilitating the development of domestic financial markets. The Bank also strives to strengthen stakeholder relationships in the country and abroad.

Project Overview

The Central Bank of Eswatini (CBE) is the banker and regulator to government and supervises all commercial banks and mobile money operators in Eswatini. This project is required in order to enable BI and Analytics capability at the Bank. Currently the data in the Bank is stored in disparate systems, and access to the data and reporting is restricted to the individual departments that use those systems. There is an opportunity for the Bank to harness this data into a shared repository to allow for reporting at a higher level than department level, focusing at process level. This will enable better data dissemination across the organisation and externally, as well as enable process improvements to be identified and acted upon.

The mandate of the Central Bank is extensively data driven.

Purpose

This document seeks to clearly specify the list of deliverables that will have to be covered by the ultimate vendor that will be awarded to perform the BUSINESS INTELLIGENCE IMPLEMENTATION.

Context

Information at the bank is consumed in departmental silos in order to attain departmental goals and objectives. The information used to drive each departments' performance is not easily available to other departments to use to drive their own performance. Process performance tends to be cross-departmental, and therefore while one department can perform their role within a process well, another department may perform poorly in another step of the same process and it would be difficult at organizational level to assess why a certain process is performing at a certain level. Because of the segregated information resources that are in place at the Bank, measuring and assessing process metrics is difficult and time-consuming to pursue. Process efficiency is information resources used by all departments need to be integrated into a centralized solution that will enable simpler reporting at departmental and process level to enable SWOT analysis to take place at the process and enterprise level based on actual data. The assessment of organizational performance at process level encourages departments to work in collaborative instead of a competitive manner and shifts focus from how well a department performs a task, to how well a process is performed in

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the organization. The use of data analytics to analyse holistic datasets will help the Bank better forecast economic performance that is necessary in order to achieve its mandate of price and financial stability.

It is worth noting that the Central Bank is not only a data consumer, but also a data producer in as far as economic research data that informs monetary policy as well as the wider economy on the performance of the economy and detailed data on the various sectors in the economy. The new BI platform should also facilitate better dissemination of this data to external players.

Business Requirements

The deliverables required from suppliers are grouped into the following main areas:

1. Detailed Report / Dashboard Requirements Gathering
2. Data Sourcing
3. Extract, Transform and Load (ETL) processes
4. Data Quality Management
5. BI and Analytics Platform Technical Requirements
6. Proof of Concept

1.0. Detailed Report / Dashboard Requirements Gathering

Preliminary requirements gathering has taken place internally to determine the reporting level at the bank and realistically also the target level of reporting required as the next step of the Bank. The Bank's Business Intelligence Framework adopts the Intel Analytics Capability model, and based on this model the target of the Bank is to shift its reporting capability from the current "Descriptive Analytics" stage to the "Diagnostic Analytics" stage. This initial step is required in order to bed in several key processes from data governance to quality management before considering moving on to the higher level Analytics capabilities in the future. This then sets the scope of the project.

1.1. Reporting Structure

There are 10 departments that will be in the scope of this project, these departments are then further split into divisions with an average of 3 divisions per department. Departments are headed by General Managers or Head of Departments, while the divisions are run by Managers. At the top level the General Managers and Heads of Department report into the Governors' department.

1.2. Key Performance Measures

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There are currently no defined Enterprise level performances measures, additionally there are also no defined process level performance measures. There are however department and division level performance measures defined. The BI implementation project is expected to define/elicit these requirements when specifying the reports at the various levels.

- Governors' Department - provides the enterprise and process level measures when specifying the reports.
- General Manager / Head of Departments - provide the process level and department measures when specifying the reports.
- Managers - provide the divisional level reports when specifying reports.

1.3. Reporting / Dashboard Specification

The eliciting of the reports and dashboards is part of documenting the organisations' measures at Enterprise, Process and Departmental level as detailed in section 1.2. Each division is expected to specify +/- 5 reports / dashboards. It is expected that some divisions will use less and others more than this allocation, and this will be managed in the course of the project by allocating some departments' report allowances to other departments. With 30 divisions accounted for, this sets the development scope to approx. **150 reports/dashboards**.

These specifications must be documented and signed off by the process owners before development.

