



**Request for Proposal**

**for the**

**Supply, Installation and Configuration of a**

**Privilege Access Management Tool**

**for the Bank of Mauritius**

**RFP No.:** *BOM/PAM/8-2025*

**Services:** *Supply, Installation and Configuration of a PAM Tool*

**Client:** *Bank of Mauritius*

**Country:** *Mauritius*

**Issued on:** *18 August 2025*

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## 1. Bid Information Sheet

<b>Name of Bid</b>	<b>Supply, Privilege Access Management tool for the Bank of Mauritius</b>
<b>Name &amp; Address of Issuer</b>	Bank of Mauritius Sir William Newton Street, Port Louis, Mauritius.
<b>Addressee</b>	Chairperson Tender Committee Bank of Mauritius Sir William Newton Street Port Louis Mauritius Email: <a href="mailto:tender.committee@bom.mu">tender.committee@bom.mu</a>
<b>Date of commencement of Request for Proposal process</b>	18 August 2025
<b>Closing date of Bid</b>	8 September 2025, 4:00 p.m., Mauritius Time
<b>Validity Period</b>	180 days from bid closing date
<b>e-Tendering</b>	Electronic copies of bids shall be submitted by email to the following address: <a href="mailto:tender.committee@bom.mu">tender.committee@bom.mu</a>
<b>Bid currency</b>	Mauritian Rupees (MUR)
<b>Bid language</b>	English
<b>Deadline for sending queries</b>	25 August 2025, 6:00 p.m., Mauritius Time
<b>Sharing of responses to queries</b>	29 August 2025

# Bid for Supply, Privilege Access Management tool for the Bank of Mauritius

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## 2. Introduction

- 2.1 The Bank of Mauritius, hereinafter referred to as “Bank”, is the central bank of the Republic of Mauritius and is established under the Bank of Mauritius Act 2004.<sup>1</sup>
- 2.2 The primary object of the Bank is to maintain price stability and to promote orderly and balanced economic development. Other objects of the Bank are to ensure the stability and soundness of the financial system of Mauritius. The Bank is the regulatory authority for financial institutions in Mauritius as defined in the Banking Act 2004.<sup>2</sup> It is responsible for the regulation and supervision of the operations and activities of financial institutions under its purview.
- 2.3 The Bank is also mandated, under the National Payment Systems Act 2018, to regulate, oversee and supervise the national payment systems and payment systems being operated in Mauritius primarily for the purpose of ensuring their safe, secure, efficient and effective operation and accessibility to the public.<sup>3</sup>

## 3. Purpose of RFP

- 3.1 The intent of this Request for Proposal (RFP) is to invite bids from experienced and reputable firms for the supply, installation and configuration of a Privilege Access Management (PAM) tool for the Bank.
- 3.2 The PAM tool will assist the Bank to manage and secure privileged accounts within the Bank's IT infrastructure. The PAM tool must be user-friendly and easily accommodate systems from different vendors of the Bank.

## 4. Invitation to Bid

- 4.1 The Bank invites eligible firms to submit their proposals in accordance with the details provided in this RFP for a PAM tool, which can be on-premise or a hybrid model.

## 5. Instructions to Bidders

- i. Bidders are required to carefully read the specifications and conditions in this RFP. Bidders may seek any clarification required from the Bank within the deadline for sending queries as set out in the Bid Information Sheet before submission of their bid.

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<sup>1</sup> The Bank of Mauritius Act 2004 is accessible at <https://www.bom.mu/about-bank/legislations/bank-mauritius-act-2004>.

<sup>2</sup> The Banking Act 2004 is accessible at <https://www.bom.mu/about-bank/legislations/banking-act-2004>.

<sup>3</sup> The National Payment Systems Act 2018 is accessible at <https://www.bom.mu/about-bank/legislations/national-payment-systems-act-2018>.

- ii. 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.
- iii. 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 date of bid submission. 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.
- iv. All deletions, additions and corrections to figures inserted in the bid documents are to be countersigned by the bidder.

