



Request for Proposal (RFP)
for the provision of
Consultancy Services for the
Business Transformation Project

RFP No.: *BOM/BT/2-2026*

Services: *Provision of Consultancy Services*

Client: *Bank of Mauritius*

Country: *Mauritius*

Issued on: *17-APR-2026*

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1. Bid Information Sheet

Name of Bid	Provision of Consultancy Services for the Business Transformation Project
Name & Address of Issuer	Bank of Mauritius Sir William Newton Street Port Louis 11328 Mauritius
Addressee	Chairperson – Tender Committee Bank of Mauritius Sir William Newton Street Port Louis 11328 Mauritius Email: tender.committee@bom.mu
Date of commencement of Request for Proposal process	17 April 2026
Closing date of Bid	11 May 2026 at latest 23:59 (Mauritius time).
Validity Period	180 days from bid closing date
e-Tendering	Electronic copies of bids shall be encrypted and submitted by email only to the following address: tender.committee@bom.mu
Bid currency	Mauritian Rupees (MUR)
Bid language	English

2. Introduction

- 2.1 The Bank of Mauritius, (hereinafter referred to as the "Bank"), invites proposals from consulting firms or individuals (hereinafter referred to as the "bidder" or "Consultants") for the provision of project management, advisory and oversight services for its Business Transformation Project (hereinafter referred to as the "Project").

3. Project Background

- 3.1 The Bank has embarked on a comprehensive Business Transformation Project aimed at modernising its core banking and related information technology systems. This strategic initiative seeks to enhance operational efficiency, improve service delivery and strengthen the Bank's resilience and effectiveness.
- 3.2 A software provider has already been appointed by the Bank to implement a new core banking system, integrate third-party applications, carry out data migration and support change management activities.
- 3.3 The objective of this assignment is to engage an independent and experienced consultant to provide overall project management, advisory support and oversight to ensure the successful delivery of the Project.

4. Eligible Bidders

- 4.1 Eligible bidders must demonstrate that they meet the eligibility criteria set out in Annexure B of this RFP.
- 4.2 Eligible bidders should have a minimum of fifteen (15) years of proven experience in managing projects of a similar nature.

5. Invitation to Bid

- 5.1 In accordance with the requirements set out in this RFP, the Bank invites eligible bidders to submit:
- (i). Bid Form (see Annexure A),
 - (ii). Eligibility Criteria (see Annexure B),
 - (iii). Technical Submission (see Annexure C),
 - (iv). Qualifications and experiences (see Annexure D),
 - (v). Financial Proposals (see Annexure E).

This RFP does not constitute an offer to contract.

The Bank is not bound to accept the lowest bid or any bid that it may receive without giving any reason whatsoever. The Bank may cancel the whole tendering exercise without giving any reason therefor and incurring any liability in that respect.

6. Scope of Work and Deliverables

The selected bidder shall provide independent project management, advisory and oversight services to support the Bank in the successful delivery of its Project, including the implementation of a new core banking system and related systems.

For the purpose of proposal preparation, the Project is expected to comprise multiple interrelated workstreams, including but not limited to:

- core banking system implementation,
- integration with payments and settlement systems,
- data migration,
- interfaces with third-party applications,
- business process re-engineering,
- change management and training,
- business continuity and
- regulatory and control alignment.

The Project may be implemented in multiple phases. Bidders are therefore requested to propose a high-level, phase-based approach aligned to the above indicative workstreams. The detailed scope, sequencing, and project plan will be refined and agreed with the selected bidder/Consultant during the inception phase.

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

Project Management and Governance

6.1 The selected bidder/Consultant shall be responsible for providing project management and governance services to the Bank, including the following, among others:

- Establish and support robust project governance structures, including reporting and escalation mechanisms.
- Oversee the planning, execution, monitoring and control of the Project.
- Monitor adherence to approved timelines, milestones, budgets and deliverables of the project.
- Provide regular progress reports, dashboards and status updates to Management of the Bank and the Steering Committee.
- Prepare a comprehensive test plan and develop relevant test cases to support quality assurance and successful Project delivery.
- Provide three months post go live support.

