

South African Reserve Bank

Financial Services Department

Expression of Interest

Ref. no.: IG/02-2013

**for the provision of a National Cash Management
Solution (NCMS) to**

South African Reserve Bank

Call for the Expression of Interest (EOI) for the supply and implementation of a National Cash Management Solution (NCMS) for the South African Reserve Bank

Ref. no.: IG/02-2013

The South African Reserve Bank (the Bank) invites potential Software Vendors and Systems Integrators, to submit their expression of interest for the supply of a National Cash Management Solution (NCMS) for the South African Reserve Bank. The Software Vendor(s) and the Systems Integrator(s) will provide a technology solution, implementation and post implementation support services that includes (including but not limited to), project management, business analysis, systems development and testing, systems integration transition management, knowledge transfer and training. Only Systems Integrators that are accredited by the chosen Software Vendor supplying the software package with the necessary capacity, knowledge, skills and favourable applicable references will be considered.

Attached is a summary of the RFP document that will be issued formally to successful respondents at a compulsory briefing session to be held on Monday 11th February 2013 at 10h00 (CAT), at the SARB Conference Centre situated at **370 Helen Joseph Street** (formerly Church Street), Pretoria, South Africa.

Kindly note that the Bank is a National Key Point and shortlisted respondents and individuals proposed on the project team will be subjected to a personnel security vetting process in accordance with the Bank's security vetting policy and prevailing legislation.

Interested parties are hereby invited to express their interest by completing the Letter of Intent to Respond. Refer to Annexure A: Letter of Intent to Respond below.

Your Letter of Intent to Respond must be **an original document** clearly marked "original" accompanied by **four (4) copies** thereof, clearly marked "copy" (five documents in total). The documents must be enclosed in a sealed envelope bearing the Expression of Interest name and reference number that appears at the top of the advertisement, as well as the due date and closing time.

Responses will be received until **10h00 (CAT) on Thursday 7th February 2013**.

Your Letter of Intent to Respond should be deposited in the **tender box** at the Bank's Head Office, **370 Helen Joseph Street** (formerly Church Street), Pretoria.

The Bank reserves the right to rescind the process should it be deemed necessary. However, all respondents will be informed accordingly. Failure to comply with any instruction contained in the document may lead to disqualification.

Late submissions will not be considered.

Enquiries: Isabel Gaspar at e-mail: Isabel.gaspar@resbank.co.za

[On Official Company Letterhead]

Annexure A: Letter of Intent to Respond

DATE: ____/02/2013

TO: Isabel Gaspar, SARB Procurement

RE: South African Reserve Bank Call for Expression of Interest dated 27th January 2013 Number IG/02-2013

Dear Sirs:

This letter shall act as confirmation that we intend to respond to the South African Reserve Bank's Call for Proposals under the Expression of Interest, dated 27th January 2013.

The following documentation is hereby submitted for review and evaluation by SARB:

1. Company profile with references of other clients
2. Company Information.
 - 2.1 Company name and registration number;
 - 2.2 A valid Tax Clearance Certificate - Tender (not older than 6 months);
 - 2.3 A certified copy of a valid certificate to commence business;
 - 2.4 A certified copy of a valid certificate of change of name of company;
 - 2.5 A certified copy of a valid certificate of incorporation of a company having a share capital;
 - 2.6 A certified copy of any Joint Venture, Shareholders', Partnership or similar agreement which will be relevant to our bid;
 - 2.7 A certified copy of our Professional Indemnity Insurance Cover; and
 - 2.8 A list reflecting the names and ID numbers of all company directors.
3. Proof of our compliance to Broad-Based Black Economic Empowerment initiatives, by way of our rating certificate
4. Signed undertaking of confidentiality (Annexure B to the Expression of Interest)

For scheduling, questions and organisational issues, please contact the following:

[name of principal contact]

[address]

[phone number]

[fax number]

[email]

[list any other contacts involved in the proposal]

Yours truly,

[name & title]



South African Reserve Bank

Annexure B: Undertaking of Confidentiality

UNDERTAKING OF CONFIDENTIALITY

This undertaking of confidentiality is made and entered into on this ____ day of _____ 2013, by _____ (insert full names) in his / her capacity as _____ (insert) of _____ (insert name of institution and registration number, where applicable), with its usual place of business at _____ (insert), hereinafter referred to as the “recipient”, in favour of the South African Reserve Bank, hereinafter referred to as the “SARB”, with its usual place of business at 370 Helen Joseph (formerly Church) Street, Pretoria.

In consideration of the mutual covenants and provisions contained herein, the recipient undertakes as follows:

In this agreement, the following terms will have the meanings ascribed to them below:

“**effective date**” shall mean the date upon which this agreement is signed by the recipient;

“**SARB**” shall mean the party making information, as defined below, available to the other party;

“**recipient**” shall mean the party to whom information, as defined below, is made available;

“**information**” shall include:

Information relating to the National Cash Management Solution (NCMS) Programme which is disclosed by SARB, including:

the Expression of Interest; and

the RFP; and

data furnished, disclosed and/or transmitted to the recipient, whether disclosed orally or in writing, pursuant to the RFP; and

notes, analyses and other documents prepared by the recipient or its representatives which have been based upon or derived from confidential information received from the SARB pursuant to the RFP.

“**product/service**” shall mean the NCMS Programme and all services described in the RFP.

“NCMS Programme” shall mean such project as described in the RFP.

“RFP” shall mean SARB’s Request for Proposal no IG/02-2013 for the provision of a National Cash Management Solution.

In furtherance of this agreement, the SARB may, at its option, make information available to the recipient. Information disclosed verbally, in writing or electronically will be considered as confidential. However, information shall not include any information which:

is contained in a publicly available printed publication prior to the date of this agreement;

is or becomes publicly known through no wrongful act on the part of the recipient;

is known by the recipient without any proprietary restrictions at the time of receipt of such information from the SARB or becomes known to the recipient without proprietary restrictions from a source other than the SARB; or

is independently developed by the recipient without reference to the information disclosed by the SARB.

The recipient agrees to receive the information in the utmost confidence and to keep the same information confidential, using at least the same degree of care as is used by the recipient to protect its own confidential information.

The recipient further agrees to disclose the information only to its authorized employees, sub-contractors, suppliers, legal advisors and financial advisors whose services are required in furtherance of the objectives of the business relationship between the parties, and to require each of its colleagues, and its authorized employees, sub-contractors, suppliers, legal advisors and financial advisors to comply with the terms of this agreement, prior to the disclosure to such employees, sub-contractors, suppliers, legal advisors and financial advisors.

