

National Bank of Tajikistan



Request for Information (RFI)  
For  
The Supply and Implementation of  
The Core Banking System (CBS)

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# 1 INTRODUCTION

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## 1.1 Overview and Background

The National Bank of Tajikistan (hereinafter referred to as NBT in this document) is a central emission and reserve bank of Tajikistan, operating under the Law of the Republic of Tajikistan “On the National Bank of Tajikistan” dated 28 June 2011, #722, with a head office located in Dushanbe and with branches in five regions. The organizational chart of the NBT is illustrated in Annex 5.1 (NBT Organizational Structure-p.26).

The primary objectives of the National Bank of Tajikistan (NBT) are to maintain long-term domestic price stability and the stability of the banking system and to foster the efficient and uninterrupted operation of the payment system.

To achieve its primary goals, NBT carries out the following functions:

1. development and implementation of the monetary policy of the Republic of Tajikistan;
2. development of macro-prudential policy and control of compliance therewith;
3. compilation of the balance of payments, international investment policy, and gross external debt of the Republic of Tajikistan;
4. conducting of economic and monetary analysis and submission of proposals to the Government of the Republic of Tajikistan, as well as bringing the analysis results to the public notice;
5. regulation and supervision of credit financial institutions’ activities in compliance with the current law and other legislation of the Republic of Tajikistan;
6. resolution of credit financial institutions in compliance with the current law and other legislation of the Republic of Tajikistan;
7. regulation and supervision of non-credit financial institutions’ activities in compliance with the legislation of the Republic of Tajikistan;
8. performance of activities as a lender of last resort for credit financial institutions;
9. organization and management of payment systems in Tajikistan including clearance, settlement, regulation and supervision;
10. a monopoly of issuance of the cash funds and an utterance of cash and withdrawal from circulation;
11. storage and management of international reserves and execution of banking transactions;
12. performing of banking operations;
13. creating favorable conditions for protecting the rights of consumers of banking system services and non-credit financial organizations.

NBT uses a system called CFT (Center of Financial Technologies LLC, Russia) as their core banking system for operations management and general ledger and for managing operational, investment, and financial activities using synthetic accounts of the general ledger and for posting commercial banks' funds to their correspondent accounts. The system lacks certain functions and NBT made a decision to replace it.

## **1.2 Project Objectives and Goals**

Currently, there is a duplication of activities across business processes and departments with major processes being performed manually or require manual intervention for their execution. No system-controlled escalation matrix is defined in case of a process exception/delay. Excel sheets are used for manual capturing, sharing, and storage of critical data. There is no consolidated view of the balances and financial positions in a timely manner.

Thus, the objective of implementing a Core Banking System (hereinafter referred to as CBS in this document) for NBT is to have, a cross-functional and seamless integration of the banking transactions as well as banking operations undertaken in all departments /branches as a total solution paving way for a virtual banking department running on a single GL with common database to give a single consistent and dynamic accounting view, at the same time achieving other benefits in the process.

The new system shall interface with existing applications at the Bank. Usage of the CBS platform/ applications could also be extended to NBT's customers i.e. Banks, FIs, government departments, etc., and regulatory and supervisory wings of NBT.

The proposed Core Banking System hereafter implies a combinational setup of CBS and all allied applications such as Treasury and Investment Management module, Budget and Forecasting, Risk Management, and all modules and functionalities listed in this RFI.

The proposed CBS will function in the existing NBT Data Centre and leverage the existing IT infrastructure to the extent possible and shall comply with the various NBT data center policies including business continuity.

A Glossary of terms used in this RFI is provided in Annex 5.2 (Glossary of Terms-p.27).

## 2 TERMS OF REFERENCE

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### 2.1 Preparation and Submission of the RFI Response

