



EXPRESSION OF INTEREST

CONSULTANCY SERVICES - BUSINESS TRANSFORMATION PROJECT

27 August 2025

1. The Bank of Mauritius, hereinafter referred to as “Bank”, invites qualified and professional Consulting firms or Individuals (Applicant) with relevant experience to submit an Expression of Interest (EOI) for providing project management, advisory and oversight services for its Business Transformation project. The project scope required key qualifications and experience have been provided below.

2. **Project Overview**

The Bank has embarked on a comprehensive Business Transformation Project aimed at modernizing its core banking and related IT systems. This strategic initiative is critical to enhancing our operational efficiency, improving service delivery, and strengthening our position in the financial landscape.

A Software Provider has already been appointed for this large-scale, multi-faceted project, which includes implementation of a new core banking system, integration with third-party applications, data migration, and comprehensive change management. The selected consultant will be instrumental in overseeing these activities and ensuring all key milestones are met effectively.

3. **Scope of services**

The consultant will play a crucial role in guiding the project to a successful conclusion and ensuring a seamless transition.

The scope of services shall encompass, but not limited to the following:

- a. Project Management
- b. Project Assessment and Business Process Re-engineering
- c. Development of action plan
- d. Advisory services on payment claims made by Software Providers and other related Service Providers
- e. Change Management and Training
- f. Implementation support and oversight
- g. Risk Management and Control
- h. Knowledge transfer
- i. Submission of Key deliverables

4. **Eligibility Criteria of the Applicant**

EOIs shall be considered from suitably qualified Applicants, with a minimum of fifteen (15) years of proven experience in managing projects of a similar nature.

Applicants shall complete the annexed “Statement of Applicant’s Qualifications” form authorising the Bank to make such investigation as it may deem necessary to determine the ability of the Applicant

to perform the services, and the Applicants shall furnish to the Bank all such information and data for this purpose as the Bank may request.

5. Qualifications and Experience

The Consultant/Individual must possess the following experience and shall submit comprehensive related details pertaining to their experience including their qualifications for all proposed team members:

The lead consultant and team must demonstrate:

- a. A minimum of 15 years of proven experience (for the Lead Consultant) in leading and advising on large-scale digital transformation projects, with a focus on the finance and banking sector.
- b. 15 years' hands-on experience in core banking system migration, implementation, and ongoing operations.
- c. Proven track record of guiding complex banking system implementations and remediation of projects.
- d. In-depth knowledge of banking operations, financial products, regulatory environments, and IT infrastructure.
- e. Extensive expertise in project management methodologies, risk management and mitigation, quality assurance, and change management.
- f. Strong analytical, problem-solving, and decision-making abilities.
- g. Excellent communication, presentation, and interpersonal skills, with the ability to engage effectively with all levels of stakeholders, from technical teams to Board members.

I. Qualifications and Experience Supporting Documents

Qualifications and Years of Experience: Specific qualifications and the total years of experience in similar projects for each individual.

- a. **Project Descriptions:** Brief descriptions of relevant projects, highlighting the scope and key outcomes.
- b. **Project Referees:** Contact details (name, title, organisation, contact number, email) for at least one referee for each project claimed.
- c. **Positions and Roles:** Clear identification of the positions held, and roles occupied by each team member in the projects for which experience is claimed.

II. Proposed Team Composition and Roles

The Consultant shall propose a multidisciplinary team with the skills, experience and qualifications necessary to ensure the successful execution of the upgrade project. The proposed team shall collectively possess expertise in:

- a. Project management and governance,
- b. Core Banking System migration,
- c. Integration with third party applications, inter-alia, real-time payment systems,
- d. Business process optimisation and re-engineering,
- e. Data migration planning and execution,
- f. Quality assurance and testing,
- g. Change management and user training, and

- h. Technical architecture and system integration.

Each proposed team member's resume/CV and a clear description of their role, responsibilities, and relevant experience in similar assignments shall be submitted as part of this EOI. The Bank reserves the right to approve or request changes to the proposed team prior to the award of contract.

6. Submission of EOI

The EOI shall be sent **electronically**, by email, from the email address of the authorised signatory of the bidder to tender.committee@bom.mu by **15.00hrs (local time) on 3 September 2025, at latest**.