The recipient shall not make any additional copies of information without the express written consent of the SARB. The recipient will at its own cost, and after a written request has been submitted by the SARB, return all documents and tangible property in its possession which contain any part of the information disclosed to the recipient by the SARB hereunder.

The recipient shall use such information only in connection with the furtherance of the business relationship between the parties pursuant to the RFP, and the recipient shall make no further use, in whole or in part, of any such information. However, nothing in this agreement shall restrict the SARB from using, disclosing or disseminating its own information in any way.

The recipient shall not be entitled to utilize the name of the SARB in publicity releases, advertising or for other promotional purposes without securing the prior written consent of the SARB.

The obligations imposed by this agreement will remain in perpetuity.

This agreement sets forth the entire agreement and understandings between the recipient and the SARB (the "parties") as to the subject matter hereof and supersedes, cancels, and merges all agreements, negotiations, commitments, writings, and discussions between them as to the subject matter prior to the date of this agreement. Neither of the parties shall be bound by any condition or representations with respect to such subject matter, other than as expressly provided in this agreement or as duly set forth on or subsequent to the date of this agreement in writing, and signed by a proper and duly authorized representative of the parties.

This agreement will be governed by and construed in accordance with the law of the Republic of South Africa and the parties agree to submit to the exclusive jurisdiction of the South African courts.

In the event of the invalidity or unenforceability of any provision of this agreement under any applicable law, the parties agree that such invalidity or unenforceability shall not affect the validity or enforceability of the remaining portions of this agreement.

In witness whereof the recipient has caused this agreement to be signed in its name.

Signature of recipient on behalf of the organization referred to at the beginning of this agreement, who by affixing his/her signature hereto warrants his/her authority to bind the organization.

Name

Title

Date

Request for Proposal Summary

Ref. no.: IG/02-2013

**for the provision of a National Cash Management
Solution (NCMS) to**

South African Reserve Bank

Copyright Notice:

This document contains information that is proprietary and confidential to SARB who has all rights of copyright in it. Any dissemination, distribution, reproduction, or disclosure in any form of the content of this document is forbidden without prior written permission of the SARB.

Table of Contents

Annexure A: Letter of Intent to Respond	iii
Annexure B: Undertaking of Confidentiality	v
1.0 NCMS RFP Summary	2
1.1 Introduction and Background.....	2
1.2 Business Outcomes	3
1.3 Anticipated Benefits.....	3
2.0 Scope and RFP Structure	4
2.1 Scope.....	4
2.1.1 Phase 1.....	4
2.1.2 Phase 2.....	4
2.2 Organisational scope.....	4
2.3 NCMS Programme Plan.....	5
2.4 RFP Structure	5
3.0 Proposal Evaluation.....	7
3.1 Evaluation Process	7
3.2 Evaluation Criteria.....	8
3.2.1 Chapter 1: NCMS Software Package Selection.....	8
3.2.2 Chapter 2: NCMS System Integrator Services.....	9
3.3 RFP Schedule of Events	10
4.0 NCMS Contextual Summary	11
4.1 SARB Architecture Principles	11
4.1.1 Application Principles	11
4.1.2 Systems Engineering Principles	11
4.1.3 Best Practise Principles.....	11
4.2 ERP Application Portfolio	13
4.3 Non-ERP Application Portfolio.....	14
4.4 NCMS Stakeholders.....	15
4.5 Solution Overview	16
4.6 NCMS Business Function Capability Overview	17
4.6.1 Target Landscape	17
4.6.2 The NCMS Value Chain	17

List of Tables

Table 1.	RFP Schedule of Events	10
Table 2.	Non-ERP Application Portfolio	14

1.0 NCMS RFP Summary

1.1 Introduction and Background

One of the core functions of the South African Reserve Bank (SARB) is to “ensure that South African currency, banking and the financial system as a whole is sound, meets the requirements of the country and keeps abreast of international developments”. Derived from this function is the Currency Management Department’s (CMD) mandate to “ensure the sufficient supply of high-quality South African banknotes and coin in circulation”.

The cash management process, as currently employed by the CMD, has been in existence for a number of years and is well established. The process involves the creation of banknotes and coin and the warehousing, issuing, distribution and destruction thereof.

The current process is largely manual and is supported to a limited degree by the following non-integrated IT systems, i.e. the South African National Cash Administration System (SANCAS), Microsoft Excel spreadsheets, SARB ERP, Payment Monitor System and SAMOS, the national payment system.

There is an extensive requirement for management information relating to the cash management process. This includes information on inventory, quality, quantities, monetary value, denomination, location, handling, geographical distribution, security and logistics pertaining to the cash in circulation in the country. The lack of sufficient and integrated technology, however, negatively impacts the ability to obtain reliable cash management data.

The cash management process requires close interaction between the SARB head office in Pretoria, the SARB Depot in Pretoria North, the SARB branch offices in Johannesburg, Bloemfontein, Durban, Port Elizabeth, East London and Cape Town, the two SARB subsidiaries, i.e. SA Mint and SA Banknote Company, as well as the cash industry (i.e. commercial banks, Cash-in-Transit (CiT) companies, and BankServ, the system provider of commercial banks and CiT companies).

In 2001 a software application called SANCAS was developed by the SARB’s Business Systems and Technology Department (BSTD) and implemented in all SARB branch offices and head office in Pretoria. SANCAS is used as an inventory system for movement of cash (inventory) between the SARB, its branches and the cash industry. The SANCAS system is, however, outdated and does not address all the requirements of the CMD. In order to address these limitations, the CMD, with sponsorship, programme management support and technical guidance from BSTD, launched the National Cash Management Solution (NCMS) Programme in February 2011.

The goal of the NCMS Programme is to procure and implement a national cash management solution for the SARB which will enable the full automation and seamless integration of the cash management value chain within (internal stakeholders) and between the SARB, the cash and its external stakeholders.

During February 2011 to 30 January 2012, the SARB’s cash management strategy was revised, in co-operation with the major commercial banks. The main objectives of the revised cash management strategy are as follows:

- “Maintain public confidence in the South African currency by ensuring its integrity and security” (this refers to the issue of the new series banknotes in the last quarter of 2012);

- “Improve efficiency and effectiveness in the distribution and processing of cash”;
- “Reduce the growing demand for increased vault space, cash processing and other infrastructure within the SARB, by allowing industry to process cash closer to the point of use”.

The NCMS Programme will support the revised cash management strategy objectives in “improving efficiency and effectiveness in the distribution and processing of cash” through the implementation of a state-of-the-art cash management solution that will address all aspects of the cash management value chain and which will be totally integrated with peripheral systems.