2.0. Data Sourcing

As expected an organisation like the Central Bank has a multitude of data sources, the majority of the data sources are internal systems hosted on-site at the CBE. There are external data sources that need to be accounted for as well; there is data from parastatals and other regulatory entities that needs to be explored, there is also data from online services that the Central Bank subscribes to. There are approximately 25 different data sources that form part of the scope of this project. For this RFP there are basically 5 categories of data sources that will be need to be accounted for:

2.1. SWIFT Data

Data from SWIFT is not availed in database format, but in the form of text files which incorporate operational and message details. This is likely to compromise the integrity and consistency of data provided in this format. This is extremely important data for the Bank, and with the shift in message format from MT standard to ISO

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20022 message standard there will be even more information that will be availed on this platform for regulatory and market insight purposes in future.

Engagements with SWIFT will have to be undertaken in order to extract this data via a subscription service. The technical integration of this web service with the BI platform needs to be undertaken as part of this project.

A service provider with extensive experience in dealing with SWIFT data is mandatory.

2.2. SAP HANA

The internal operations of the Bank are primarily conducted through the SAP system via the following modules - FI (Finance), CO (Controlling), MM (Material Management), BCM (Bank Communication Management), BCA (Bank Customer Accounts), BP (Business Partner), HCM (Human Capital Management), SCH (Loans & Schemes). SAP HANA is the database that underpins all of this data. The service provider needs to be skilled in the extraction / querying of SAP HANA data from the BI platform.

It should be noted that the CBE does not have a BO / BW stack in the landscape, and consideration needs to be given to how to extract this SAP data from SAP HANA.

A service provider with extensive experience in dealing with SAP data is mandatory.

2.3. Relational Databases

The large majority of the systems at the CBE are hosted on relational databases which are either SQL Server or Oracle DBMS hosted. This will cover more than 50% of the systems listed.

A service provider with extensive experience in dealing with relational databases is required.

2.4. Web Services

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Integration with subscription services and or data from external data providers is partially covered via API / Webservices which will return data in either XML or JSON format.

2.5. Flat Files

The remainder of subscription services and/or data from external data provider and/or partner entities of the Central Bank will be provided via SFTP connections and/or VPN connections and the data may be provided in flat file formats (e.g. xls, .xlsx, .csv, .txt, .xml, JSON)

3.0. Extract, Transform and Load (ETL) processes

The data from the various source systems is to be consumed and hosted in staging tables before the necessary transformations of data for consistency are applied to the data prior to the loading to a data warehouse. As noted in section 2.0, there are 25 source systems and it is the technical expertise of the consultants that will guide whether these should be loaded into a Central Data Warehouse or for performance purposes whether this data needs to be loaded into focused Data Marts.

3.1. Data Profiling

Each data source that is to be integrated, and any data that is to be consumed into destination locations needs to be profiled. This is the process of extracting the statistics about the data, and the first step in creating the metadata that will help in understanding the data content and structure.

3.2. Data Validation

Any formulae that are performed in order to transform data from source into destination locations, needs to be validated by the data owners and/or the persons nominated by the data owner. This will ensure that all transformations are documented and approved.

4.0. Data Quality Management

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A common definition describes high quality as defect free. Defect-free data requires identification of the things that are data defects, after which you can manage by inspecting data to find defects, by validating and verifying data as free of defects, and by measuring defects as part of data quality assessment.

Conformance to specifications requires formal data specifications, which may address any or all of data format, content, and structure as well as usage-oriented specifications such as those for data privacy and security. Data quality management will test data against specifications.

In order to ensure that the BI platform becomes a reliable source of data for the Bank's reporting, a focus on data quality is required at all stages where data manipulation and sourcing occurs. A failure in data quality will result in a failure of the BI platform. Complementary processes must be in place to ensure that data is assessed to determine what consists of "normal" data from each data source based on rules that will be defined as part of this project. Additionally, after assessment there must be a process in place to flag data that falls outside the range of rules for data cleansing.

4.1. Metadata Management

It is difficult to manage the quality of anything when the components, structure, and use are not fully understood. Understanding is a must for data quality management, and metadata formalizes understanding of data. Quality of data, then, depends directly on quality of metadata. Among the many kinds of metadata, three are especially important when managing quality:

- Data definitions - the practices used to name and describe data
- Data models - structural representations of data design
- Rules - rules are metadata that express constraints on the data

Data Definitions

Every data object - entities, attributes, data elements, files, tables, and columns - must have a complete definition.