## 5.1 Eligible Bidders

- 5.1.1. Eligible bidders must demonstrate that they meet the eligibility criteria set out in Annexure A of this RFP.
- 5.1.2. Eligible bidders must be already engaged in the provision of similar end-to-end systems and services, comprising of the supply, installation, and configuration of a PAM tool.
- 5.1.3. Eligible bidders shall provide the product and services for the stipulated duration from the date of commencement (hereinafter referred to as the “term”) specified in the bid documents.
- 5.1.4. The Bank’s employees, committee members, board members and their relatives (spouse and children) are not eligible to participate in the bidding exercise.
- 5.1.5. Bidders involved in corrupt or fraudulent practices or debarred from participating in public procurement or procurement with the Bank shall not be eligible.

## 5.2 Cost of Bidding

- 5.2.1. 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.

## 5.3 Content of RFP

- 5.3.1. The RFP includes the documents listed below and any addendum issued by the Bank in accordance with the Instructions to Bidders:
  - a. Eligibility Criteria (Annexure A),
  - b. Details of the PAM already set up by the Bidder (Annexure B),
  - c. Bid Form (Annexure C),
  - d. Request for Clarifications (Annexure D), and
  - e. Price Schedule of Services (Annexure E).

- 5.3.2 Bidders are expected to examine all instructions, forms, terms and specifications in the bid documents. Failure to provide all information required in the bid documents or to submit a bid not substantially responsive to the bid documents in any respect, may result in the rejection of the bid.

## 5.4 Clarification of Documents

- 5.4.1 Prospective bidders wishing to request for clarifications on the content, form and/or any other details contained in the RFP may write to the Bank as per format specified in Annexure E using the contact details below:

**Chairperson  
Tender Committee  
Bank of Mauritius  
Sir William Newton Street  
Port Louis  
Mauritius  
Email: [tender.committee@bom.mu](mailto:tender.committee@bom.mu)**

- 5.4.2 All questions/queries should refer to specific sections of the RFP. If a change or explanation is deemed necessary for all potential bidders, the Bank shall notify all potential bidders by addendum to the RFP which shall be communicated to all prospective bidders.
- 5.4.3 If questions/queries are technical in nature, the Bank may identify the appropriate stakeholder and arrange for such questions to be answered. All questions, business or technical in nature, must be addressed to the **Chairperson – Tender Committee** or by email to [tender.committee@bom.mu](mailto:tender.committee@bom.mu).
- 5.4.4 The deadline for submitting any question/query is as per the Bid Information Sheet. Bidders' questions, along with the Bank's responses, shall be aggregated in an anonymous manner and communicated to all bidders. Bidders are advised to consolidate their queries.

## 5.5 Amendment of Bid Documents

- 5.5.1 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 prospective bidder, modify the bid documents by issuing an addendum. Such addendum, if any, will be posted on the website of the Bank.
- 5.5.2 To allow prospective 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.

## 5.6 Language of Bid

- 5.6.1 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.

## 5.7 Documents Comprising the Bid

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

- a. a Bid Form (Annexure C),
- b. a Technical Proposal, to contain as a minimum the requirements listed at Section 6 (Technical Requirements), and
- c. a Financial Proposal, which includes the Price Schedule as per Annexure F,

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

5.7.2 A bidder shall submit its Technical Proposal and a Financial Proposal in separate files attached to the email sent by the authorised signatory of the bidder. The name of the electronic file for the Technical Proposal must be “**Technical Proposal – Privilege Access Management (PAM) Tool**”. The name of the electronic file for the Financial Proposal must be “**Financial Proposal – Privilege Access Management (PAM) Tool**”.

## 5.8 Format and Submission of Bids

5.8.1 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](mailto:tender.committee@bom.mu).

5.8.2 The electronic documents should be encrypted before being sent by email. The encryption procedures are detailed at Section 5.8.3. The Pretty Good Privacy (“PGP”) tool shall be used for encryption. For that purpose, a cryptographic public key shall be made available by the Bank to all bidders.

5.8.3 Encryption procedures:

- a. Download PGP Tool (or equivalent) from <https://pgptool.github.io/>
- b. Download the public key from the Bank’s website at <https://www.bom.mu>
- c. Click on **Import** to import the key and select the public key downloaded above.
- d. Click **Encrypt File**.
- e. Select the file and choose the public key and then proceed to encrypt file.

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

## 5.9 Form of Bid

5.9.1 A bidder shall complete and submit all the required documents as detailed at 5.7.1 and in accordance with Annexures A, B and C.