- 2.1.1 Since the Response is key to the evaluation and selection, the Vendor has to ensure that the document is prepared in line with instructions. The NBT will take into consideration the Response quality as a reflection of the Vendors' capabilities and interest in the project.
- 2.1.2 The Response prepared by the Vendor, all correspondence and documents relating to the Response exchanged by the Vendor and the NBT, shall be written in English. In the case of a dispute, the prevailing language shall be the Tajik language for legal matters.
- 2.1.3 The submitted Response must be free from editorial errors, internal comments, strikethroughs, etc.
- 2.1.4 The Response shall be in two parts viz. the Eligibility and Technical Response. Refer to Subsection 3.1 (Preparation of Responses-p.9) for instructions on preparing the contents of the two Responses.
- 2.1.5 Vendor responses submissions must be made electronically in a Microsoft Office format and/or PDF format (including any scanned documents and published materials) to the email address info [chs@nbt.tj](mailto:chs@nbt.tj) with the subject line reading "Response for RFI for the Core Banking System"
- 2.1.6 A person, or persons, duly authorized by the vendor, should sign the Response.
- 2.1.7 The Responses must be received by the NBT no later than the date and time specified in Annex 5.3 Time Scale -p.28), or any extension as specified in writing by the NBT. Any Response received after the deadline for submission shall be rejected.
- 2.1.8 The NBT shall not allow/permit changes in the Eligibility and Technical Responses once it is submitted.
- 2.1.9 The relevant product information brand, model number offered, printed product brochure and technical specification sheets, etc. should be submitted along with the Technical Response.
- 2.1.10 The Eligibility and Technical Responses must not contain any price information.
- 2.1.11 Vendors should familiarize themselves with local conditions and take them into account in preparing their Responses.

## **2.2 Period of Validity of Responses**

- 2.2.1 The Vendor shall keep the Response valid for a period of six months from the last date of submission of Responses as specified in Annex 5.3 (Time Scale - p.28).
- 2.2.2 In exceptional circumstances, the NBT may solicit the Vendors' consent for an extension of the period of validity. The request and the responses thereto shall be made in writing or by fax/email.
- 2.2.3 The Vendor who agrees to such extension shall confirm that they maintain the availability of the professional staff nominated in the Eligibility Response.

## **2.3 Clarification and Amendment of RFI**

- 2.3.1 Interested Vendors are requested to study this document carefully and seek clarification from the NBT, if necessary, before preparing the response. All enquiries should be made in writing to the email address [qcbs@nbt.tj](mailto:qcbs@nbt.tj)
- 2.3.2 All questions submitted by Vendors and answers/clarifications provided by the NBT, shall be distributed to all Vendors at the date specified in Annex 5.3 (Time Scale -p.28) without revealing the source of the questions.

## **2.4 NBT Liabilities and Rights**

- 2.4.1 This RFI is a Request for Information by the NBT for Vendors' responses for implementing Core Banking System in the NBT. It does not imply an offer by the NBT or a commitment to the issuance of an RFP.
- 2.4.2 With regards to the RFI, NBT has the following rights:
  - i. Accept or reject any of the Responses
  - ii. Treat Responses not adhering to the guidelines specified in this RFI as unacceptable
  - iii. Request clarifications from Vendors.
  - iv. Terminate the RFI process, partially or entirely
- 2.4.3 The Vendor shall bear all costs related to the preparation, submission, and participation in the RFI process, presentation, and submission of its Response. The NBT will in no case be responsible or liable for these costs, regardless of the conduct or outcome of the RFI process.
- 2.4.4 The Responses submitted to the NBT along with the supporting material, will become the property of the NBT.
- 2.4.5 The NBT may discuss the functional and technical aspects of the Response with the vendors.

## **2.5 Selected Vendor's Obligations**

- 2.5.1 The key persons identified for the project should carry out their activities from the space assigned by the NBT for the project team.
- 2.5.2 During the project execution and if such a need arises, the selected Vendor is required to obtain NBT written approval before contracting with any local vendor/provider to conduct or provide any of the project's tasks/needs.
- 2.5.3 The selected Vendor is obliged to work closely with the NBT staff, act within its own authority, obligated to comply with the bank's policies, and follow the directives issued by the NBT that are consistent with the terms of the Contract.
- 2.5.4 The selected Vendor is responsible for managing the activities of its personnel, subcontracted/partners personnel, and will hold itself responsible for any misdemeanors, breach of contract terms, late deliverables, performance gaps, etc.
- 2.5.5 The selected Vendor will report to the NBT Project Manager. On monthly basis, the work of the selected Vendor will be subject to review by NBT Project Team and designated Advisors. NBT may request the services of a neutral third party that has no conflict of interest, to evaluate the progress of the work and the deliverables, as measured to the Scope of Work per the terms of the contract.
- 2.5.6 If a workshop is conducted outside Tajikistan, the selected Vendor will be responsible for all workshop and training expenses including a venue with coffee breaks/lunch, travel costs by plane, meeting, and lodging of participants, and per diem and providing translation services when needed.