Project Assessment and Business Process Re-engineering

6.2 The selected bidder/Consultant shall be responsible for conducting assessment of the Project and business process re-engineering services for the Bank, including the following, among others:

- Conduct a comprehensive assessment of the current (“as-is”) business processes, systems and controls.
- Review proposed (“to-be”) processes in alignment with the new core banking system.

- Identify gaps, inefficiencies and operational risks.
- Recommend and validate re-engineered business processes in line with best practices and regulatory requirements.

Development of Action Plans

6.3 The selected bidder/Consultant shall be responsible for providing project planning and coordination services to the Bank, including the following, among others:

- Develop and maintain a detailed, actionable project plan covering all phases of the transformation.
- Define clear milestones, dependencies, deliverables and responsibilities.
- Support the Bank in prioritising activities and managing interdependencies across workstreams.

Advisory Services

6.4 The selected bidder/Consultant shall be responsible for providing advisory services to the Bank, including the following, among others:

- Provide independent and objective advice on key project decisions.
- Review and advise on payment claims submitted by the Software Provider and other related service providers.
- Support the Bank in managing contractual, implementation and performance-related issues.
- Provide guidance on regulatory, operational and risk considerations arising from the transformation.

Implementation Support and Oversight

6.5 The selected bidder/Consultant shall be responsible for providing implementation support and oversight services to the Bank, including the following, among others:

- Oversee the implementation of the new core banking system.
- Monitor integration with third-party applications, including but not limited to real-time payment systems.
- Oversee data migration planning, execution, reconciliation and validation.
- Ensure that system configuration, testing and go-live activities meet agreed quality standards.

Change Management and Training

6.6 The selected bidder/Consultant shall be responsible for providing change management and training services to the Bank, including the following, among others:

- Support the design and execution of a comprehensive change management strategy.
- Assess organisational readiness and manage stakeholder engagement.
- Oversee user training programmes to ensure effective adoption of new systems and processes.
- Facilitate knowledge transfer to the Bank's staff to ensure continuity.

Risk Management and Controls

- 6.7 The selected bidder/Consultant shall be responsible for providing risk management and control services to the Bank, including the following, among others:
- Identify, assess and monitor project risks, including operational, technical, financial and regulatory risks.
 - Recommend mitigation measures and corrective actions.
 - Maintain a project risk register and report material risks to the Bank's governance bodies.

Quality Assurance and Control

- 6.8 The selected bidder/Consultant shall be responsible for providing quality assurance and control services to the Bank, including the following, among others:
- Provide independent quality assurance across all the Project phases.
 - Ensure compliance with agreed methodologies, standards and best practices.
 - Validate key deliverables prior to acceptance by the Bank.

Knowledge Transfer

- 6.9 The selected bidder/Consultant shall be responsible for providing knowledge transfer services to the Bank, including the following, among others:
- Ensure systematic transfer of knowledge, documentation and expertise to the Bank's internal teams.
 - Support the Bank in building internal capability for ongoing system operation and optimisation.

Key Deliverables

- 6.10 The selected bidder/Consultant shall be responsible for submitting the following, amongst others, to the Bank:
- Inception report and detailed project plan
 - Periodic progress and risk reports
 - Business process re-engineering documentation
 - Advisory notes and recommendations
 - Change management and training materials
 - Final project closure report and knowledge transfer documentation

7. Qualifications of Bidders

The consulting firms or individuals must possess the following experience and shall submit comprehensive related details pertaining to their experience including their qualifications for all proposed team members:

Qualifications of Lead Consultant (Individual or Firm) and Team

- 7.1 The Lead Consultant (whether an individual bidder or the designated lead expert within a consulting firm) and/or the consulting firm 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.

Please fill in the relevant table in Annexure D.

Qualifications and Experience Supporting Documents

7.2 Specific qualifications and the total years of experience in similar projects for each individual who will work on the Project.