## 5.10 Bid Prices

5.10.1 The bidder shall indicate in its Financial Proposal on the Price Schedule (Annexure F) the unit prices where applicable and total bid prices of the services that it proposes to provide under the contract in accordance with Annexure F.



- 5.10.2 Prices indicated on the Price Schedule shall be the cost of the services quoted including all customs duties, VAT and any other taxes payable.
- 5.10.3 Prices quoted by the bidder shall remain fixed during the term of the contract, unless otherwise agreed by the parties. A bid submitted with an adjustable price quotation shall be treated as non-responsive and shall be rejected.
- 5.10.4 Contract price variations shall not be allowed for contracts not exceeding one year (12 months).
- 5.10.5 Where contract price variation is allowed for contracts exceeding one year (12 months), the variation shall not exceed 10% of the original contract price.
- 5.10.6 Price variation requests shall be processed by the Bank within 30 days of receiving a request.

## 5.11 Bid Currencies

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

## 5.12 Bidders Eligibility and Qualifications

- 5.12.1 Pursuant to Section 5.1, a bidder shall provide, as part of its bid, documents establishing the bidder's eligibility to bid and its qualifications to perform the contract.
- 5.12.2 The documentary evidence, as set out in Annexure A, of a bidder's qualifications to perform the contract shall establish to the Bank's satisfaction that the bidder has the financial and technical capability necessary to perform the contract.

## 5.13 Validity of Bids

- 5.13.1 Bids shall remain valid for 180 days or as specified in the Invitation to Bid after the date of bid opening prescribed by the Bank. A bid valid for a shorter period shall be rejected by the Bank as nonresponsive.
- 5.13.2 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.

## 5.14 Deadline for Submission of Bids

- 5.14.1 Bids must be received by the Bank at the address given in the Invitation to Bid no later than **8 September 2025 at 4:00 p.m. (Mauritius time)**.
- 5.14.2 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.

## 5.15 Clarification of Bids

- 5.15.1 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.

- 5.15.2 Any effort by a bidder to influence the Bank in its bid evaluation, bid comparison or contract award decisions may result in the rejection of the bidder's bid.

## 5.16 Deadline for Evaluation

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

## 5.17 Preliminary Examination and Responsiveness

- 5.17.1 All bids/proposals shall undergo a two-stage evaluation process, with the evaluation of technical proposal completed prior to any price proposal opened and compared. The financial proposal will be opened only for bids that pass the technical score. The Bank will then select the most cost-effective proposal.
- 5.17.2 The Bank will examine the bids to determine whether they are complete, no computational errors have been made, required securities have been provided, the documents have been properly signed, and whether the bids are generally in order.
- 5.17.3 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.
- 5.17.4 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.
- 5.17.5 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.
- 5.17.6 Substantially responsive proposals shall be reviewed by the evaluation committee and scored against the stated criteria. The evaluation committee may review references, request oral presentations, conduct on-site visit and use the results to score the proposals.
- 5.17.7 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.
- 5.17.8 The final bid outcome will be a combination of Technical score (making up to 70% of total score) and Financial score (making up for 30% of total score). The winning bid shall be the one which scores the highest of the combined Technical and Financial scores.

## 5.18 Contacting the Bank

5.18.1 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.

5.18.2 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.

## 5.19 Award of the Contract

### *Post qualification*

5.19.1 In the absence of pre-qualification, the Bank will determine to its satisfaction whether the selected bidder is qualified to perform the contract satisfactorily.

5.19.2 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 deems necessary and appropriate.

5.19.3 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*

5.19.4 Subject to Section 5.19.2 of the RFP, the Bank shall award the contract to the successful bidder whose bid has obtained the highest bid score, provided further that the bidder is determined to be qualified to perform the contract satisfactorily.

5.19.5 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.

5.19.6 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 shall be considered for debarment from participating in future procurement at the Bank.

## 5.20 Notification of Award

5.20.1 Prior to the expiration of the bid validity, the Bank shall notify the successful bidder in writing that its bid has been accepted.

5.20.2 The notification of award shall signify the formation of the contract subject to the signing of the contract between the bidder and the Bank pursuant to Section 5.21 of the RFP. Simultaneously the other bidders shall be notified by the Bank that their bids have not been successful.