1.2 Business Outcomes

The objective of the NCMS Programme is to support CMD to accomplish its high level business objectives, namely;

- Ensure adequate acceptable quality currency in circulation
- Provide a robust forecasting solution that will ensure the country’s new banknote and coin requirements are projected adequately on an annual basis
- Manage the quality of banknotes and coin placed into circulation
- Manage the inventory/vault cash movements and stock holdings
- Ensure that the process of accounting for cash and its related charges is adequately performed
- Combat counterfeiting of banknotes and coin
- Manage the counterfeit notes and coins, dye-stained and mutilated banknotes
- Integrate with surveillance management systems during note processing activities for the purposes of tracing and tracking of the activities within cash handling areas within SARB
- Implement a fully automated solution to manage all cash within SARB and to ensure it is interfaced with the banking industry’s Integrated Cash Management Systems (ICMS)

1.3 Anticipated Benefits

- The optimisation of cash holdings in the entire cash management industry will result in reduced inventory holdings and operational costs;
- Availability of reliable and timeous data on the demand, production, holdings and distribution of cash throughout the industry;
- Ability to enable straight-through processing of deposit and withdrawal transactions between commercial banks, CiT companies and the SARB;
- Availability of secure data infrastructure between all stakeholders;
- Integration between the SARB’s cash management system and the industry’s Integrated Cash Management System (ICMS) and Virtual Vault capability will create a national view of the total cash in circulation in South Africa.

2.0 Scope and RFP Structure

2.1 Scope

The NCMS Programme has been broken down into 2 phases as follows with ONLY the implementation of phase 1 being in scope for this RFP.

2.1.1 Phase 1

Deliver a National Cash Management Solution which includes the planning, issuing, distribution and destruction of bank notes. The NCMS Solution will include integration between SARB and all external stakeholders as well as operational reporting capability.

The scope of phase 1 which covers the core NCMS Solution has two key RFP components:

1. NCMS Software Package selection (Chapter 1)
2. System Integrator Services for (Chapter 2):
 - a. Implementation Services; and
 - b. Support Services.

2.1.2 Phase 2

Details for Phase 2 are included to provide potential respondents with sufficient context on the long-term view of the intended solution.

This phase entails enhancements and additions to the NCMS Solution to cover coin management. It also entails an increase in functionality to include Long Term Demand Forecasting, Contract Management, Counterfeits Management, Enhanced Reporting and Analysis, Cash Processing Inspectorate and Compliance.

2.2 Organisational scope

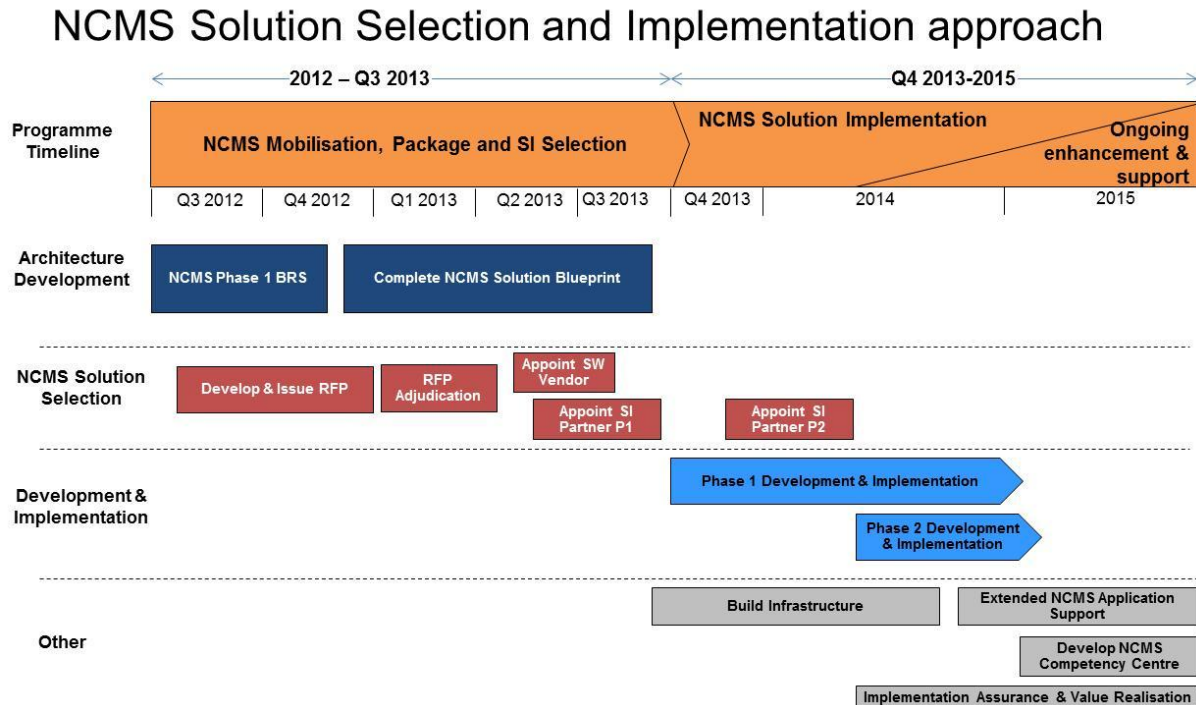
The locations and user counts are as follows:

- Total of +/- 250 users based on current system are spread as follows:
 - Head Office – 35
 - Johannesburg Branch – 35
 - Pretoria North Branch/Depot – 35
 - Port Elizabeth Branch – 20
 - East London Branch – 20
 - Bloemfontein Branch – 20
 - Cape Town Branch – 25
 - Durban Branch – 35
 - Business Intelligence users – 25

2.3 NCMS Programme Plan

The overall high-level approach to the NCMS Programme as anticipated is illustrated in Figure 1 below, and shows the key programme phases and review points.

Figure 1. Preliminary High-Level NCMS Solution Programme Plan



Changes to the preliminary implementation plan and the phasing of functionality implementation may be adjusted as a result of proposed recommendations received from Respondents in response to the current RFP process.

The SARB anticipates a phased deployment of the NCMS Solution and expects the Provider to present a comprehensive plan that covers all key phases and activities specific to the project scope.

Subject to the SARB’s satisfaction with the selected Provider’s performance of the activities in this RFP, it is the SARB’s intention to complete all phases of system implementation and deployment with the appointed Provider.

A change in the order of implementation does not change the related charges unless otherwise mutually agreed.