Data Design

Good design creates data structures that are well suited to the purpose of the data.

Rules

Rules are particularly useful metadata because they go beyond simply understanding the data; they enable action to be taken. Testing data against some types of rules are applied to change data and improve quality.

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The contractor is expected to establish and populate a metadata management repository that accounts for these 3 types of metadata at the minimum.

4.2. Data Quality Assessment

Data quality assessment is a process of systematically testing data against data quality rules. Data quality rules are assertions about the state of data that is high quality. The goal of assessment is in-depth evaluation and measurement of the quality of a collection of data. Assessment involves rule identification and refinement, examination of data against rules to build an error catalog, and processing of the error catalog to quantify data quality and ultimately to produce a data quality scorecard.

The contractor is expected to perform data quality assessment of all data sources that are within the scope of this BI and Analytics project.

4.3. Data Cleansing

Data cleansing is a process of finding and removing data quality defects. Cleansing may involve removing defective data from the collection (discard or reject), by placing defective records in a suspense status awaiting manual correction (repeat or return), by obtaining correct data from an alternate source (replace), or by fixing defective data to comply with data quality rules (correct of repair).

Data cleansing is a downstream process that should be a measure of last resort, it does not address causes or prevent reoccurrence of problems at source.

The tools for detection of data quality defects and performing the data cleansing must be delivered as part of the scope of the project.

4.4. Process Improvement

Process improvement in data quality is the work of finding and fixing the process deficiencies that are the causes of data quality defects. Root cause analysis is a key activity of process improvement to get to real causes and avoid limited and symptomatic corrections. The process improvement goal is to remove defect causes and prevent reoccurrence of data quality defects. Process improvement prevents future defects but does not remove existing data quality problems.

Service provider is expected to establish this process as part of the implementation.

4.5. Data security management

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Includes items such as the design and development of proper authentication, authorisation, access, and auditing of data and information assets. The main purpose would be to protect the CBE's information assets in alignment with privacy and confidentiality regulations, contractual agreements and business requirements.

Service provider is expected to establish security and role management system that aligns to the metadata repository that is established in section 4.1.

4. BI and Analytics Platform Technical Requirements

The technical requirements of the BI and Analytics platform that take into account the Business and Functional requirements detailed in sections 1 - 4 are as follows:

No.	Category	Description
1.	Self Service	Ability to create custom dashboards
2		Ability to add fields from data models to existing reports
3		Users can run queries without advanced skills like SQL and if they can build and manipulate their own dashboards and reports
4	Technical	Ability for platform to report from Data Warehouse.
5		Ability for platform to connect directly to external data sources where real time reporting is a requirement.
6		Active Directory integration with ability to map to AD Security Groups for access management
7		Ability to deploy reports to an internal facing environment, and an external facing environment
8		Must propose an architecture for the BI and Analytics platform that integrates data from all of the source systems and all of the functional and technical requirements
9		The proposed architecture must also be flexible enough to allow for the rapid incorporation of new data sources and new functionalities
10	Mobility	Mobile reporting with ability to access reports while off network
11		Full export capabilities to PDF, Excel, etc... that retains the formatting and visualization of data/graphs/charts/etc... as found within the native reporting system

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12		Ability to schedule reports that can be sent via email. Option should include embedding report into body of email, along with ability to send as attachment
13	Reporting	Interactive visualizations including charts/graphs with drill through capability
14		Highly customizable for our power users to develop beyond the basic interactions.
15		On top of the standard ways of visualising data, the platform is expected to offer creative/custom visualisations that will enable the report creators to better illustrate their data
16		The ability to use programming languages for advanced development.
17		Interactive reporting capabilities that allow the consumer to filter, slice, drill, crosstab, sort, format, pin, schedule, print and so forth
18		Report management to include taxonomy, meta-data, versioning, annotations, report author, publish dates, and so forth.
19		Ability to overlay and integrate data with visualization tools such as Maps, AutoCAD and other geo-spatial objects.
20		Enhanced formatting options that include at a minimum custom sorting, custom formatting, user defined calculations, user defined labels, query string parameters
21		Report Template library, either native to the application or available via a community forum
22		Reports should have a browser based interface for consumers
23	Analytics	Analytic ability to establish benchmarking, trending, customizable time intelligence (i.e. fiscal time period), predictive analytics
24		Ability for platform to integrate with NoSql databases, Data Lakes and related toolsets to enable the Machine Learning and Artificial Intelligence, which will be the next step in the Bank's analytics journey.
25	Metadata	Ability to implement record level security within reports
26		Depending on the authorization level users can view all or some of the data
27		Data Loss Prevention (DLP) capabilities ensuring only authorized users can view reports