## 5.21 Signing of Contract

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

## 5.22 Corrupt or Fraudulent Practices

5.22.1 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.

5.22.2 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.

5.22.3 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.

## 5.23 Non-Disclosure and Confidentiality

5.23.1 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.

The above confidentiality obligations of the participants shall subsist during and after their relationship with the Bank.

## 5.24 Termination of Contract

### *Termination for Cause*

- 5.24.1 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 ten (10) 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.
- 5.24.2 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*

- 5.24.3 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 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*

- 5.24.4 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;
  - c. to causes not reasonably foreseeable by the parties to the contract and which are beyond the control and without the fault of 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;
  - d. to any delay of any subcontractor occasioned by any of the causes specified in subparagraphs (1), (2) and (3) of this paragraph, provided, however, the successful bidder promptly notifies the Bank in writing within ten (10) working days of the cause of the delay. Upon receipt of such notification, the Bank shall ascertain the facts and the cause and extent of delay. If upon the basis of the facts and the terms of the contract, the delay is properly excusable, the Bank shall extend the time for completing the project for a period of time commensurate with the period of excusable delay.

## 5.25 Commissioning

5.25.1 The successful bidder shall be required to prepare all necessary commissioning documents in duplicate and submit same to the Bank during the installation, configuration and testing period, for verification by staff of the Bank. Commissioning is deemed complete when the PAM solution is successfully installed, configured, tested, used successfully for a period of one-month, technical staff trained and commissioning documents signed.

## 5.26 Terms of payment

5.26.1 The term of payment shall be as follows:

- 20 % on allocation of contract;
- 50 % on delivery and installation of solution;
- 20 % on commissioning; and
- 10 % 3-month post commissioning, following satisfactory use of the tool.

## 5.27 Liquidated damages

5.27.1 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 undelivered goods to the Bank for each day that delivery is delayed up to a maximum of 20 % of the contract amount.

# 6. Technical Requirements

## 6.1. Scope

The Bank is seeking qualified vendors capable of supplying a PAM tool with the following capabilities:

## 6.2 Proposal Requirements:

- a. Detailed description of the proposed PAM system, including features, benefits, and functionalities.
- b. Timeline for delivery and implementation of the system.
- c. Any additional services offered, such as training, technical support, and customization.