2.4 RFP Structure

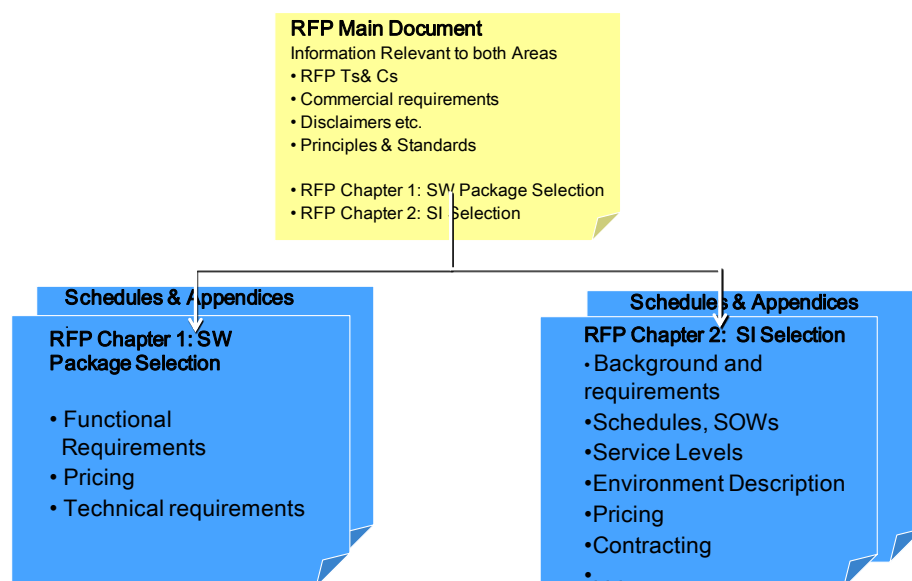
The RFP has been broken down into two specific key areas, namely;

1. NCMS Software Package Selection;
2. NCMS Systems Integrator for development, implementation and support services.

The reason for doing this is that these areas are distinct in their requirements, how they are evaluated, negotiated and contracted. They in effect constitute distinct RFPs of their own and will be negotiated and contracted separately.

The following figure provides a view of the structure of the RFP.

Figure 2. RFP Structure



RFP Main Document - The main RFP document provides the background of the RFP covering administrative elements, terms and conditions, conditions of proposal and SARB technology standards and principles, as well as information common to both the chapters of the RFP.

RFP Chapter 1: NCMS Software Package Selection - This Chapter of the RFP is focussed on the selection of a software package that will provide the base upon which the NCMS application(s) will be configured and developed and is targeted at the Software Vendor market which includes Independent Software Vendors (ISV) and their Accredited Value Added Resellers (VAR) market.

RFP Chapter 2: - Systems Integrator (SI) Provider Selection - This chapter of the RFP is focussed on the selection of an experienced Systems Integrator(s) who will configure, customise and implement the selected software package. Additionally, there is a managed services requirement whereby the SI will operate and support the NCMS Solution and transfer these capabilities to the SARB once the internal capability has been established.

RFP Chapter Dependencies

There are dependencies between these two chapters of the RFP with particularly **Chapter 2: NCMS Implementation Services** requiring an in depth view of the software package vendor and their response to Chapter 1 of the NCMS RFP to gain an understanding of the complexities of the package implementation (e.g. configuration, customisation levels etc.) so as to effectively estimate the level of effort required to implement the NCMS Solution in a manner that complies with SARB’s business requirements.

Software Vendor to Engage Qualified Systems Integrator Partners

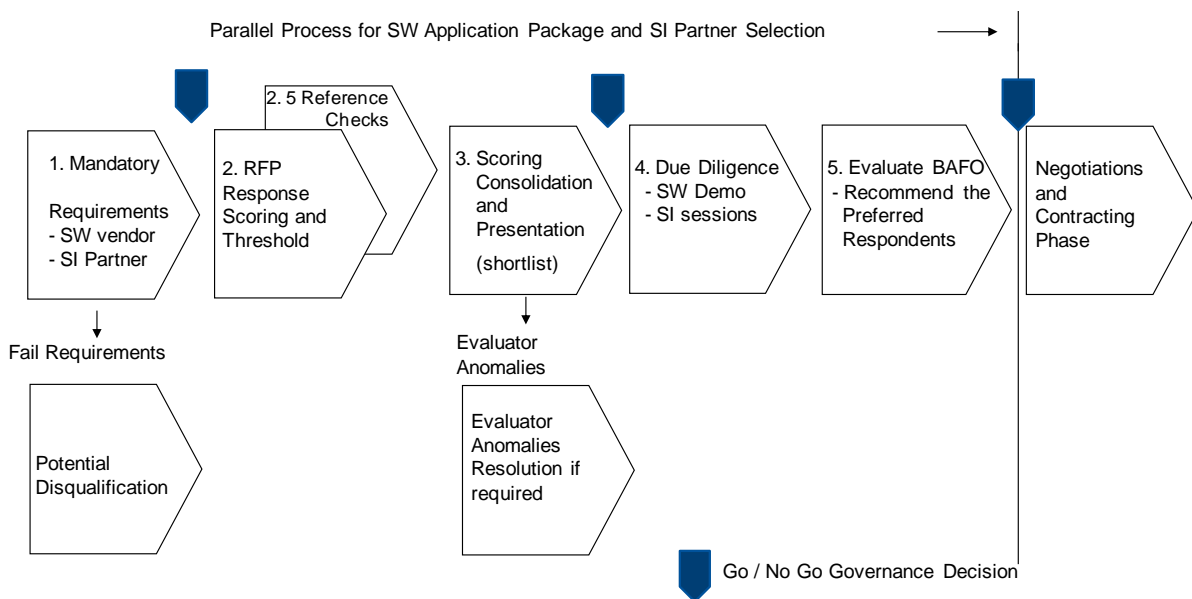
The SARB realises the importance of the SI in determining the successful outcome of the NCMS Programme. For this reason the SARB would like to restrict the choice of a SI partner for the implementation of the selected software package to only certified partners of the chosen software product to ensure quality implementation practices and mitigate support risks. Given this we request the Software Vendors to invite all certified SI Partners (those SI Partners that hold a level of certification with the Independent Software Vendor [ISV] e.g. Gold) to indicate their interest to respond to Chapter 2: NCMS SI Services for their software package. Note this can include the Software Vendor should they have an internal professional services capability that can offer these services. This will minimise SARB’s risk of engaging a qualified and experienced SI and will not favour any certified SI over the other.

3.0 Proposal Evaluation

3.1 Evaluation Process

The proposal evaluation period will close upon completion of the proposal evaluations by the SARB NCMS Evaluation Committee. A proposal not meeting the mandatory requirements and instructions contained in this RFP may be rejected as being non-responsive. A proposal shall be considered responsive if it complies in all material respects to the requirements of the RFP documents. The Evaluation Committee will consider the apparent ability of the NCMS Software Vendors and SI Providers to meet and successfully complete the requirements of the RFP in a timely, professional and cost effective manner. Any Contract resulting from this RFP shall be awarded to that responsive firm(s) whose proposal represents the best functional fit and value to the SARB.

