



CO-OPERATIVE BANKS DEVELOPMENT AGENCY

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APPOINTMENT OF A PROJECT MANAGER TO ASSIST WITH THE PROJECT MANAGEMENT OF CO-OPERATIVE FINANCIAL INSTITUTIONS (CFI) BANKING PLATFORM FOR A PERIOD OF 18 TO 24 MONTHS WITH THE OPTION TO EXTEND.

TERMS OF REFERENCE

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A. BACKGROUND

Co-operative Financial Institutions (CFIs) are well positioned to enhance access to affordable financial services to the majority of the people that are still unbanked. The success of CFIs, in driving financial inclusion, will thus among other things, depend on the sector's adoption of a suitable IT based banking system with National Payment System capabilities.

As a result, the CBDA considers an up-to-date banking platform with access to the national payment system as a vehicle through which CFIs can improve not only their penetration levels, but their product offering as well. Additionally, such a system will also provide for a more robust means to manage information within the sector.

The CBDA is thus taking the lead role, in line with its mandate of supporting, promoting and developing co-operative banking, including deposit-taking co-operatives, to look at ways which CFIs can implement a banking platform that provides access to the national payment system in a cost effective manner.

B. PURPOSE

A project manager is required to oversee the entire project lifecycle (initiate, plan, manage, control and execute deliverables) for the CFI banking platform project within the agreed scope, time, cost, quality and ensure high levels of communications to the CBDA's Managing Director, Banking Platform Steering Committee and external stakeholders at times.

The Project Manager will work independently, but will be guided by and report to the CBDA Banking Platform Steering Committee and will be required to provide detailed work updates to this Committee and request authorisation in terms of decisions of strategic importance required in the provision of the banking platform.

C. EXPECTED ROLES AND RESPONSIBILITIES

1) Draw up Resource Plan and Project Schedule

- a) Identify key resources to appoint and manage e.g. all the necessary subject matter experts (SME) such as Business Analyst, Systems Analyst (See TOR for Business Analyst – Appendix 1)

- b) Draw up a risk management plan.
- c) Develop overall work breakdown structure (WBS), work processes and budget for review by the MD
- d) Manage the budget and risks for the project
- e) Execute special tasks in response to the Steering Committee requirements

2) Manage Project Execution/Implementation

- a) Create a project schedule to define the tasks, the duration of the tasks, the dependencies and resource requirements
- b) Oversee the process of creating the business requirement document (BRD) by the Business Analyst.
- c) Identify and oversee the process of creating Business Systems Specification (BSS) to inform the IT requirements, functionality, environment, delivery platform required.
- d) Get agreement on the final BRD with the CFI sector to ensure it meets user requirements.
- e) Ensure that the BRD and BSS are converted into Terms of reference and prepare bid document and submit to CBDA
- f) Oversee the procurement process to issue the tender and select a service provider.
- g) Manage the negotiation with the selected service provider to:
 - Finalise contract
 - Finalise service level agreement
 - Agree roles and governance structure during pre-implementation and implementation phases.
- h) Manage the outputs of the service provider, including but not limited to:
 - System design
 - System development
 - System readiness assessments (testing, process robustness, implementation acceptability)
 - System provider implementation plan
 - Support plan

- i) Oversee the implementation process, including change management, training, user support and general support processes. This includes the migration from the existing environment to the new environment.
- j) Define and oversee the implementation of management processes to ensure on-going stability and service provisioning.
- k) Attend regular Banking Platform steering committee meetings to discuss project status and progress
- l) Create regular documents for distribution including status report
- m) Manage the project delivery quality
- n) Oversee the training programme for the CFI's by the service provider of the system

3) Manage Project Close Out: Handover the project back to the CBDA

- a) Define the support structures and processes for the on-going management of the service
- b) In collaboration with CBDA, ensure that structures are put in place and are adequately informed to fulfil the role.
- c) Define the processes and structures necessary to guide and promote the further use of the service.

D. Expected Competencies:

- 1) Project management involving various stakeholders (minimum of 3 stakeholders).
- 2) Working with people from diverse backgrounds.
- 3) Insight and understanding of the development and implementation life-cycle of ICT-based services.
- 4) Knowledge of the retail banking environment, including payment systems.
- 5) Knowledge of available technologies in the retail banking environment.
- 6) Ability to persuade and influence
- 7) Able to present and communicate technical information effectively
- 8) Delivering results and meeting stakeholder's expectations

E. Project Duration

It is envisaged that the services of the project manager will be required for a period of 18 to 24 months with the option to extend depending on how the project evolves.

F. Authority & Reporting Structure

The Project Manager will report to the Managing Director of the CBDA and will be required to present reports to the CBDA Banking Platform Steering Committee.

G. Deliverables

The following are expected deliverables:

1. A Business Requirement Document
2. Business Systems Specification (BSS) to inform the IT requirements, functionality, environment, delivery platform required
3. Development of Terms of Reference for the procurement of the Banking Platform and overseeing the selection of the service provider of the banking platform
4. Report on the preparedness of the CFIs for the implementation of the banking platform
5. Report on the training of the CFIs by the service provider of the banking platform
6. Rollout of the banking platform in the CFIs.

H. Evaluation Criteria

Bid Evaluation process

(I) Technical Evaluation

The technical evaluation of CV's will be carried out as follows:

The technical proposal will be scored out of 90 points, with a minimum threshold of 60 points required. Bids that do not meet or better the technical threshold score will not be evaluated further.