- 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.

Please fill in the relevant table in Annexure D.

Proposed Team Composition and Roles

7.3 The bidder/Consultant (whether an individual or a consulting firm) shall propose an appropriate delivery structure to ensure successful execution of the upgrade project. Where the bidder is a firm, a multidisciplinary team shall be proposed; where the bidder is an individual consultant, the proposal shall demonstrate how the required expertise will be covered (e.g., through the lead consultant alone or through the lead consultant assisted by clearly identified associates or subcontracted experts, where applicable and permissible under the RFP).

The proposed team (or the Lead Consultant, where applicable) shall collectively demonstrate 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 per Annexure D. The Bank reserves the right to approve or request changes to the proposed team prior to the award of contract. No change in the proposed team shall be made by the selected bidder/Consultant after the award of the contract.

8. Instructions to Bidders

- 8.1 Bidders are required to carefully read the specifications and conditions in this RFP.
- 8.2 Any act of collusion that may distort normal competitive conditions may cause the rejection of a bid by the Bank. By participating in this bid, bidders certify not to be involved in such acts of collusion. Counteroffers submitted with bids will not be considered. Letter of qualification accompanying bids may be ignored if they have the effect of modifying either the terms of a bid or the comparability of a bid with other bids.
- 8.3 Should a bidder, in good faith, wish to propose modifications to the terms, conditions and contents of its bid for the purpose of reducing the bid amount, then the bidder shall contact the Bank in writing well before the closing date of bid specified above in the Bid Information Sheet. Should the proposed modification be approved by the Bank, the bidder shall be advised in good time. No proposed modification shall be considered unless this procedure has been adopted.
- 8.4 All deletions, additions and corrections to figures inserted in the bid documents are to be countersigned by the bidder.

Cost of Bidding

- 8.5 The bidder shall bear all costs associated with the preparation and submission of its bid, and the Bank shall in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

Amendment of Bid Documents

- 8.6 At any time prior to the deadline for submission of bids, the Bank may, for any reason, whether at its own initiative or in response to a clarification requested by a bidder, modify the bid documents by issuing an addendum. The Bank will inform if any such addendum is issued.
- 8.7 To allow the bidders reasonable time to take the said amendment into account in preparing their bids, the Bank may, at its discretion, extend the deadline for the submission of bids.

Language of Bid

- 8.8 The bid prepared by a bidder as well as all correspondences and documents relating to the bid exchanged by a bidder and the Bank, shall be in writing and in English language. Any printed literature submitted by a bidder may be written in another language provided they are accompanied by an accurate English translation of the relevant passages in which case, for purposes of interpretation of the bid, the English translation shall govern.

Documents Comprising the Bid

8.9 The bid submitted by a bidder shall comprise the following documents:

- a. Bid Form as per Annexure A,
- b. Eligibility Criteria as per Annexure B,
- c. Technical Submission as per Annexure C,
- d. Qualifications and Experience as per Annexure D,
- e. Financial Proposal as per Annexure E,

with all submissions prepared in accordance with the requirements laid down in this RPF, including section 7.

8.10 A bidder shall submit its Financial Proposal in a separate file attached to the email sent by the authorised signatory of the bidder. The name of the electronic file for the Financial Proposal must be **“Financial Proposal – Provision of Consultancy Services for the Business Transformation Project”**.

Format and Submission of Bids

8.11 All the above documents shall be sent electronically, by email, from the email address of the authorised signatory of the bidder to tender.committee@bom.mu.

8.12 The electronic documents should be encrypted with a password before being sent by email.

Form of Bid

8.13 A bidder shall complete and submit all the required documents in accordance with Annexures A to E.

Bid Prices

8.14 The bidder shall indicate its Bid Price in its Financial Proposal as per Annexure E.

8.15 The Bid Price indicated shall be the cost of the services quoted including all customs duties, VAT and any other taxes payable.