Figure 3. Evaluation Process



Proposals shall be evaluated using a five step process:

- **Level 1 — Mandatory Requirements Review**

The SARB will perform an initial responsiveness review to determine compliance with the mandatory requirements listed in the Expression of Interest and shall notify all disqualified NCMS Software Vendors or Systems Integrators. Non-compliance with mandatory requirements may lead to disqualification by being deemed non-responsive to this RFP, which may result in such proposals no longer be considered.

- **Level 2 — Proposal Content and Initial Cost Ratings**

Proposals that meet the Level 1 Mandatory Requirements shall be evaluated based on the evaluation criteria outlined in section 3.2 “Evaluation Criteria”. Software Vendors and Systems Integrators shall be evaluated and scored separately. Initial cost information will be evaluated as part of Level 2 Evaluation process.

- **Level 3 — Evaluation Scoring Consolidation and Shortlist Recommendations**

The Evaluation Committee’s scoring will be reconciled for anomalies and an evaluation report detailing the recommendations for the Software Vendor shortlist and associated Systems Integrators will be compiled and presented for approval. This will result in the shortlist to progress onto the due diligence level of tasks. For those Software Vendors and their associated SIs who were not shortlisted the process ends here.

- **Level 4 — Due Diligence**

This level will give the shortlisted Software Vendors and associated Systems Integrators the opportunity to further investigate requirements and NCMS architecture detail to enable them to prepare a Best and Final Offer (BAFO) for evaluation by SARB.

This will include demonstration of the software packages capabilities via selected scripted demos to further inform the Evaluation Committee of the packages and their capabilities.

- **Level 5 — Evaluate Best and Final Offer**

At this level the evaluation process is finalised by evaluating the Software Vendors and the associated shortlisted System Integrations BAFO and recommending to the NCMS programme governance the Respondent(s) to take through to the Negotiations and Contracting phase of the process.

3.2 Evaluation Criteria

The RFP indicative evaluation criteria are as follows for the different RFP chapters.

In addition, and at its sole discretion, SARB may determine and use any other relevant criteria. Prior to making its decision, SARB will conduct a thorough review of all proposals. SARB may, at its sole discretion, seek clarification regarding any aspect of a proposal, or any information or documentation submitted by a Respondent, and may do so without notification to any other Respondent.

3.2.1 Chapter 1: NCMS Software Package Selection

The functional, technical fit, compliance with SARB Enterprise Architecture, vendor competency, experience, pricing and background of Software Vendor will be considered in making the contract award. A proposal other than the lowest priced may be selected if the SARB determines, at its sole and absolute discretion that its interests would be best served by doing so. The SARB reserves the right to withhold all information used in conducting the evaluation.

The SARB will use a structured process to evaluate all RFP responses, select the Software Vendor (RFP Chapter 1), and ultimately select the Systems Integrator of choice (RFP Chapter 2). Many attributes will be evaluated and weighed during the review process.

The following list provides some of the factors that will be used to select a Software Provider. (note: order does not indicate importance)

- Content and quality of the proposal
- Software Vendor's ability
 - The software vendor's ability to meet the specified requirements and to provide information about the proposed software solutions
 - The software vendor's demonstrated experience with projects of a similar nature
 - The software vendor's ability to conform to the SARB's Architecture Principles and Technology standards
 - The software vendor's compliance/performance with Broad-Based Black Economic Empowerment initiatives.
 - The size and structure of the software vendor's organisation, staffing, reputation within the industry, and previous experience
 - The software package(s) sustainability and future development roadmap
 - The vendor's future system maintenance and support strategy and pricing
- The total cost of the software solution
- The license and maintenance terms proposed by the Software Vendor.

3.2.2 Chapter 2: NCMS System Integrator Services

The competency, experience and background of SI Providers will be considered in making the contract award. A proposal other than the lowest priced may be selected if SARB determines, at its sole and absolute discretion, that its interests will be best served by doing so. SARB reserves the right to withhold all information used in conducting the evaluation.

Proposals will be evaluated based on the fit of Providers value proposition with SARB objectives and on criteria including, but not limited to, the following (note: order does not indicate importance):

- Content and quality of the proposal
- Providers ability to handle the work
 - Project Team Experience and Cultural Compatibility
 - Organisation, Industry and Business Process Expertise
 - Organisational Change Management and Quality Assurance
 - Implementation Strategy, Approach and Project Planning
 - Overall System Solution, Methodology, Tools and Accelerators
 - References
- Providers acceptance of SARB's Master Services Agreement (MSA), Schedules and Appendices
- Provider's flexibility from initiation and over the life of the contract
- Broad-Based Black Economic Empowerment Initiatives
- Price
 - Total costs
 - Rate card

3.3 RFP Schedule of Events

The anticipated schedule for completion of this RFP process is shown in the table below (dates are subject to change).

Table 1. RFP Schedule of Events

Key Event	Date and Time (CAT) and Location
Expression of Interest (EOI) advert in the Sunday Paper	27 th January 2013
Prospective Respondents submit the EOI Letter of Intent to Respond together with the documents listed in the specimen EOI Letter of Intent to respond	7 th February 2013 10h00
RFP Issuing and Briefing Session	11 th February 2013 10h00 Conference Room C, SARB Conference Centre
Joint Vendor Briefing and Q&A Session	19 th February 2013 10h00 Syndicate Room 3, SARB Conference Centre
RFP Close	8 th March 2013 12h00 (noon)
Evaluation to Shortlist	22 th March 2013
Provisioning of Scripted Demo to shortlisted RFP Respondents	22 th March 2013
Evaluation of Scripted Demos and Due Diligence	15 th - 19 th April 2013 (time slots to be scheduled with shortlisted Respondents)
Evaluation Report	6 th May 2013
Notify Respondents	21 st June 2013
Negotiations and Contracting tasks begin	1 st July 2013
Contracting	By end August 2013

4.0 NCMS Contextual Summary

The following section provides a high level overview of the NCMS solution context.

The SARB has established Enterprise Architecture (EA) guidance and standards that are applicable to the selection of any new technologies and IT solutions.

4.1 SARB Architecture Principles

The following is a subset of the principles that are pertinent to this RFP. Both the NCMS Software Package Vendors and the NCMS Systems Integrators must take cognizance of their proposed solutions level of compliance to these principles as this will be factored into the evaluation scoring process.

4.1.1 Application Principles

Principle 1. *Reuse before you buy and buy before you build*

In considering system requirements (e.g., new functionality), the SARB should look to reuse existing components before they buy. If no components exist, purchased solutions (e.g., COTS) should be explored before building.