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28		Data Dictionary that has a standard definition of values and a standard object library from which fields/measures/values can be derived
29	Maintenance	Audit reports for system access control, logon/logoff, report generation, change capture etc.
30		Performance reports for system usage
31		Ability to optimize reporting engine using performance tuning tools
32	Training	The platform is expected to be have adequate support in the form of supporting firms / consultants, and adequate training available in the SADC region for prosumers and the technical support users.

5. Proof of Concept

5.1. Introduction

After the detailed technical evaluation phase, a subset of vendors will be required to demonstrate their Analytics and BI solution for executives, project team members, technical staff and selected business users, using specific data from the Central Bank of Eswatini

5.2 Logistics of POC

All vendors selected for the POC phase will be provided with a sample set of data from various Central Bank of Eswatini source systems within two weeks of the scheduled demonstration date, as well as a standard demo script that must be followed to compare Service Providers. Service providers should plan to bring their own computer hardware to the demonstration. Network connectivity will be provided by the Central Bank of Eswatini, if required.

Instructions for the POC demonstration will be provided in writing in an annexure. Specific points of evaluation will be stressed in this document, and it is key that each vendor aims to highlight as many of items included in the technical requirements.

The Demonstration of POC All vendors will hold a brief discussion (of approximately one hour) with selected members of the Central Bank of Eswatini's staff. Service Providers will then meet with a larger group of executives, project team members and selected end users to provide a POC review. Service Providers will use their proposed software products in conjunction with specific data from Central Bank of Eswatini, as described in the logistics of POC section above. This portion of the demonstration should take no more than two hours.

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6. Deliverables

Deliverable#	Requirement	Description
DEL_001	Project Plan	Project Plan detailing the steps and timelines required to implement requirements detailed in Schedule B.
DEL_002	Detailed Requirements Specification.	Requirements documents/blueprints as per user detailed requirements in interview sessions.
DEL_003	Reporting Environments	Deployment of 4 reporting environments - Test Internal Environment, Test External Environment, Live Internal Reporting Environment, Live External Reporting Environment
DEL_004	Architecture Diagram	An architecture diagram that illustrates how the product is intended to work from data sourcing all the way to visualization.
DEL_005	Data Sourcing	Integrate with required data from the 25 data sources as per categories stated in Business Requirements.
DEL_006	ETL Tools	Provision of ETL tools and configuring all related functionality, data quality management should begin here.
DEL_007	Data Quality Management Tools	The contractor is expected to perform data quality assessment of all data sources. The tools for detection of data quality defects and performing the data cleansing must be delivered as part of the scope of the project
DEL_008	Data Quality Governance Process	Implement a process for data quality improvement - finding the process deficiencies that are the causes of data quality defects.
DEL_009	Data Warehouse(s)	Establish and populate a central data repository whether in the form of a single data warehouse or subject specific data marts based on technical judgement.
DEL_010	Metadata Management Tools	Establish and populate a metadata management repository that accounts for at least the 3 metadata types mentioned in the Business Requirements.
DEL_011	Data Security Management	Service provider is expected to establish security and role management system that aligns to the metadata repository.
DEL_012	Visualisations	Develop the approximately 150 reports/dashboards/analytics as per the requirements that will be documented.
DEL_013	Documentation	Documentation of all technical configuration, with descriptions and screenshots related to configuration of deliverables 005 to 012.
DEL_014	Training	Training of Users, Super Users / Prosumers, Technical Support.