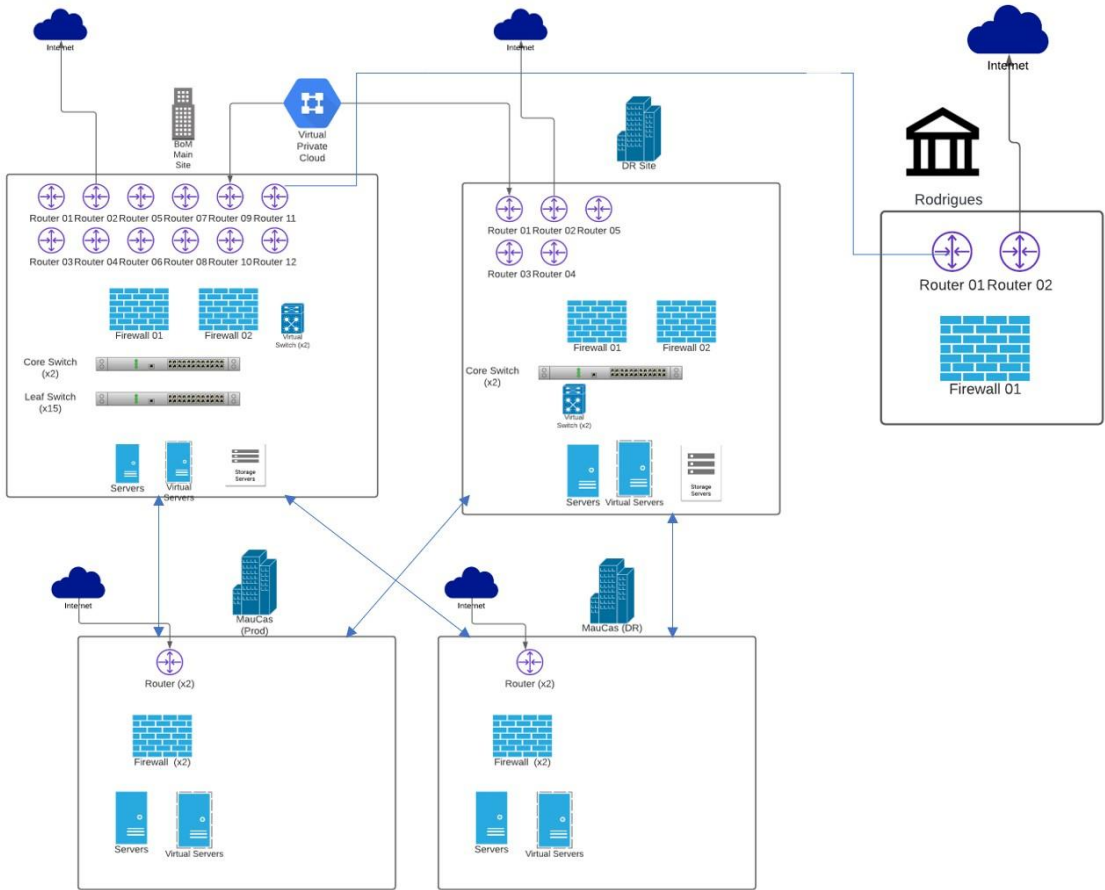
## 6.3 Current Environment

- 6.3.1 Currently, the Bank manages user and system credentials through Microsoft Active Directory (AD). User accounts and access privileges are created within the AD, and Single Sign-On (SSO) functionality is employed for supported applications, streamlining the authentication process for users.
- 6.3.2 However, systems that are not integrated with the AD operate independently and have their own local credentials, creating separate silos of access management. This can lead to challenges in maintaining a centralised and consistent approach to security.
- 6.3.3 To enhance security measures, the Bank is currently utilising Multi-Factor Authentication (MFA) based on RCDevs. MFA adds an additional layer of protection to the authentication

process, requiring users to provide multiple forms of verification before gaining access to sensitive systems or data.

6.3.4 To manage and access the infrastructure and applications, the Bank utilises a range of protocols, including SSH, telnet, http, and https, among others.

6.3.5 A high level view of the network diagram is shown below.



6.3.5 The vendor shall propose architecture and deployment options for its selected PAM solution including licensing model, product support, performance estimation, scalability and High Availability/Disaster Recovery (HA/DR) options.

6.3.6 The list of equipment at the Bank's premises, third-party data centres, and users are provided in the tables below.

**Equipment list:****Bank of Mauritius premises**

<b>Equipment</b>	<b>BOM Head Office (Port Louis)</b>	<b>BOM DR Site (MT Rose Belle)</b>
Firewall	1 Active+1 Passive 1 Active+1 Passive in Rodrigues	1 Active+1 Passive
Routers	10 Active	6 Passive
Hypervisor	12	8
Exchange	2	2
AD	3	1
Windows Servers (Physical)	16	8
Linux Servers	31	15
Solaris	4	2
Windows Servers VM	65	15
PC/Laptop (Users and presentation laptop)	350	50

**Other data centre**

<b>Equipment</b>	<b>Data Centre</b>
Firewall	1 Active+1 Passive
WAF	1 Active+1 Passive
Routers	5
Hypervisor	16
Solaris	8
Windows	8
Linux	15

**Users**

<b>Users</b>	<b>Number</b>
Standard user	350
Admin users	30
Service Account	20
Admin users managing PAM	5-10
External Users (not staff of BOM)	30-40