Principle 2. *Common Use Applications*

Development of applications used across the enterprise is preferred over the development of similar or duplicative applications which are only provided to a particular organisation.

4.1.2 Systems Engineering Principles

Principle 3. *Reduce Integration and Interoperability Complexity*

The complex integration and inter-relationships within the enterprise architecture must be reduced. Systems must be designed, acquired, developed, or enhanced such that data and processes can be effectively shared, for appropriate purposes, across the SARB and with our partners and customers.

Principle 4. *Industry Standards*

Exploit the benefit of appropriate industry standards, which include de jure standards, as well as those determined through market leadership (de-facto). Extra value will be given to products adhering to industry standards and open architecture.

Principle 5. *Mainstream Technologies*

IT solutions will use industry-proven and “state-of-the-art” mainstream industrial strength technologies provided from a reasonable number of strategic vendors.

Principle 6. *Scalability*

Our underlying technology infrastructure and computing environment must be designed to be scalable in size, capacity, and functionality to meet changing requirements.

4.1.3 Best Practise Principles

Principle 7. *Infrastructure Leverage*

Business solutions must leverage the capabilities of the current IT infrastructure to ensure that the overall technology complexity and associated costs are minimised.

Principle 8. *Minimise Technology, Product and Configuration Diversity*

In accordance with and governed by the higher order principles of appropriate economies-of-scale, the technology infrastructure will be governed by common architectural standards in the interests of reduced diversity and lower cost.

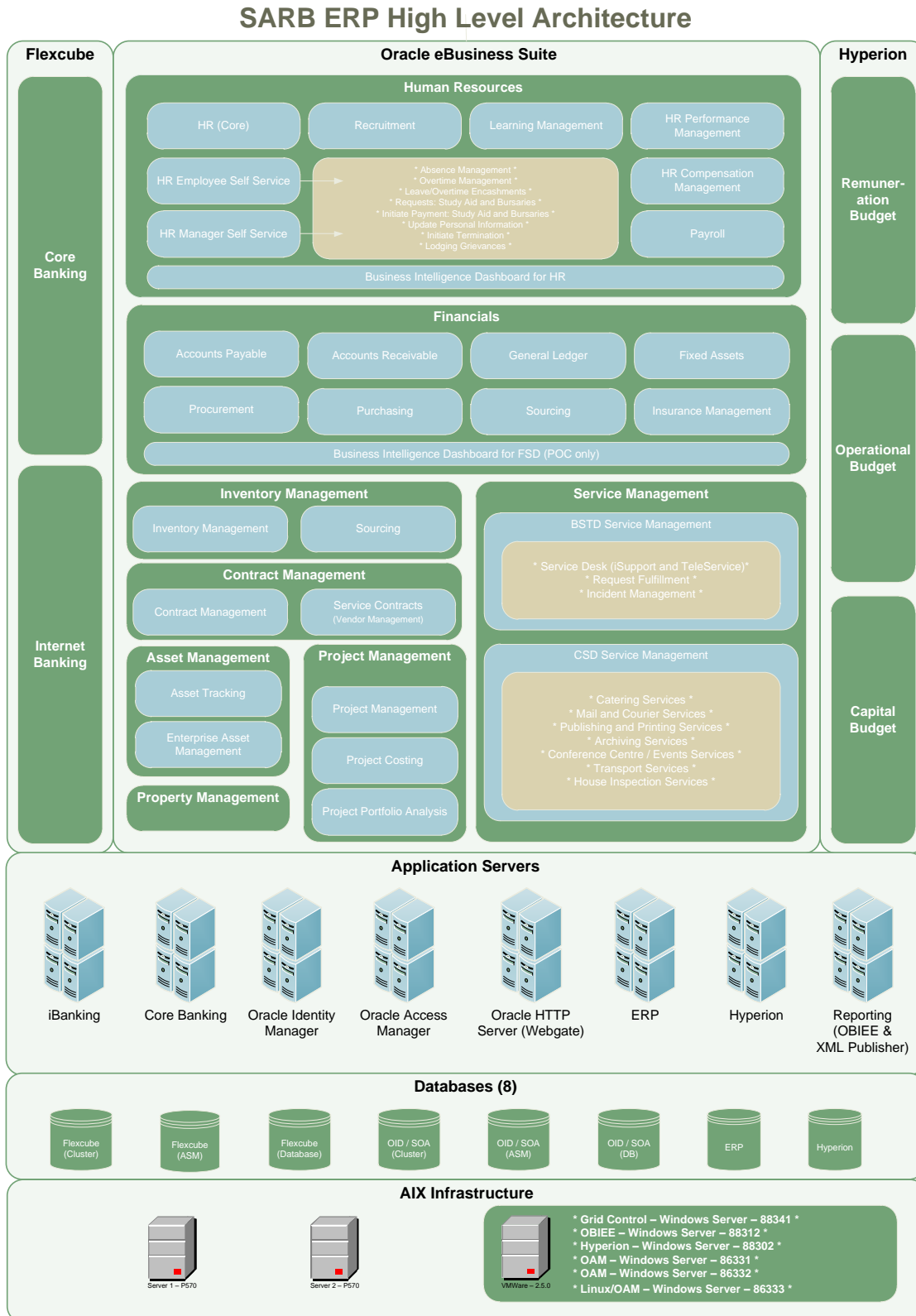
Principle 9. *Control Technical Diversity*

Technological diversity is controlled to minimize the non-trivial cost of maintaining expertise in and connectivity between multiple processing environments.

4.2 ERP Application Portfolio

The following figure provides a view of the SARB ERP application portfolio within which the NCMS solution needs to fit.

Figure 4. ERP Application Portfolio



4.3 Non-ERP Application Portfolio

The following table provides a view of the SARB ERP application portfolio within which the NCMS solution needs to fit.