7. The EOI must be submitted as an attachment in the email sent by the authorised signatory. The name of the electronic file must be **"EOI- Consultancy services for the Business Transformation Project."**
8. The electronic documents should be encrypted with a strong password before being sent by email.
9. Encryption procedures:
 - a. Open the document (Word, PDF, or ZIP).
 - b. Apply encryption:
 - For Word/PDF: Go to File > Protect Document > Encrypt with Password.
 - For ZIP: Use a secure compression tool and enable encryption.
 - c. Use a strong password (min. 8 characters, mix of letters, numbers, symbols).
 - d. Save the encrypted document securely.
 - e. Send the password in a separate email from the document submission.
 - f. Do not include the password in the document or submission email.
 - g. Attach the encrypted document to the designated email.
 - h. Confirm submission and notify the recipient of the password separately.

Failure to comply with the above submission formats may entail rejection of the proposal.

10. The consultant shall **not** submit any details regarding its professional fees in the EOI.
11. The Bank may issue an RFP to shortlisted applicants for an invitation to submit their bids for the next process of procurement. However, no contractual obligation whatsoever shall arise from this EOI, and any successful shortlisting of applicants shall not, in any manner, be construed as a contract for the proposed Project.
12. Applicants will be advised of the shortlisting of their EOIs or otherwise, in writing. However, applicants will not be provided with information regarding the comparative position of their EOIs with that of the other applicants. Nothing contained in this EOI shall impair the Bank's right to issue 'Open Tender' on the proposed Project.

- 13.** The Bank reserves the right to accept or reject any EOI and to annul the current EOI exercise and reject all EOIs at any time prior to the award of the contract, without incurring any liability whatsoever to any Applicant or having any obligation to inform the Applicants of the grounds of its action.

STATEMENT OF APPLICANT'S QUALIFICATIONS

If necessary, questions may be answered on separate sheets. The Applicant may also submit any additional information.

1. Name of Applicant:
2. Status: Individual/ Body corporate/ Corporation/ Partnership/Trust (Enclose Certificate of Registration/ Incorporation).
3. Registered Office Address/ Residential Address:
4. If an Entity – provide details of:
 - a. Name of Shareholders:
 - b. Name of Directors:
 - c. Name of Beneficial Owners:
5. Number of years that Applicant (individual or entity) has been engaged in Consulting and Project Management services under its present name or tradename?
6. List the contracts or work performed over the last fifteen (15) years as a prime consultant on works of a similar magnitude and nature on separate sheets and attach to EOI.

Include:

- a. Name of company/individual, address, contact name and phone number.
 - b. Type of work performed and year of completion.
 - c. Value of contract.
7. General character of work performed by Applicant.
8. The Applicant is required to provide details of the lead consultant and a comprehensive list of the key personnel who will form the dedicated project team. The submission must include their proposed roles, qualifications, and extensive experience in similar positions, particularly within the financial services and IT transformation sectors. The lead consultant and the project team will be evaluated based on their demonstrated capability and proven track record in successfully delivering projects of a comparable scale and complexity.
9. Certify to the Bank by way of a written undertaking that you (if Individual Applicant) / shareholder(s)/ director(s) / beneficial owner(s) (if Entity Applicant) have been involved or alleged to have been involved in any case of bribery, corrupt or fraudulent practices, money laundering and/or otherwise debarred from participating in any public procurement.

10. Provide the Bank with the written consent of the Applicant (if Individual)/, shareholder(s)/ director(s) / beneficial owner(s) (if Entity) allowing the Bank to request their respective MCIB Reports, to be used solely for the purpose of this EOI exercise.
11. State whether you (Individual Applicant) / your directors, shareholders or beneficial owners (if Entity Applicant) have ever made any arrangements or composition with creditors, filed for bankruptcy or adjudged bankrupt or been convicted with a criminal offence and if so, the nature thereof.
12. Provide descriptions, drawings and charts, as necessary, to comply with the requirements of this EOI exercise.
13. We hereby certify that all statements made, and information supplied in this form and accompanying statements are true and correct.

The undersigned hereby authorises and requests any person, firm, or corporation to furnish any information requested by the Bank in verification of the information comprising this Statement of Applicant's Qualifications.

Dated this _____ day of _____ 2025

By : _____

(Name & Signature of Authorised Representative & Company seal)