## 6.4 Technical Requirements

Req	Minimum Technical Specification of the PAM Tool	Comply (Y/N)	Bidders MUST provide explanation of compliance with reference to datasheet or bill of materials with the specific page number and section of the reference
1	Only reputable vendors with a proven track record will be considered. This includes vendors explicitly recognized as leaders in established industry evaluations such as the Gartner Magic Quadrant, Forrester Wave, or KuppingerCole Leadership Compass. Vendors failing to meet this criterion will be deemed non-compliant, resulting in disqualification from the bidding process.		
2	Solution must be on-premise (mandatory).		
3	All hardware must be included in the proposal.		
4	Bidders to provide a detailed architectural design for the solution and explain where the hardware will be installed.		
5	Bidders to elaborate on the licenses (perpetual license or Subscription).		
6	Integrate seamlessly with existing security infrastructure (e.g. AD).		
7	Centralize management of users and target systems.		
8	Create and enforce password policies for internal and external users.		
9	Set up authorization rules and conditions to automatically grant or deny access to critical systems.		
10	Solution must provide a workflow with different layers of approval.		
11	The solution must include Multifactor authentication (MFA).		
12	Manage privileged accounts and privileged passwords across all environments, including <b>(Non-compliance with any of the following will result in the bid being rejected.):</b>		
	Windows		
	Linux		
	Solaris 11		
	Unix		

	Firewall		
	VPN		
	Routers		
	Switches		
	Web based applications		
	Databases (Bidders to provide a list of databases)		
	Cloud Applications		
	Any other supported infrastructure/application/protocols		
13	Enforce password and account security best practices. Rotate privileged passwords on a schedule, based on sensitivity, or based on risks and other parameters.		
14	Management of SSH keys by onboarding, storing, and managing private keys.		
15	Record every privileged session with full playback and key usage auditing.		
16	Allow SSH sessions to be easily established via existing desktop tools (not via a web interface).		
17	Identify and automatically eliminate hardcoded and embedded application credentials.		
18	Replace hardcoded passwords with managed credentials.		
19	The solution must manage passwords for service accounts and other non-human/machine identities.		
20	Must integrate legacy html applications.		
21	Proposed solution must be an agentless.		
22	The solution should restrict privileged activities on a server (e.g. host to host jumps, cmd/telnet access, application access, tab restrictions) from session initiated with PAM solution.		
23	The proposed solution should offer capability to limit the privileged access sessions based on duration, time of access (time and day).		

24	Bidder to elaborate on how the system will implement a zero-trust model.		
25	The solution should provide session recording and live monitoring.		
26	View any active privileged session, and, if required, pause or terminate the session.		
27	The solution must provide VPN-less Remote Access.		
28	Use keystroke indexing and full text search (optical character recognition) to pinpoint data.		
29	Build reports for usage, audit, forensics, and regulatory compliance purposes.		
30	Dynamic assignment of just-in-time privileges.		
31	Ability to block password access to designated resources.		
32	Should allow request from the corporate network, another approved source, or from approved third party.		
33	Must support deployments on public and private cloud models such as Infrastructure as a Service, Platform as a service, and Software as a Service.		
34	Self-service option for users.		
35	Distinguish legitimate user sessions from suspicious activity.		
36	Detect unusual command lines or forbidden applications.		
37	The solution should integrate with the Bank's SIEM system for monitoring.		
38	Training for 6 staff		

## 7. Profile of the Bidder

### 7.1 Confidential Business Questionnaire

Bidders are advised that it is a serious offence to give false information under this section as it may render the bid being automatically disqualified.

#### 7.1.1 Part I: General Information

- The questionnaire must be fully and comprehensively completed in all respects.
- Information given by the bidder shall be treated in strict confidence.

- Any information given and later found to be incorrect shall lead to disqualification of the bidder.
- Deliberately incorrect information leads to disqualification of the bidder's proposal.
- Canvassing will lead to automatic disqualification of the bidder.

#### **7.1.2 Part II: Bidder Details**

- The purpose of this section is to provide the required background information of the bidder.
  - a. The bidder to provide documentary evidence of the registered name, number and date of registration of Company.
    - Company Name*
    - Company Registration Number*
    - Country of Registration*
    - Registration Date*
  - b. The bidder to give full details of its bankers.

#### **7.1.3 Part III: Details of Contact Person(s)**

- The bidder to provide the contact person(s) name(s), addresses, phone numbers, etc.
  - Contact Person Name*
  - Landline Telephone Number*
  - Cellular Telephone Number*
  - Facsimile Telephone Number*
  - E-mail*
  - Postal Address*
  - Permanent Address*
- The bidder to provide evidence of its registered street and postal addresses
  - Registered Street Address*
  - Registered Postal Address*
- The bidder to provide evidence of current registration with relevant regulatory body within its industry, if any.