8.16 The Bid Price quoted by the bidder shall remain fixed during the term of the contract, unless otherwise agreed by the Bank and selected bidder. A bid submitted with an adjustable price quotation shall be treated as non-responsive and shall be rejected.

8.17 Contract price variations shall not be allowed for contracts not exceeding one year (12 months).

8.18 Where contract price variation is allowed for contracts exceeding one year (12 months), the variation shall not exceed 10% of the original contract price.

8.19 Price variation requests shall be processed by the Bank within 30 days of receiving a request.

Bid Currencies

8.20 Prices shall be quoted in MAURITIAN RUPEES (MUR), unless otherwise specified.

Validity of Bids

- 8.21 Bids shall remain valid for 180 days from the bid closing date or as otherwise specified in the RFP. A bid valid for a shorter period shall be rejected by the Bank as nonresponsive.
- 8.22 In exceptional circumstances, the Bank may solicit the bidder's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. A bidder granting the request shall not be required nor permitted to modify its bid.

Deadline for Submission of Bids

- 8.23 Bids must be received by the Bank at the email address of the tender committee at tender.committee@bom.mu not later than 11 May 2026 at latest 23:59 (Mauritius time).
- 8.24 The Bank may, at its discretion, extend this deadline for the submission of bids by amending the bid documents, in which case all rights and obligations of the Bank and bidders previously subject to the deadline will thereafter be subject to the deadline as extended.

Clarification of Bids

- 8.25 To assist in the examination, evaluation and comparison of bids, the Bank may, at its discretion, ask a bidder for a clarification on its bid. The request for clarification and the response shall be in writing, and no change in the prices or substance shall be sought, offered or permitted.

Deadline for Evaluation

- 8.26 The bid evaluation committee of the Bank shall evaluate the bid within 60 days from the date of opening of the bid.

Preliminary Examination and Responsiveness

- 8.27 The Bank will examine the bids to determine whether they are complete, no computational errors have been made, required securities, if any, have been provided, the documents have been properly signed, and whether the bids are generally in order.
- 8.28 The Bank may waive any minor informality or nonconformity or irregularity in a bid which does not constitute a material deviation, provided such waiver does not prejudice or affect the relative ranking of any bidder.
- 8.29 Prior to the detailed evaluation, the Bank shall determine the substantial responsiveness of each bid to the bid documents. For purposes of this RFP, a substantially responsive bid is one which conforms to all the terms and conditions of the bid documents without material deviations. The Bank's determination of a bid's responsiveness is to be based on the contents of the bid itself, without recourse to extrinsic evidence.
- 8.30 If a bid is not substantially responsive, it shall be rejected by the Bank and may not subsequently be made responsive by the bidder by correction of the nonconformity.
- 8.31 Substantially responsive bids shall be reviewed and scored against the stated criteria. The bank may review references, request oral presentations, conduct on-site visit and use the results to score the proposals.
- 8.32 For price comparisons, mathematical errors shall be rectified on the following basis. If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail, and the total price shall be corrected. If

the bidder does not accept the correction of the errors, its bid shall be rejected. If there is a discrepancy between words and figures, the amount in words will prevail.

Contacting the Bank

- 8.33 No bidder shall contact the Bank on any matter relating to its bid, from the time of the bid opening to the time the contract is awarded.
- 8.34 Any effort by a bidder to influence the Bank in its decisions on bid evaluation, bid comparison or contract award may result in the rejection of the bidder's bid.

Post qualification

- 8.35 The assessment will consider both the bidder's financial and technical capabilities. It will be based upon an examination of the documentary evidence of the qualifications submitted by the bidder, as well as such other information as the Bank may deem necessary and appropriate.
- 8.36 An affirmative determination of the bidder's capabilities to perform the contract satisfactorily will be a prerequisite for award of the contract to the bidder. A negative determination will result in rejection of the bidder's bid, in which event the Bank will proceed to the next preferred bid to make a similar determination of that bidder's capabilities to perform the contract satisfactorily.