A maximum of two individual CVs for the key personal nominated in the bid will be evaluated in accordance with the criteria. This will include a project manager and a business analyst. The mandatory relevant experience forms a large component of the technical scorecard evaluation.

The key personnel identified in the bid must be available for the duration of the project, or for a duration specified in the bid. Other personnel may be utilized subject to the written approval of the CBDA.

Following the technical evaluation, the bids will be evaluated on price.

	Evaluation Criteria	Max points
1	<p>Key personnel nominated (each bid will be evaluated according to the following criteria, taking into account the experience and expertise of a maximum of two employees/people, the project manager and business analyst)</p> <ul style="list-style-type: none"> i) Project management involving various stakeholder (minimum 3) 10 ii) Insight and understanding of the development and implementation life-cycle of ICT-based services 20 iii) Knowledge of the retail banking environment, including national payment system 20 iv) Knowledge of available technologies in the retail banking environment 15 v) System Development Life Cycle (SDLC) knowledge 5 vi) Process modelling 5 vii) A thorough understanding of the financial regulatory structure in South Africa, as well as a working knowledge of the regulatory structures of other jurisdictions. 5 viii) Proven knowledge, experience with project and change management 10 	

Required documentation

Bidders should submit the following documentation:

1. A proposal outlining the approach that will be taken to manage the life-cycle of the banking platform project
2. CVs of proposed team members
3. Evidence of competencies in the areas listed
4. An estimate of the cost. Any hourly rate should be based on DPSA-approved rates. A breakdown of rates of the team to be used must be submitted

Deadlines

The deadline for submissions is 11.00am on 8 February 2013.

Bids must be sealed in an envelope clearly stating:

**BID FOR APPOINTMENT OF A PROJECT MANAGER TO ASSIST WITH THE
PROJECT MANAGEMENT OF CO-OPERATIVE FINANCIAL INSTITUTIONS (CFI)
BANKING PLATFORM**

Only hardcopies will be accepted and delivered to:

NATIONAL TREASURY

TENDER INFORMATION CENTRE

240 MADIBA STREET (Corner Thabo Sehume and Madiba Streets)

PRETORIA

0002

Technical Queries should be directed to: Robert.Mbeza@treasury.gov.za or Mclintosh.Kuhlengisa@Treasury.gov.za

APPENDIX 1: TERMS OF REFERENCE FOR BUSINESS ANALYST

I. Background

Co-operative Financial Institutions (CFIs) are well positioned to enhance access to affordable financial services to the majority of the people that are still unbanked. The success of CFIs, in driving financial inclusion, will thus among other things, depend on the sector's adoption of a suitable IT based banking system with National Payment System capabilities.

As a result, the CBDA considers an up-to-date banking platform with access to the national payment system as a vehicle through which CFIs can improve not only their penetration levels, but their product offering as well. Additionally, such a system will also provide for a more robust means to manage information within the sector.

The CBDA is thus taking the lead role, in line with its mandate of supporting, promoting and developing co-operative banking, including deposit-taking co-operatives, to look at ways which CFIs can implement a banking platform that provides access the national payment system in a cost effective manner.

J. Purpose

A business analyst is required to document all the user and system requirements at CFIs. Based on appropriate descriptive tools, this report will form the basis for terms of reference to be issued out to tender for the sourcing and implementation of an appropriate banking platform for use by the CFI sector.

The report should be sufficiently detailed to be utilised by the selected service provider to configure their system and processes to meet the requirements.

The business analyst will be guided by and report to the Project Manager.

K. Expected Roles and Responsibilities

1. Eliciting user and system requirements using interviews, document analysis, site visits, business process descriptions, use cases, scenarios, business analysis, and task and workflow analysis.

2. Gathering information from multiple sources, including the CBDA and CFIs, reconciling conflicts, decomposing high-level information into details, abstracting up from low-level information to a general understanding, and distinguishing user requests from the underlying true needs.
3. Critically evaluating and determining the internal processes within the CFIs, as it relates to:
 - a) Membership management information systems
 - b) Product acquisition and product use by members
 - c) Transactional and service requirements of members
 - d) Management of information
 - e) Regulatory Reporting
4. Determine the support requirements for the CFIs, as it relates to:
 - a) Product and service queries by members
 - b) CFI operational queries
 - c) Transactional and payment queries
 - d) Management and financial reporting
 - e) Regulatory reporting
5. Proactively communicating and collaborating with CFIs to analyse information needs and functional requirements and deliver a functional/or business requirements document and determining the integration into the national payment system needs of the CFIs, in particular:
 - a) Access to which payment streams are required?
 - b) Which services will be used in each payment stream?
 - c) The processes required to access and manage the use of the national payment system, including clearing, settlement and accounting control.
6. Review existing systems in CFIs and other similarly structured entities for possible fitness of purpose.
7. Advise the CBDA Banking Platform Steering Committee on appropriate technology options.
8. Providing a link between the CBDA, CFIs, the development team and any third-party regarding software functionality throughout the development cycle to ensure full implementation.

L. Expected Primary Skills:

- Analytical & investigative skills
- Knowledge of banking and payment segments
- Process modelling
- Data modelling
- Specification writing
- Business writing
- Inter-personal communications skills
- Presentation & training skills
- Technology & vendor knowledge
- System Development Life Cycle (SDLC) knowledge
- Project management
- Team leadership

M. Duration

It is envisaged that the services of the business analyst will be required for the duration of the project, with the option to extend depending on how the project evolves.

N. Authority

The Business Analyst will report to the Project Manager.