#### **7.1.4 Part IV: Bidder's Organisation Profile**

- The bidder to provide details of the holding company and the main shareholders indicating percentage of shares held.
- The bidder to provide a list with the estimated percentage of revenue earned from each of the primary business activities of the bidding organisation.

#### **7.1.5 Part V: Bidder's Client Base**

- The purpose of this section is to get a view of the number and profile of customers that the bidder has.

*The Bank intends to contact these customers when checking references. The bidder is expected to state any objections. If not stated, it shall be deemed that the Bidder has authorised the Bank to contact these customers.*

- The bidder to provide references from its major clients where it has successfully carried out similar or comparable assignment.

#### **7.1.6 Part VI: Bidder's Standard Contracts**

- The bidder to describe its approach to contracting and negotiation specifically relating to the availability and use of standard contracts and whether it considers any of the standard contracts or specific clause to be not negotiable.
- The bidder to provide details of the preferred payment plan if not contained in the standard contract supplied.

#### **7.1.7 Part VII: Verification of Business Sustainability**

- The bidder to provide certified audited financial statements for the last three (3) financial years. The supply of these financial statements will be mandatory for the bid to be considered responsive.
- 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, is 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.*

- 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?

#### **7.1.8 Part VIII: Technical Support & Capacity Building**

- The bidder to state its policy on technological (maintenance) and operational support including capacity building (training) that it offers to its clients.

#### **7.1.9 Part IX: Details on Previous or Current Blacklisting of the Company or the Shareholders and/or Directors of the Company, if any**

- The bidder shall:
  - a. certify to the Bank by way of a written undertaking that **none** of its shareholder(s)/director(s)/beneficial owner(s) 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.

- b. inform the Bank whether any of its directors, shareholders or beneficial owners 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.
- c. 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 their respective Credit Profile Reports, to be used solely for the purpose of this RFP exercise.

### **Certification**

I/We do hereby certify that the above information is correct in all respects.

Full Name : .....

Designation/Position : .....

Signature : .....

Date : .....

Company Seal and/or Stamp:

## 8. ANNEXURES

### Annexure A: Eligibility Criteria

<Name of the bidder>

<b>E-1</b>	The bidder should provide a cover letter, electronically signed by an authorised senior executive, specifying inter alia contact details of the company in the format specified at <b>Annexure C</b> .
<b>E-2</b>	The bidder should provide a comprehensive document describing the underlying concepts of the system and the technicalities.
<b>E-3</b>	<p>The bidder must be already engaged in the supply and installation of a PAM solution. The following details should be provided as per <b>Annexure B</b>:</p> <ul style="list-style-type: none"> <li>- Entity Name,</li> <li>- Contact Person,</li> <li>- Telephone and email address of contact person,</li> <li>- Project name and scope,</li> <li>- Composition of implementation team (bidder, subcontractor's/system integrators),</li> <li>- Year of engagement,</li> <li>- Project duration,</li> <li>- Total cost of Project (in MUR)</li> </ul>
<b>E-4</b>	<p>The bidder should be a standalone business entity and should have an annual turnover of at least MUR 40 million for the previous three (3) financial years. The bidder should provide Audited financial statements (Balance Sheet, P&amp;L, Cash Flow and Notes to Accounts) for the last three (3) financial years. The accounts must be audited by a reputable audit firm.</p>
<b>E-5</b>	The bidder should confirm that it has fulfilled its obligation to pay taxes.
<b>E-6</b>	<p>The Bank will reject any bidder who may have been involved or alleged to have been involved in any corrupt or fraudulent practices, money laundering and, debarred from participating in any public procurement.</p> <p>The bidder must provide a written undertaking for this purpose.</p>
<b>E-7</b>	The bidder shall provide the details of proposed Project Management Team (Directors, Managers etc.) and Implementation Team members, with past experience in similar projects.
<b>E-8</b>	<p>The bidder should provide the list of their directors, beneficial owners and executive management.</p> <p>The Bank will reject any bidder whose director or beneficial owner or member of executive management may have been involved or alleged to have been involved in any corrupt or fraudulent practices or money laundering.</p>
<b>E-9</b>	The bidder should provide the shareholding structure of the company indicating majority shareholders. Refer to <b>Annexure C</b> .
<b>E-10</b>	The bidder shall not outsource the Project to any other third-party company.