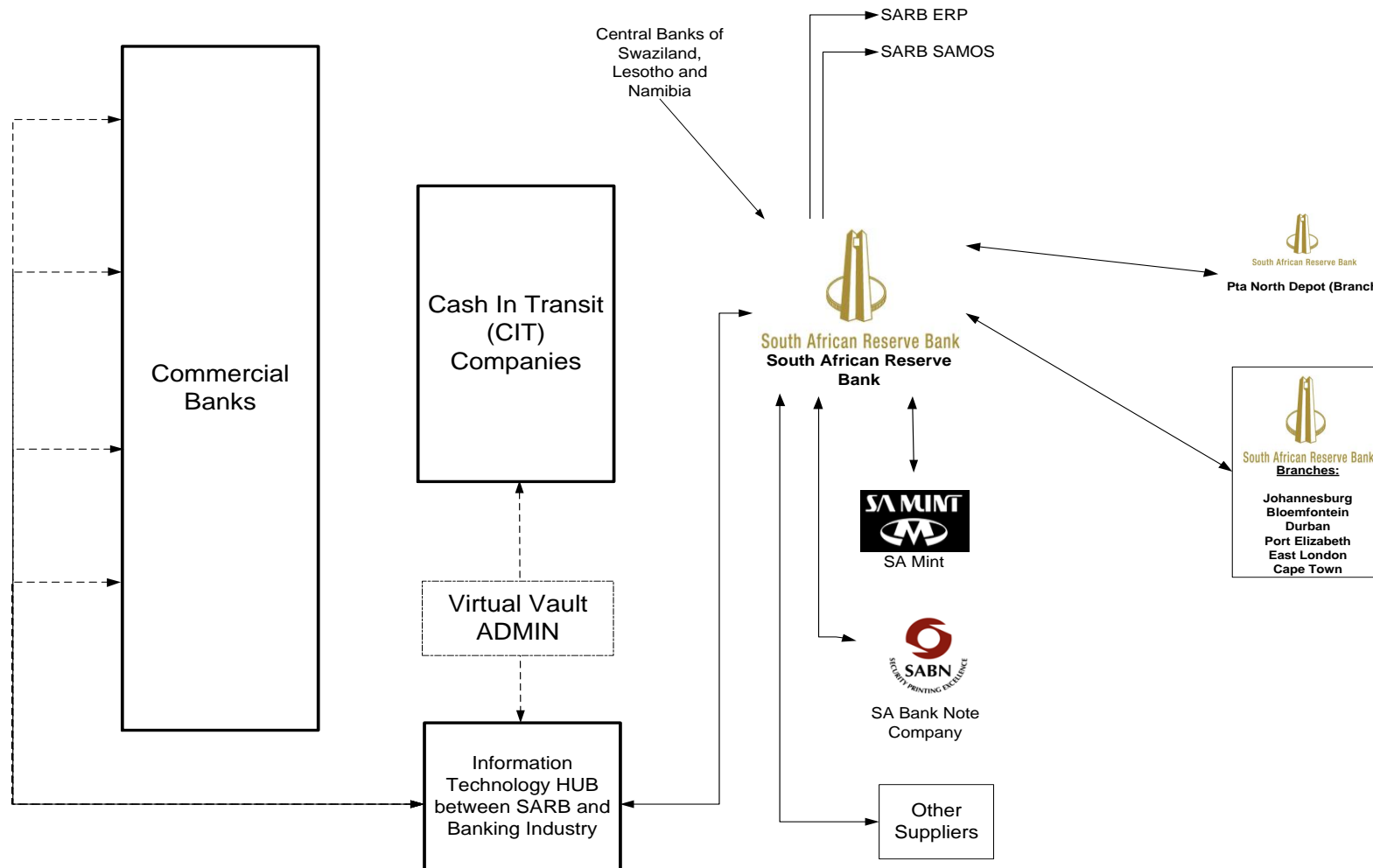
Table 2. Non-ERP Application Portfolio

Name	Description
Internal SARB Applications	
South African Multiple Option Settlement System (SAMOS)	The South African Multiple Option Settlement System (SAMOS) is used for settlements between the commercial participants and/or the South African Reserve Bank.
Integrated Security Management Solution (ISMS)	Enterprise wide security management solution. <ul style="list-style-type: none"> • Identity Management – to be developed • Video Surveillance – Visiowave and Avigilon • Access Control – Impronet, Facility Commander Wnx
Internal Messaging and Middleware Applications	
SWIFT	Financial delivery platform for SARB and participants worldwide.
XCOM Wrapper	XCOM Wrapper is a custom solution that is a file decomposition and transformation engine for the effective integration between SARB and the cash industry participants.
Enterprise Integration Platform (IBM MQ + BROKER)	Middleware platform of choice for integration between legacy application components and any other application components within SARB.
Internal Branch Cash Processing Technologies	
Note Processing Machine	Note processing machines used for processing bank notes. G & D Technologies are in use in this domain.
External Applications (to be integrated with)	
Integrated Cash Management System (ICMS)	The Integrated Cash Management System (ICMS) is a centralized cash management system to maintain and manage the daily cash holdings and transactions for the cash industry. Hosted by Bankserv.
SA Banknote Application (SABN)	The South African Bank Note Company is responsible for bank notes in circulation. The SABN currently utilises JD Edwards.
South African Mint Application (SAM)	The South African Mint is responsible for all coin in circulation. The SA Mint utilises the SAP ERP Platform.

4.4 NCMS Stakeholders

The following figure provides a high level view of the stakeholders across the industry that are part of the NCMS Solution.