## **2.6 The NBT Obligations**

- 2.6.1 Invite the respondent Vendors to the RFI Responses public opening.
- 2.6.2 Make available to the selected Vendor a conventional office facility for a maximum of five people to be used by the selected Vendor employees.
- 2.6.3 Name the members of the NBT Project Management Team, headed by a Project Manager.
- 2.6.4 Timely identification and providing access to function and process owners, stakeholders, training candidates, etc.
- 2.6.5 Provide the selected Vendor with technical information relevant to the Scope of Work of the project and its goals, like NBT technical architecture of existing systems, interfaces specifications, etc.

2.6.6 Provide comments on different reports produced by the selected Vendor for provision of feedback etc.

## **2.7 Evaluation of Responses**

2.7.1 The Response evaluation process is explained in detail in subsection 3.2 (Evaluation of Responses-p.11).

2.7.2 The NBT is not liable to provide reasoning for failed vendor's inquiries.

## **2.8 Origin of Goods and Solution Services**

2.8.1 Goods supplied and solution services provided in the RFI Response may originate from any country except if:

- i. Tajikistan law or official regulation prohibits commercial relations with that country; or
- ii. Tajikistan law or official regulation prohibits any imports of goods from that country or payments to persons or entities in that country; or
- iii. by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations.

## 3 RESPONSE PREPARATION AND EVALUATION METHODOLOGY

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### 3.1 Preparation of Responses

The Vendor is required to follow the instructions below to prepare the Eligibility and Technical Responses, using the forms provided.

#### 3.1.1 Eligibility Response Preparation

The Vendor should prepare the Eligibility Response composed of six sections, following the same numbering and sequencing provided below:

1. Section One: Cover Letter

The Vendor should submit a signed Cover Letter using the form in Annex 5.4 (Cover Letter-p.29).

2. Section Two: Evidence Supporting Compliance with Mandatory Requirements

The Vendor should submit evidence showing compliance with the following mandatory requirements:

- i. A signed form of initial partnership (e.g. signed agreement, MOU, etc.) amongst all partners in case of a consortium/alliance/partnership.
- ii. Power of Attorney provided to the person signing the Response by the representatives of Vendor (including each partner of consortium; alliance; and/or any form of partnership, if applicable) duly authorized to provide power to accept on behalf of Vendor all obligations that are instructed by the RFI.
- iii. Valid certificate of Company registration for the Vendor and all partners.
- iv. Submission of last 3 Years' audited (or certified) Income Statement, Balance Sheet, and Changes in Equity and Cash Flow for the Vendor and all partners in case of a consortium/alliance/partnership. If the audited documents are not in English, the Vendors shall submit (in addition to the copies of the original audited statements), a notarized translation in the English language for the above documents. If the currency used in the original statements is not the Dollar, the Vendors shall submit statements showing the amounts in Dollar and indicate the source of the used exchange rate. If the currency used in the submitted document is not in Dollar, the NBT shall convert the amounts to Dollar using the Bank's exchange rate at the time of reviewing the bid. The Vendor should accept this conversion.

3. Section Three: Vendor Profile

The Vendor is required to provide a profile for itself and its partners using the form in Annex 5.5 (Vendor Profile-p.30). A separate form should be provided for each partner in case of a consortium; alliance; and/or any form of partnership. The vendor and its partners should provide Litigation History for the past 5 years.

4. Section Four: Experience on Similar projects

The Vendor should provide details on similar projects implemented by itself and its alliances, demonstrating that Information Technology implementation in the financial sector is the Vendor's core business area with successful documented experience implementing similar projects in the last 5 years. The Vendor should use the template in Annex 5.6 (Experience on Similar Projects-p.31) for each project implemented.

A separate form should be provided for each partner in case of a consortium; alliance; and/or any form of partnership.

5. Section Five: Team Composition and Task assignment

The Vendor should provide details of the Project Team composition and the individual task assignments for the Project using the template in Annex 5.7 (Team Composition and Task Assignment-p.32)

6. Section Six: Curriculum Vitae (CV) for Proposed Professional Staff

The Vendor should use the template in Annex 5.8 (Curriculum Vitae (CV) for Proposed Professional Staff-p.33) to provide the CV for EACH team member mentioned in Section Five above.