Award Criteria

- 8.37 Subject to Sections 8.35 and 8.36 of the RFP, the Bank shall award the contract to the successful bidder whose bid has obtained the highest bid score, provided that the bidder is determined to be qualified to perform the contract satisfactorily.
- 8.38 The Bank reserves the right to accept or reject any bid, to annul the bidding process and reject all bids at any time prior to contract award, without thereby incurring any liability to the affected bidder or bidders or any obligation to inform the affected bidder or bidders of the grounds for the Bank's action. However, if the Bank determines that none of the bidders are responsive, the Bank shall notify each bidder who submitted a bid.
- 8.39 A bidder who gives incorrect information in the bid document about its qualification or who refuses to enter into a contract after notification of contract award may be debarred from participating in future procurement at the Bank.

Notification of Award

- 8.40 Prior to the expiration of the bid validity, the Bank shall notify the successful bidder in writing that its bid has been accepted.
- 8.41 The notification of award shall signify the formation of the contract subject to the signing of the contract between the successful bidder and the Bank pursuant to Section 8.44 of the RFP. Simultaneously the other bidders shall be notified by the Bank that their bids have not been successful.

Signing of Contract

- 8.42 Within fourteen (14) days of receipt of the final contract, the successful bidder shall sign and date the contract and return it to the Bank.

Corrupt or Fraudulent Practices

- 8.43 The Bank requires that bidders observe the highest standard of ethics during the procurement process and execution of contracts. All bidders shall sign a declaration that they have not and shall not be involved in fraudulent practices and submit the declaration together with their bid.
- 8.44 The Bank will reject a proposal for award if it determines that the bidder recommended for the award has engaged in corrupt or fraudulent practices in competing for the contract in question.
- 8.45 Further, a bidder who is found to have indulged in corrupt or fraudulent practices, shall be debarred from participating in future procurement at the Bank.

Non-Disclosure and Confidentiality

- 8.46 All information contained in this RFP, unless the information is already in the public domain, are qualified as Confidential Information. All information contained in a bidder's bid, unless the information is already in the public domain, are deemed to be Confidential Information. Participants to this RFP are de facto under strict non-disclosure and confidentiality agreement with the Bank and each participant therefore mutually undertakes:
- a. not to use or circulate the Confidential Information contained in this RFP or the bidder's bid within its own organisation except solely to the extent necessary for the purposes intended by its disclosure, and not to use the Confidential Information in any way which would or might be harmful to the other party;
 - b. to ensure that: (i) all persons such as, amongst others, its employees, to whom disclosure of the Confidential Information is necessary are made aware of the confidential nature of the disclosed Confidential Information, and (ii) these persons are subject to the same confidentiality obligations as the participant is subject to hereunder;
 - c. to effect and maintain adequate security measures to safeguard the Confidential Information from unauthorised access, use and misappropriation; and
 - d. to notify the other party of any unauthorised use, copying or disclosure of the Confidential Information of which it becomes aware and to provide all reasonable assistance to the party to terminate such unauthorised use and/or disclosure.
- 8.47 The above confidentiality obligations of the participants shall subsist during and after their relationship with the Bank.

Termination for Cause

- 8.48 Where the successful bidder fails to perform on the project or any separable part thereof in a timely or workmanlike manner in accordance with the contract, or otherwise fails, in the sole opinion of the Bank, to comply with any of the terms and conditions of the contract, or where the Bank is not satisfied with the works of the successful bidder, then the contract may be terminated by the Bank at any time within the contract period on giving thirty (30) working days advance written notice to the successful bidder, who shall be liable to the Bank for any excess cost that may be incurred by the Bank. Default or breach of any clause of the contract shall constitute "cause" for termination.
- 8.49 Further, any act or omission by the successful bidder which is contrary to law or public policy shall be considered as a "cause" allowing for termination of the contract as provided herein.

The Bank shall not be liable for any termination costs where termination is for cause. Whether or not the successful bidder's right to proceed with the project is terminated, it and its sureties shall be liable for any damage to the Bank resulting from the successful bidder's default/breach.