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Deliverable#	Requirement	Description
DEL_015	Detailed Technical Pricing Schedule	Description of Solution and Pricing. Please itemise and describe all hardware, software and service components required (including product maintenance rates and associated privileges for bug fixes, upgrades and new versions), with associated prices. Also, include costs for recommended or required training and professional services.
DEL_016	Product and Service History	Product and Service History Vendors should describe the history of their current Analytics and BI solutions, including: initial release date, current version number and development history
DEL_017	Add-ons and Future Direction	Service Providers should provide detailed information as to the future direction of the product development. Service Providers shall indicate which third-party software packages are required for their services to function correctly (agents or clients for backup, software distribution and security, for example), and should clearly indicate who is responsible for purchasing and maintaining licenses for this software.
DEL_018	Support and Service Warranty	Service Providers should provide a description of the support offerings available for the Analytics and BI platform and associated products, including geographic location of support centers with hours of availability listed.
DEL_019	System Patching and Updating	A description of the process of new version releases and the application of service packs to the production system. The process by which opportunities for system enhancements are identified, screened, programmed, field-tested and released to users.

Assumptions

- Solution must not use or depend on components with known vulnerabilities
- Solution shall be updated as necessary to resolve identified security issues
- Solution shall comply with CBE information security controls

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SCHEDULE "C" EVALUATION CRITERIA

Evaluation Criteria

The following table highlight the deal breakers and therefore if one document/action listed below is missing, the bid will be disqualified from further evaluation

DEAL BREAKERS	YES	NO
Attendance of mandatory pre-briefing meeting		✓
Company Profile	✓	
Form J & Form C/Equivalent documents in SA or other countries	✓	
List of key staff and qualifications	✓	
Organogram of the team to be deployed	✓	
Current Trading License	✓	
VAT Registration Certificate	✓	
SNPF Compliance Certificate - Swazi Registered companies	✓	
Certified Copy of a workmen's compensation certificate		✓
Certified copy of Certificate of Incorporation	✓	
Current Tax Clearance Certificate	✓	
Latest Audited or independently reviewed financial statements	✓	

The CBE is seeking reliable, financially stable suppliers who can meet its stringent cost, quality and service requirements.

The evaluation of Tenderers will be based on, but not limited to, the following criteria:

Criterial Elements	Points
1. Document Compliance Extent to which tender documents comply with CBE terms and conditions as set out in the RFP Legal capacity of Tenderer i.e. certificate of incorporation, current trading license, current tax clearance certificate, form C, Form J, CIC registration certificate, including validity of partnerships and joint ventures, where applicable. Brief company profile and financial statements (to assist in the evaluation of the bidder's capacity to perform the contract work)	10
2. Resources Resource allocation and organisation and how this fits into the overall project structure;	25

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Financial capacity to undertake the project, based on financial statements - liquidity ratio, current ratio and asset base in order to assess ability of the tenderer to source and service additional funding;

Availability of funding for the project if applicable - confirmed by a financial institution;

Reputation/brand/size of Tenderer

Key personnel and their experience

Key personnel commitment to this project as a percentage of their total time;

Trade references. A list of relevant/similar projects completed within the last 3 years, complete with dates, descriptions, project cost;

3. Technical

Quality of product or service, i.e. extent to which it meets tender specifications;

Total cost of ownership. The total operational costs over the full lifecycle of the equipment, excluding the purchase price.

Quality of service/product; standard of performance based on previous work and experiences in other similar organisations; compatibility with products within CBE;

Post service support or after sales service; training and related issues; availability of spares; warranties.

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4. Risk Assessment

All factors which may be prejudicial to CBE and performance of the contract, including but not limited to availability of resources (human, financial, logistics or suitable equipment for the tender) or extent of the tenderer's commitment in other projects;

Size of tender in relation to the size and turnover of the company in order to determine the ability to complete the tendered works;

Level of exposure by CBE to on sole supplier or sole proprietor;

Terms for goods; preference should always be given to tenderers who will deliver goods at CBE in order to minimise the risk of delivery.

Ascertain the integrity and general conduct in business dealings, professional conduct of the tenderer's directors and senior management;

Compliance with all applicable laws and regulations;

Circumstances which may expose CBE and hinder due performance under the contract, e.g. criminal records in connection with corruption, fraud, theft or forgery by the tenderer's directors and management, etc.