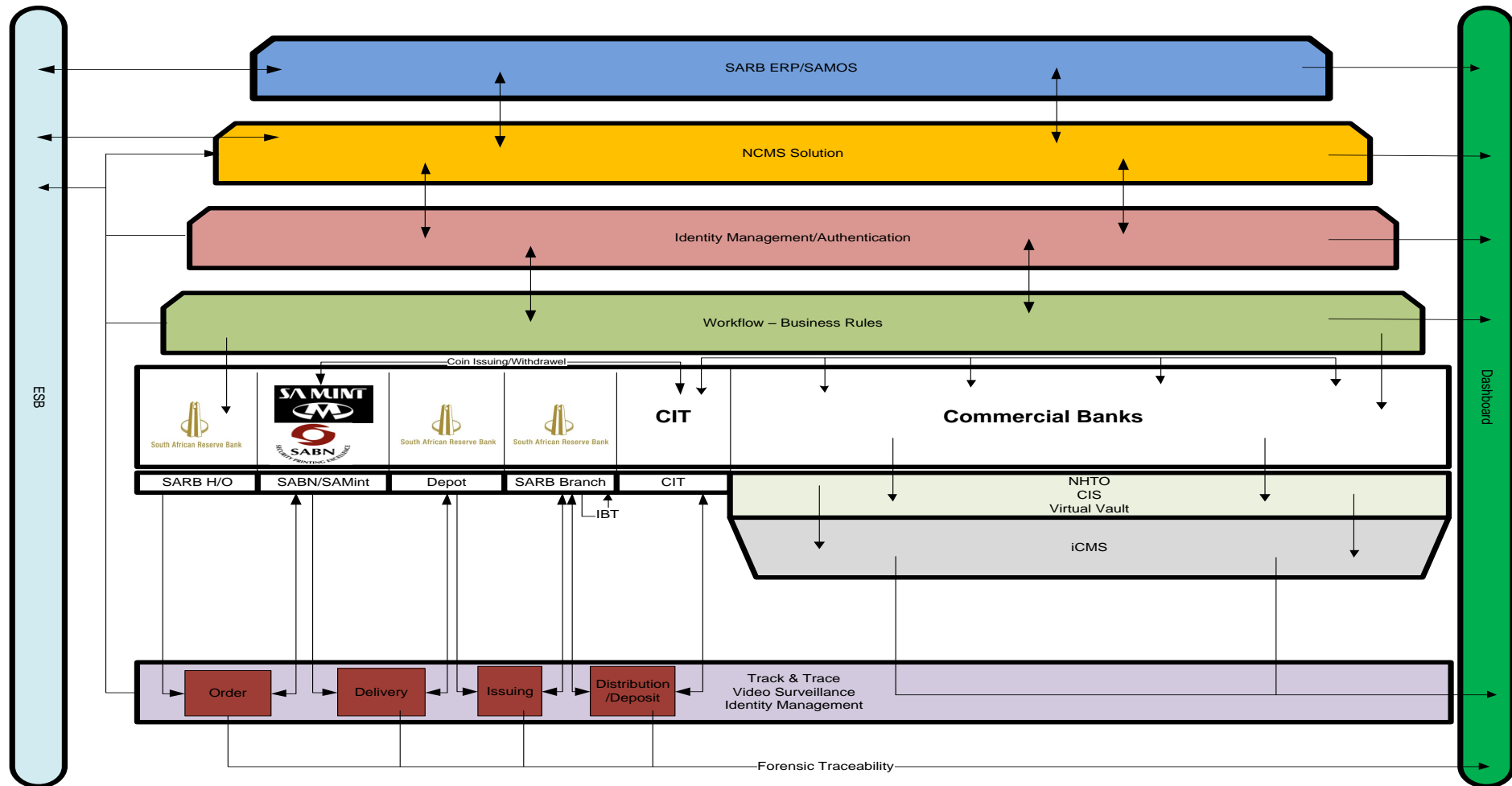
Figure 5. NCMS Stakeholders



4.5 Solution Overview

The following figure provides a high level view of the NCMS solution's Conceptual Architecture.

Figure 6. Solution Overview



4.6 NCMS Business Function Capability Overview

4.6.1 Target Landscape

SARB will implement a new NCMS solution to replace the existing cash management application portfolio. The NCMS solution and landscape that will be deployed as part of the NCMS Programme are represented below in ‘NCMS Solution Application/Functional Landscape’, Figure 8.

4.6.2 The NCMS Value Chain

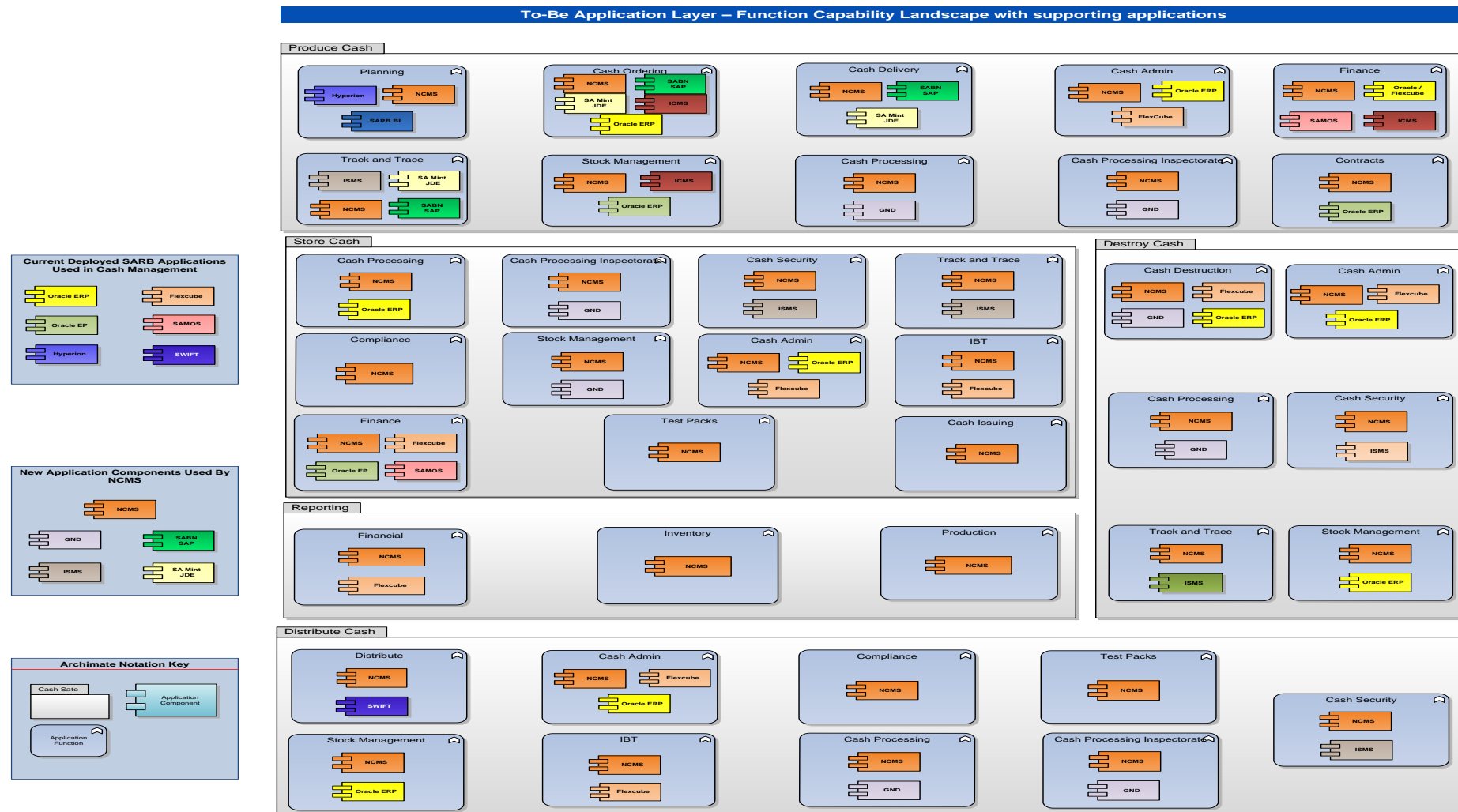
The following diagram shows the high-level functions used in the NCMS Value-Chain:

Figure 7. NCMS Value-Chain



The Business Architecture Methodology utilise capability and functional mapping to identify which capabilities and functions must be utilised to support the NCMS Cash Value Chain. These capabilities form the core of the business requirements and shall be utilised as primary input for the RFP process.

Figure 8. NCMS Solution Application/Functional Landscape



Document end