Termination for Convenience

8.50 The Bank shall have the right to terminate the contract for convenience upon giving ten (10) working days advance written notice to the successful bidder. In the event that the contract is terminated upon the request and for the convenience of the Bank, then the Bank shall pay the successful bidder for all materials purchased to date on the Bank's behalf and/or for the value of services rendered to date. The Bank shall not otherwise pay for costs of termination, opportunity costs or any costs or amounts of other description.

Excusable delays

8.51 The right of the successful bidder to proceed shall not be terminated for any delays in the completion of the work due:

- a. to any acts of the Government, including controls or restrictions on requisitioning of materials, equipment, tools or labour by reason of war or any other national emergency;
- b. to any acts of the Bank, not related to the bidder;
- c. to causes not reasonably foreseeable by the parties to the contract and which are beyond the control and without the fault or negligence of the successful bidder, including, but not restricted to, acts of God or of the public enemy, acts of another successful bidder in the performance of some other contract with the Bank, fires, floods, epidemics, quarantine, restrictions, strikes, freight embargoes, and weather of unusual severity such as cyclones, and other extreme weather conditions;

Commissioning

8.52 The successful bidder shall be required to prepare all necessary commissioning documents in duplicate and submit same to the Bank. Commissioning is deemed complete when the project is successfully completed and commissioning documents signed.

Liquidated damages

8.53 The successful bidder shall pay liquidated damages for delays in delivery of the works up to a sum equal to 0.5 % of the value of the of the affected portion of the services to the Bank for each day that delivery is delayed up to a maximum of 20 % of the contract amount.

9. Technical Submission

Bidders shall submit a Technical Submission for confirmation and record purposes only containing the following information:

- a. Understanding of the assignment and proposed approach
- b. Detailed methodology and work plan
- c. Project governance and reporting framework
- d. Risk management and quality assurance approach
- e. Proposed team composition, roles and responsibilities
- f. Detailed CV of the Lead Consultant (for both individual bidders and firms) and key personnel (where applicable)
- g. Relevant project experience and client references

Note: Bidders shall complete their Technical Submission using the format provided in Annexure C – Technical Submission. The proposal should include phase-wise deliverables and timelines where applicable.

10. Financial Proposal

The Financial Proposal shall:

- a. Be submitted in an encrypted (password-protected) file.
- b. Clearly indicate the professional fees and all associated costs for the assignment.
- c. Be quoted in Mauritian Rupees (MUR) and be inclusive of all taxes.
- d. Be unconditional and valid for a minimum period of one hundred and eighty (180) days from the bid closing date.

The Financial Proposal shall not contain any technical information.

11. Payment Milestones and Schedule

Payments to the successful bidder shall be linked to the achievement of agreed project milestones by the successful bidder and satisfactory acceptance of deliverables by the Bank. An indicative payment schedule is set out below.

Milestone	Description	% of Contract Value
1	Contract signature and submission of detailed project plan	20%
2	Completion of project assessment, business process re-engineering recommendations, and approved action plan	20%
3	Completion of core banking implementation oversight, integration, data migration support, and interim reporting	25%
4	Final project closure, knowledge transfer, and submission of all final deliverables	25%
5	Three months after post go live	10%

Payments shall be made upon certification by the Bank that the relevant project milestone has been achieved in accordance with contractual requirements.

The Bank reserves the right to withhold or defer payments in the event of delays, non-performance, or non-compliance with agreed project milestones and deliverables.

12. Annexures

Annexure A: Bid Form

The Chairperson - Tender Committee
Bank of Mauritius
Sir William Newton Street
Port Louis 11328
MAURITIUS

Dear Sir/Madam,

PROVISION OF CONSULTANCY SERVICES FOR THE BUSINESS TRANSFORMATION PROJECT

In accordance with the Request for Proposal (RFP) bearing reference BOM/BT/2-2026 dated 17 April 2026 for the provision of consultancy services for the Business Transformation Project of the Bank of Mauritius (Bank), we, the undersigned, offer to provide the said consultancy services to the entire satisfaction of the Bank.