## Annexure B: Details of the PAM Tool already set up by Bidder

Project Name 1	
Entity Name & Address	
Client Contact Person Name: Designation: Phone Number: Fax Number: Mobile Number: Email Address:	
Project Value in MUR	
Sector	
Project schedule Start Date End Date (as per PO) End date (actual)	
Composition of implementation team	
Detailed Scope of Project	
Geographical Spread of client	City/Province/Country/Global
Bidder's role in the Project (Project Management / Design/ Set up / Maintenance / Testing)	
Overall client satisfaction (Excellent/Good/Satisfactory/Below Average)	
Project Name 2	
Entity Name & Address	
Client Contact Person Name: Designation:	



Phone Number:	
Fax Number:	
Mobile Number:	
Email Address:	
Project Value in MUR	
Sector	
Project schedule	
Start Date	
End Date (as per PO)	
End date (actual)	
Composition of implementation team	
Detailed Scope of Project	
Geographical Spread of client	
Bidder's role in the Project (Project Management / Design/ Set up / Maintenance / Testing)	
Overall client satisfaction (Excellent/Good/Satisfactory/Below Average)	

## Annexure C: Bidder Details

### BID FORM

Chairperson - Tender Committee

BANK OF MAURITIUS

SIR WILLIAM NEWTON STREET

PORT LOUIS

Dear Madam,

#### **SUPPLY, INSTALLATION AND CONFIGURATION OF A PRIVILEGE ACCESS MANAGEMENT (PAM) TOOL FOR THE BANK OF MAURITIUS (BANK)**

In accordance with the Request for Proposal (RFP) bearing reference BOM/PAM/1-2025 dated 18 August 2025 for the execution of the above works, we, the undersigned, offer to undertake the above works to the entire satisfaction of the Bank.

We are hereby submitting our Proposal, which includes a Technical Proposal and a Financial Proposal, by email encrypted as per the requirements of the RFP.

1. We acknowledge that the Annexure to the Bid Form forms 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 date of bid opening 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.

Name of Contractor: .....

Signature of the first Director .....

Address.....

.....

Date.....

Signature of the second Director .....

Address.....

.....

Date.....

Company Seal

**Bidder's details**

S. No	Description	Details
1	Name of Bidder	
2	Date of Incorporation and/or commencement of business	
3	Certificate of incorporation and details of shareholders and directors.	
4	Brief description of the Bidder including details of its main line of business	
5	Particulars of Company	
5.a	Website URL	
5.b	Address	
5.c	Phone Number (Landline)	
5.d	Mobile Number	
5.e	Fax Number	
5.f	Email Address	
6	Particulars of the Authorized Signatory of the Bidder	
6.a	Name	
6.b	Designation	
6.c	Address	
6.d	Phone Number (Landline)	
6.e	Mobile Number	
6.f	Fax Number	
6.g	Email Address	

#### Annexure D: Request for Clarifications

Bidders requiring specific points of clarification may communicate with the Bank during the specified deadline for sending queries in the Bid Information Sheet using the following format. The column Clarifications is reserved for the Bank to respond to bidder's queries.

Query Serial No.	Requirement Number	Current Specification	Query (In terms of Clarification or Modification or Addition of New clause)	Clarifications
1				
2				
3				
4				

#### Annexure E: Price Schedule of Services

A bidder shall make a Financial Proposal based on its Technical Proposal.

The tables below shall be used as format in responding to the Financial Proposal. The items in the table below are indicative and may be changed by the bidder.

##### **Overall Cost for the whole Project**

Bidders are required to provide overall cost for the project as well as a break down cost of all the different modules, options and licences as necessary. Prices should include all taxes and should be in Mauritian Rupees. Additional modules (or options) and breakdown costs may be included by bidders, if needed.

**Cost (Prices must include all taxes)**

Item	Year 1	Year 2	Year 3	Year 4	Year 5
Software Licence					
Hardware		N/A	N/A	N/A	N/A
Overall maintenance cost	Included in warranty				
Any other licenses (if any)	Included in warranty				

Maintenance cost for 5 years (excluding first year where the solution is expected to be under warranty for the first year).

Signature of bidder \_\_\_\_\_

Note: In case of discrepancy between unit price and total, the unit price shall prevail.