Annex 5.7 (Team Composition and Task Assignment-p.32)

3.1.2 Technical Response Preparation

The Technical Response is composed of two sections:

1. Section One: Cover Letter

The cover letter must be signed by a person or persons authorized to submit the information on behalf of the Vendor and should contain the following:

- i. A declaration that delineates the ability of the Vendor to fulfill the exercise.
- ii. A pledge by the Vendor not to engage in any corrupt, fraudulent, collusive, or coercive practices.
- iii. A statement attesting to the fact that the Vendor is not debarred from participating in the procurement proceedings, and a declaration that the Vendor shall not give, confer, procure, or promise or offer to give or confer, or to procure or attempt to procure, directly or indirectly anything of value to an employee of NBT, to influence his or her action in a procurement process or in the execution of a contract.
- iv. Details of the designated person, if different from the authorized person who has signed the cover letter, who may represent the Vendor in the bid opening process.

2. Section Two: Proposed Solution Framework and Methodology

The Vendor is required to address each of the deliverables listed in section 4.2 (Scope of Work-p.19). The Vendors' response to the Scope of Work should demonstrate the

Vendors' technical ability to provide an integrated and optimal solution. The Vendors' response should address each task and demonstrate a well-thought and practical approach and steps to be taken to achieve the task objectives.

The Vendors are encouraged to provide detailed Artifacts (illustrations, diagrams, tables, etc.) to elaborate on the approach used.

### **3.2 Evaluation of Responses**

RFI Responses received will be evaluated in two stages:

1. Eligibility evaluation
2. Technical evaluation

Only Responses passing the Eligibility evaluation shall be considered for the Technical evaluation. Subsequently, only Responses passing both the Eligibility and Technical evaluation shall be shortlisted and considered for the RFP invitation.

A total of hundred (100) scored points shall be awarded of which a weighted 44% of the overall score is assigned to the Eligibility Response and the other 56% for the Technical Response. The weighted Eligibility and Technical scores shall be added together, to give a total score for each Response.

The Responses passing both the Eligibility and Technical Evaluation shall be shortlisted and considered for the RFP invitation.

#### **3.2.1 Eligibility Response Evaluation**

The evaluation committee evaluates the Eligibility Response of the Vendors based on three parts for a maximum of 44 points. The Vendor is required to score a minimum of 29 points.

##### **3.2.1.1 Evaluation Part 1: Evaluation of Compliance with Mandatory Requirements**

The Eligibility Response will first be evaluated against mandatory criteria. The Vendor should submit evidence showing compliance with the mandatory requirements stated in subsection 3.1.1 (Eligibility Response Preparation-p.9). Any Vendor unable to meet the mandatory criteria will be rejected without further review or consideration. Rejected Vendors shall be notified.

##### **3.2.1.2 Evaluation Part 2: Vendor's Experience on Similar Projects (19 points)**

In this category, the committee evaluates the Vendor's (and its partners') relevant experience on similar projects, as documented in Annex 5.6 (Experience on Similar Projects -p.31), for a maximum score of 19 points. For each experience, the Vendor should provide at least 3 references who can be contacted by the Bank (company name, address, telephone number, email

address, and point of contact information are required) for whom similar projects have been conducted. The Vendor is required to score a minimum of 12 points.

The evaluation committee shall use the table below to award the points:

Evaluation Criteria	Scoring Scale	Pts	Maximum Awarded Points for the Criteria
1. The Vendor (or its partner) should have implemented the proposed core banking system with the following module at a minimum, at a supervisory and regulatory authority (e.g. central bank), within the past 10 years: <ol style="list-style-type: none"> <li>1. Customer Management</li> <li>2. Account Management</li> <li>3. General Ledger</li> <li>4. Currency Management (Cash issuance and management)</li> <li>5. Teller and Vault</li> <li>6. Credit (Lending)</li> <li>7. Deposit</li> <li>8. Commission, Fees, and Penalties</li> <li>9. Nostro and Vostro</li> <li>10. Limits and Collateral</li> <li>11. Signature Management</li> <li>12. Risk Management</li> <li>13. Government account services</li> <li>14. IFRS Reporting</li> <li>15. Anti-money Laundry (AML)</li> </ol>	One implementation of CBS system at a commercial financial institution OR;	1 pt	10 pts
	Two implementation of CBS system at a commercial financial institution OR;	2 pts	
	One implementation of CBS system at a Central (National) Bank OR;	5 pts	
	Two implementation of CBS system at a Central (National) Bank OR;	6 pts	
	Three or more implementation of CBS system at a Central (National) Bank	8 pts	
2. The vendor (or its partner) should have implemented Treasury and Investment solution	One implementation of the solution at a Central (National) Bank OR;	2 pts	5 pts
	Two implementations or more of the solution at a Central (National) Bank OR;	3 pts	
	One implementation of the solution at a commercial financial institution OR;	1 pt	
	Two or more implementations of the solution at a commercial financial institution	2 pts	
3. Other relevant financial solutions the Vendor (or its partner) has implemented at a supervisory and regulatory authority, such as RTGS, Retail Payment Systems, Banking Supervision Reporting, ACH, Credit Bureaus, etc.	1 point awarded per each successful solution implementation	4 pts	4 pts

### 3.2.1.3 Evaluation Part 3: Team Composition and Task Assignment (25 points)

In this category, the committee evaluates the experience, competence, and suitability of the staff assigned to the project, as documented in Annex 5.7 (Team Composition and Task Assignment-p.32) and Annex 5.8 (Curriculum Vitae (CV) for Proposed Professional Staff-p.33), for a maximum score of 25 points. The Vendor is required to score a minimum of 17 points.

The evaluation committee will use the table below to score the points:

Position	Team Qualification	Criteria	Pts	Maximum Points
1. Team Lead – CBS	Should have a minimum of five (5) years of experience as a Team Lead implementing big scale projects for large institutions, and have executed at least one CBS implementation project, at a Central (National) Bank	One implementation of a CBS system at a commercial financial institution	1 pts	9 pts
		Two implementations of a CBS system at a commercial financial institution	2 pts	
		One implementation of a CBS system at a Central (National) Bank	3 pts	
		Two implementations of a CBS system at a Central (National) Bank	4 pts	
		Three or more implementations of a CBS system at a Central (National) Bank	7 pts	
2. Project Manager	Should have a minimum of seven years of experience in Project Management and executed at least one CBS implementation project	Managed at least one CBS project at a commercial bank OR;	1 pts	5 pts
		Managed at least one CBS project at a Central (National) Bank	2 pts	
		Managed at least two CBS projects at a Central (National) Bank	4 pts	
3. Project Team Members	At least two of the proposed team members (not including the individuals qualifying under criteria 1 and 2 above) having each a minimum of three years of hands-on experience implementing CBS projects	A minimum of two of the proposed team members meeting the criteria OR;	2 pts	4 pts
		Three or more of the proposed team members meeting the criteria	4 pts	

Position	Team Qualification	Criteria	Pts	Maximum Points
4. Team Lead – Treasury & Investment Management	Should have a minimum of three (3) years of experience as a Team Lead for Treasury & Investment Management	Implemented at least one solution at a commercial bank OR;	1 pts	3 pts
		Implemented at least one solution at a Central (National) Bank	2 pts	
5. Additional qualifications in team composition	The team composition should include consultant(s) (not including the individuals qualifying under criteria 1,2,3 and 4 above) with a minimum of three years with specific industry experience as well as functional experience such as but not limited to process review and documentation, development of BRDs and FSDs, development and delivery of training, development of testing strategies, testing plan, and testing scripts, development of Quality Assurance Plan and monitoring and reporting quality issues, Leading SIT and UAT, and development of data migration strategy	Demonstrated and documented a minimum of three years of hands-on experience in the specific domain	1 pt per team member	4 pts

### 3.2.2 Technical Response Evaluation

The evaluation committee evaluates the Technical Response for a maximum of 56 points. The Vendor is required to score a minimum of 37 points. The evaluation committee evaluates the Technical Response based on the Vendor’s proposed solution using the submitted design, and whether the Response shows that the Vendor understands both the magnitude and importance of the project objectives and demonstrated the technical ability to address an optimal solution.