We are hereby submitting our Financial Proposal, by email encrypted as per the requirements of the RFP.

1. We acknowledge that the Annexures to the Bid Form are part of our bid.
2. We undertake, if our bid is accepted, to commence the works as soon as is reasonably possible after the receipt of the Letter of Acceptance.
3. We agree to abide by this bid for a period of 180 days from the bid closing date and it shall remain binding upon us and may be accepted by the Bank at any time before the expiry of this period.
4. Unless and until a formal agreement is prepared and executed, this bid together with the Bank's written acceptance thereof shall constitute a binding Contract between us.
5. We understand that the Bank is not bound to accept the lowest bid or any bid that it may receive without giving any reason whatsoever. The Bank may also cancel the whole tendering exercise without giving any reason therefor and incurring any liability in that respect.
6. We also authorise the Bank, as part of its bid evaluation exercise, to consult the Credit Profile Report of the bidder, if any, maintained on the Mauritius Credit Information Bureau (MCIB).

Name of Contractor:

Signature of the Director/individual consultant

Address.....

.....

Date.....

Company Seal

Annexure B: Eligibility Criteria

	Eligibility Criteria	Response (you may also attach the response in a separate sheet and provide the reference to that sheet, here)
1	Status: Individual/ Body corporate/ Corporation/ Partnership/Trust	
	(Enclose Certificate of Registration/ Incorporation)	
2	Registered Office Address/ Residential Address	
3	If an Entity – provide details of:	
	Name of Shareholders	
	Name of Directors	
	Name of Beneficial Owners	
4	Number of years that bidder (individual or entity) has been engaged in Consulting and Project Management services under its present name or tradename?	
5	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 your bid. 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.	
6	General character of work performed by Bidder	
7	The bidder to state whether it is currently involved in any litigation or arbitration (or any other legal process which may result in legal or financial liability).	

	If yes, the bidder to provide the financial exposure as a result of the litigation, arbitration or other legal process and on the basis on which this financial exposure has been calculated.	
	If yes, the bidder to also state what other exposure could result from the litigation, arbitration or other legal process and whether this financial or other exposure will materially prejudice the bidder's financial position or its ability to successfully and timely implement any contract which may be awarded to it pursuant to this bid.	
8	The bidder to confirm whether it has ever: Question Response (Yes/No)	
	Forfeited any payment on a contract? Been declared in default of a contract?	
	Negotiated the premature termination of a contract	
	Had an uncompleted contract assigned to another solution provider?	
9	Details on Previous or Current Blacklisting of the Company or the Shareholders and/or Directors of the Company, if any	
	The bidder shall certify to the Bank by way of a written undertaking in case of (i) an individual that it has not; or (ii) a consulting firm that neither it nor its shareholder(s)/director(s)/beneficial owners has/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.	
	Inform the Bank in case of (i) an individual; or (ii) a consulting firm whether it or its shareholder(s)/director(s)/beneficial owner(s), as applicable, has/have ever	

<p>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.</p> <p>creditors, filed for bankruptcy or adjudged bankrupt or been convicted with a criminal offence and if so, the nature thereof.</p> <p>Where applicable, provide the Bank with the written consent of the bidder, shareholder(s)/director(s)/beneficial owner(s) allowing the Bank to request for its/their respective Credit Profile Reports, to be used solely for the purpose of this RFP exercise.</p>	
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Annexure C: Technical Submission