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<p>5. Eswatini Business Promotion</p> <p>Degree to which ownership of business vests with Emaswati citizen</p> <p>Whether the business is incorporated and operates in Eswatini;</p> <p>Degree to which business is managed by Emaswati citizen.</p> <p>Extent to which Tenderer will;</p> <ul style="list-style-type: none"> ➤ encourage more Emaswati citizens to be involved in business; ➤ encourage the impartation of technical and business skills to Emaswati citizens; ➤ improve levels of Emaswati citizens participation in CBE business; ➤ promote opportunities for employment of Emaswati citizens; ➤ increase the numbers and types of Emaswati business activities in the area; <p>NB:</p> <p>Points will be allocated to ownership of the business by Emaswati citizens. Consideration has to be given for companies who are registered and operate in Eswatini.</p> <p>Points will be allocated to management of the business by Emaswati citizen; and</p> <p>Points will be allocated to the degree to which the Tenderer partners with or subcontracts to Eswatini entrepreneurs.</p>	<p>5</p>
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It is the intention of CBE to award contract(s) based on information contained in this RFP and any subsequent presentations and negotiations.

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SCHEDULE "D" INSTRUCTION TO TENDERERS

Instructions to Tenderers

Please read the following instructions carefully. Failure to comply with the requirements of these Instructions to Tenderers may cause the return or rejection of your Tender.

1.0 THE PURCHASER

- 1.1 This Invitation to Tender ("RFP") is issued by The Central Bank of Eswatini.

2.0 RIGHTS OF THE CENTRAL BANK OF ESWATINI

The Central Bank of Eswatini, in its sole discretion reserves the right to:

- 2.1 Accept or decline any proposal issued by a prospective Tenderer;
- 2.2 Award the contract for the **Name of Tender** based solely on a proposal received without entering into any further discussion;
- 2.3 Shortlist prospective/ successful Tenderers;
- 2.4 Refrain from issuing any contract
- 2.5 Award the tender in its entirety or in part
- 2.6 Extend without notice, the evaluation period

3.0 TENDER PREPARATION

- 3.1 The submission of the RFP must be strictly in accordance with these instructions, including the information described in "SCHEDULE B" "Scope of Work"
- 3.2 Tenders must be prepared and submitted in strict accordance with the RFP documentation. In the event of the tender being awarded, the successful Tenderer(s) will be required to enter into a formal Contract. No valid contract shall exist between the parties unless the parties have entered into a valid written contract.
- 3.3 Preparation of the Tenders, including but not limited to attendance at any pre-tender meetings, site visits and tender clarification meetings or presentations, shall be at the sole expense of the Tenderer.

4.0 TENDER SUBMISSION

- 4.1 Submitted Tenders must be complete in all respects and received on or before the tender closing date and time specified in the RFP invitation letter
- 4.2 Electronic copies should be sent to this email address: supplychain@centralbank.org.sz
- 4.3 The Tenders shall be submitted without review by, or the comparison of figures of, any other person or company submitting a tender for the same work and shall in all respects be without collusion with other Tenderers. Where collusion is discovered by the CBE all affected Tenderers shall be disqualified.

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- 4.4 All Companies forming a joint venture (whether one or both companies has bought a Tender) in order to submit a single consolidated tender shall advise The CBE in writing prior to the submission of the tender and include in their tender full details of the joint venture including a copy of the signed joint venture agreement. It is left to the discretion of the CBE to accept such joint venture. Where The CBE has not been informed of such joint venture The CBE may at its sole discretion disqualify such submission.

5.0 LATE RECEIPT OF TENDERS

- 5.1 Tenders received after the Tender closing date and time will be disqualified by The CBE, with or without notice to the Tenderer.

6.0 EXAMINATION OF RFP AND ACKNOWLEDGEMENT

- 6.1 In the event that a Tenderer that is invited to tender does not intend to do so, the complete RFP including but not limited to all attachments, information, documents and material related thereto and any copies made thereof shall be returned to The CBE within three (3) days of receipt of the Tender documentation.
- 6.2 The Central Bank of Eswatini may modify any part of the RFP at any time prior to the closing date of the tender. Modifications to the RFP will be made in the form of addenda to the RFP and will be transmitted simultaneously to all Tenderers.
- 6.3 The Tenderer is responsible for the examination of the RFP and any addenda thereto including any special conditions or provisions which may affect the performance of the services to be rendered in terms of the tender. Should the Tenderer find discrepancies or omissions in the RFP the Tenderer shall notify The CBE in writing immediately on discovery of any discrepancy or omission.