The evaluation committee will use the table below to score the points:

Criteria	Sub-criteria	Pts	Maximum Points
<u>1. Scope of Work</u> The Vendor must provide a clear description of the proposed modules and their functionalities, and the methodologies and framework which will be used to achieve the desired outcome	1. A detailed description of the modules provided with clear alignment on how the functionalities of each module shall serve the needs of the NBT divisions	16 pts	25 pts
	2. Description of the methodologies that will be used and the approaches to be taken to complete the work in accordance per the deliverables set in the RFI	2 pts	
	3. Illustrate that all the deliverables as set out in the RFI can be efficiently achieved at a high quality within the set timeframes	2 pts	
	4. Demonstrate how International best practices will be adopted	2 pts	
	5. The vendor’s response is displaying a clear methodology for data migration and solution rollout plan	3 pts	
<u>2. Project Plan</u> The Vendor must provide a comprehensive Project Plan when responding to this RFI following a form similar to the example in Annex 5.9 (Project Plan-p.34)	1. Detailed and comprehensive	3 pts	7 pts
	2. An actionable plan that has been done methodically or systematically. The activities/tasks are well-defined, appropriately sequenced, duration/timeframe, and resource allocation adequately estimated so that the deliverables outlined in the Scope of work can be achieved.	4 pts	

Criteria	Sub-criteria	Pts	Maximum Points
<u>3. Solution Architecture</u> Solution Architecture Design showing the software and/or application components needed and their architecture, and the technology platform components	1. Provide the scheme of the information systems backbone necessary for the efficient functioning of the system including network topologies, communications systems, messaging, and cyber security arrangements	5 pts	12 pts
	2. The solution architect design has adequate scalability and interoperability measures for future growth and seasonal demands	2 pts	
	3. A list of the Third-Party components to be included in the solution design	2 pts	
	4. The approach for the CBS to integrate with the legacy systems (the Bank existing systems)	3 pts	
<u>4. Support:</u> A clear and functional description of the proposed support measures post project completion (going live)	1. Details of the Helpdesk function with a ticketing system. The proposed Helpdesk application should support the definition of identified issues and their remedy for quick resolution of similar problems.	2 pts	7 pts
	2. Details of the support delivery approach and arrangements that will be taken to ensure adequate support during the warranty and maintenance period: - (5 pts) if the Vendor: - Will become established as a Tajik company and train local staff to deliver the onsite support as needed OR; - Will partner with a Tajik local IT services provider (* see the note below) and train local staff to deliver the onsite support as needed OR; - Will name an authorized local party (* see the note below) to represent the company in Tajikistan and train local staff to deliver the onsite support as needed OR; - The Vendor will mostly provide remote support, with onsite visits in Tajikistan if and when needed per CBS discretion (3 pts) OR; - The Vendor will provide ALL (100%) of the support remotely (1 pt)  <i>* The Vendor has to obtain the Bank's approval when partnering with a local party/IT service provider. The Vendor shall provide the credentials of the local party/IT service provider to the Bank and the Bank shall make a determination to the suitability of the local party/IT service provider, in order to ensure adequate support will be provided and this partnership shall not adversely impact the quality of the support.</i>	5 pts	

Criteria	Sub-criteria	Pts	Maximum Points
<u>5. Treasury and Investment Management</u>	Examples and details of successful implementations with highlights of the capabilities of the modules and what distinguishes them from competitors.	5 pts	5 pts

### **3.3 Responses Ranking**

Responses are ranked according to the total of their Eligibility and Technical Score:

Final Score = Es + Ts

The Bank will select the list of Vendors with a minimum passing score of 66 points.  
Shortlisted Vendors will be informed

## 4 SCOPE OF WORK

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### 4.1 Introduction

The selected Vendor is required to understand the NBT business processes. The Vendor is also expected to study all necessary documentation pertaining to the existing divisions and their functions. All divisions will provide further documentation to the selected Vendor on an as-needed basis. The awarded Vendor is expected to identify process improvement opportunities following international best practices and the capabilities of the proposed system. Thus the selected Vendor is expected to deliver a complete solution that will improve both the business and systems capabilities.

### 4.2 Scope of Work

The project's scope of work is composed of eight (8) deliverables listed below. In its Technical Response, the Vendor should address each deliverable and demonstrate a well-thought and practical approach and steps to be taken to achieve the deliverable.