Section	Details / Instructions	Response
Understanding of the Assignment and Proposed Approach	Briefly describe your understanding of the Project objectives and context. Highlight key challenges and critical success factors. Outline your approach, including how it addresses phased implementation if applicable.	
Methodology and Work Plan	Provide a detailed methodology. Include a phase-wise work plan as a table with columns: Phase, Key Activities, Deliverables, Timeline, Dependencies. Explain how you will manage interdependencies and ensure timely delivery. <i>Bidders are not expected to provide a detailed task-level project plan at this stage. A high-level, phase-based work plan is sufficient, indicating key activities, deliverables, and timelines aligned to the indicative workstreams.</i>	
Project Governance and Reporting Framework	Describe your proposed governance structure, reporting mechanisms (frequency, formats), and escalation procedures.	
Risk Management and Quality Assurance Approach	Identify potential project risks and mitigation strategies. Explain quality assurance processes for each phase and compliance with methodologies and standards.	
Proposed Team Composition, Roles, and Responsibilities	List of key personnel with roles and responsibilities. Include an organization chart if relevant. Highlight experience relevant to phased implementation or core banking transformation.	
Detailed CVs of Lead Consultant and Key Personnel	Provide CVs with relevant experience, qualifications, and previous projects. Clearly indicate roles in this assignment.	

Relevant Project Experience and Client References	Provide a summary of similar projects undertaken, emphasizing phased implementation, core banking systems, or business transformation projects. Include client references with contact details.	
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Annexure D: Qualifications and Experience

Qualification of Lead Consultant and Team

	Criteria	Response (you may also attach the response in a separate sheet and provide the reference to that sheet, here)
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	
6	General character of work performed by Bidder	

Qualifications and Experience Supporting Documents

	Project Name: (you may use one table per project)	Response (you may also attach the response in a separate sheet and provide the reference to that sheet, here)
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	

Proposed Team Composition and Roles

Please submit the CVs of the proposed project team personnel as per the format provided below. The CVs of all team members constituting the project team needs to be provided here.

These mandatory profiles will be assessed by the Bank team, so please provide the CVs of those team members who will be part of the project.

Format for the Profiles	
Name of the person	
Current Designation/Job Title	
Current Job Responsibilities	
Proposed Role in the Project	
Proposed Responsibilities in the Project	
Academic Qualifications: <ul style="list-style-type: none"> • Degree • Academic institution graduated from • Year of graduation • Specialization (if any) • Key achievements and other relevant information (if any) 	
Professional Certifications (if any)	
Total Number of Years of Experience	
Summary of the Professional/Domain Experience	

<p>The Names of Customers (Please provide the relevant names)</p>	
<p>Past Assignment Details (For each assignment, provide details regarding name of organisations worked for, designation, responsibilities, tenure) Prior Professional Experience covering:</p> <ul style="list-style-type: none"> • Organisations Worked for in the Past <ul style="list-style-type: none"> ○ Organisation name ○ Duration and dates of entry and exit ○ Designation ○ Location(s) ○ Key responsibilities • Prior Project Experience <ul style="list-style-type: none"> ○ Project name ○ Client ○ Key project features in brief ○ Location of the project ○ Designation ○ Role ○ Responsibilities and activities ○ Duration of the project <p>Please provide only relevant projects.</p>	

Annexure E: Financial Proposal Submission Form

The Chairperson - Tender Committee
Bank of Mauritius
Sir William Newton Street
Port Louis 11328
MAURITIUS

Dear Sir/Madam

Request for Proposal – Consultancy Services for the Business Transformation project

We, the undersigned, offer to provide the consulting services for provision of consultancy services for the Business Transformation project in accordance with your Request for Proposal ('RFP') dated 17 April 2026 and our Financial Proposal.

Our attached Financial Proposal is for the amount of MUR inclusive of all local taxes. The estimated amount of local taxes is MUR..... which shall be confirmed or adjusted, if needed, during negotiations. We confirm our acceptance of the payment terms set out at section 11 of the RFP.

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from contract negotiations, for the period specified in the Bid Information Sheet.

We understand that you are not bound to accept any Proposal you receive.

Yours sincerely,

Name of bidder:

Authorised Signature {In full and initials}:

Name and Title of Signatory:

In the capacity of:

Address:

Telephone:

Email:

Company Seal:

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}