7.0 SITE INSPECTION AND CONDITIONS

- 7.1 The Tenderer is responsible for making arrangements it considers necessary to become fully informed regarding all conditions that might in any way affect the performance of the services rendered in terms of the tender.
- 7.2 Failure by the Tenderer to satisfactorily investigate the conditions as aforementioned shall not relieve the Tenderer from the responsibility for properly estimating the difficulty or the cost of fulfilling its Tender.

8.0 TENDER VALIDITY, MODIFICATION AND WITHDRAWAL OF TENDERS

- 8.1 The Tenderer may modify or withdraw its tender provided that notification of such withdrawal or modification is received by the CBE in writing prior to the closing date. Withdrawal or modifications will be acknowledged by the CBE by means of facsimile, e-mail or hand delivered letter to the respective Tenderer.

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- 8.2 Once submitted, the tender shall be fully binding upon the Tenderer and must be valid for a period of 3 months from the date of submission of the tender.

9.0 CRITERIA TO BE USED IN EVALUATION OF PROPOSALS

- 9.1 The CBE will evaluate all proposals submitted in accordance with the criteria indicated in "SCHEDULE C" of this RFP.
- 9.2 The CBE in its sole discretion reserves its right to apply weightings to the criteria listed in "SCHEDULE C".
- 9.3 The CBE will not divulge its final selection criteria to any prospective Tenderers nor will it be obliged to furnish any reasons for its selection(s).

10.0 AWARD OF CONTRACT

- 10.1 The CBE reserves the right to accept or reject any or all tenders, to waive any provision or deviate from the RFP process or any formality with regard to tenders received and to accept or reject one or more of the items in the tender if such items, at The CBE's sole discretion, is in the best interest of CBE.
- 10.2 The CBE shall not be bound by the lowest price contained in any tender, and it may accept all or any part of a tender. It shall not be liable for any costs or expenses or damages whether direct or indirect, incurred by any Tenderer who submits a tender, irrespective of the outcome of such tender. If, however, any such tender leads to the conclusion of a contract, then the rights and obligations of The CBE and the Tenderer shall be governed solely by the provisions of the mutually agreed and signed written agreement between the parties.
- 10.3 The CBE reserves the right to invite the Tenderers, prior to the date of award and/or allocation of its tenders, to discuss any matter relating to the tender and/or to issue supplements or addenda to the tender.

11.0 QUESTIONS AND EXPLANATIONS

- 11.1 All queries and communication in relation to this RFP shall be directed in writing to the Secretary to the Tender Committee at supplychain@centralbank.org.sz prior to the tender closing date, all questions and clarifications arising from this RFP and CBE's responses thereto will be transmitted or distributed to all Tenderers.

Any Tenderer desiring any explanation or interpretation of this RFP must request it in writing from:

The Secretary of the Tender Committee

The Central Bank of Eswatini

supplychain@centralbank.org.sz

All Correspondence shall bear the reference:

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“Name of Tender - Tender number.”

12.0 AMENDMENTS AND CLARIFICATIONS

- 12.1 The CBE reserves the right, after receipt of the tender submissions, to invite the Tenderers(s) for clarification, presentation or negotiation of its tender. Any such clarifications, presentations or supplements shall be considered to form part of the tender submission. Any such discussion, issue of supplements or addenda or invitation to clarify or negotiate, should not be construed as an acceptance, award or allocation of the tender to that particular Tenderer.
- 12.2 No amendments to the provisions contained in this RFP will be binding on the CBE. Written addenda will however be issued by CBE when amendments and/or clarifications to the RFP are deemed necessary. The CBE reserves the right to make whatever amendments or clarifications that in its view are reasonably necessary at any time.
- 12.3 The CBE shall provide a written notice of any addenda issued to all known recipients of the RFP. CBE shall however, not be responsible for any prospective Tenderers failure to receive any addenda. The prospective Tenderer shall be solely responsible for ascertaining, prior to submission of its proposal, that any addenda issued have been received.

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SCHEDULE "E" PRICING SCHEDULE

PRICING SCHEDULE TO BE COMPLETED BY TENDERERS

RFP Name: BUSINESS INTELLIGENCE IMPLEMENTATION

RFP Number: CBE_BI_ICT_RFP_10-2021_L

Please document any additional costing of financial data on a separate sheet and clearly identify the Tender Name and Number.

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