Different deliverables may run concurrently and the timelines for individual deliverables may be changed during project execution in accordance with the dependencies and other emergent issues.

The Vendor is encouraged to provide detailed Artifacts (illustrations, diagrams, tables, etc.) to elaborate on the approach used. The project's scope of work that the Vendor commits to execute includes the following:

1. Execution and Management of the Project Plan
2. Business Process Enhancement
3. Solution Architecture Design
4. Supply and Implementation of the Core Banking System
5. Provide Hardware and Networking Specifications and Software Licensing Requirements for Optimal CBS Performance
6. Capacity Development and Training
7. Solution Rollout Plan
8. Delivery of Support

The Vendor's response to the Scope of Work should demonstrate the Vendor's technical ability to provide an integrated and optimal solution.

The following is a detailed description of the Scope of Work.

#### 4.2.1 Execution and Management of the Project Plan

The selected Vendor shall execute and manage the project according to the agreed-upon Project Plan.

Due to the pandemic, the vendor is required to illustrate how they will manage the possibility of remote work and support, as a direct result of the inability to be available onsite when/and if needed.

The selected Vendor should also provide the following project management materials upon project initiation:

1. Project Implementation Methodology
2. Governance Structure for the Project
3. Project Communication Plan
4. Change Management Process
5. Documentation Management Process
6. Quality Management and Assurance Plan
7. Risk Assessment, Management, and Mitigation Plan
8. Progress Reports Plan
9. Post Implementation Support Plan
10. Pandemic Impact Plan

The Vendor must provide a comprehensive Project Plan when responding to this RFI following a form similar to the example in Annex 5.9 (Project Plan-p.34).

#### 4.2.2 Business Process Enhancement

The selected Vendor shall:

1. Identify all impacted function owners and stakeholders and put a plan to prepare and engage stakeholders and function owners
2. Analyze and document the AS-IS workflow and reporting forms for each process (inputs, process, and outputs).
3. Design and document the TO-BE workflow and required reporting forms for each process analyzed above, following the best Central Banks practices and leveraging the new system capabilities, with the objective of automation and achieving near paperless workflow to substitute the current manual data collection and aggregation.
4. Introduce best Central Bank practices that were not identified or used by the NBT previously and provide alignment with global financial accounting and risk and auditing standards e.g. IFRS, BASEL II, CAMELS ratings as per CBS's needs.
5. The Vendor working with the NBT project team shall identify the current system users and any new users that may be impacted by the system implementation, to engage them as appropriate in the project execution phases

The selected Vendor shall submit as part of the response to this RFI the practical approach, tools, and methods to be taken to achieve the tasks

#### 4.2.3 Solution Architecture Design

The selected Vendor shall submit as part of the response to this RFI the following:

1. Solution Architecture Design showing the software and/or application components needed and their architecture, the technology platform components.

The Vendor should propose a solution design with adequate scalability measures for future growth and seasonal demands.

2. The approach for the CBS to integrate with the following systems and the approach for providing easy integration with future systems (e.g. Mobile payments, National Switch, etc.):
  - i. “1C” (current ERP system which includes HR, Payroll, Contracts, Vendors, Asset Mgmt.)
  - ii. CSD (Central Securities Depository)
  - iii. RTGS
  - iv. Reuters Bloomberg
  - v. SWIFT
  - vi. Statistical database
  - vii. Payment Systems
  - viii. NPCR
3. The Vendor is also required to provide a secure web interface for authorized users outside the NBT (e.g. the MoF) to input SWIFT payment orders accompanied by electronic signatures. The orders are sent via a secure channel and received at the NBT where authorized SWIFT users can post them to SWIFT.
4. Provide the scheme of the information systems backbone necessary for the efficient functioning of the system including network topologies, communications systems, messaging, and cyber security arrangements
5. A list of the Third-Party components to be included in the solution design.

#### 4.2.4 Supply and Implementation of the Core Banking System

The selected Vendor is required to supply, design, develop and implement a complete Core Banking System to serve the NBT and design and develop any necessary interfaces to other existing systems. The proposed solution should provide modules that provide functionalities for:

1. Customer Management
2. Account Management
3. General Ledger
4. Treasury & Investment Management
5. Currency Management (Cash issuance and management)
6. Teller and Vault

7. Credit (Lending)
8. Deposit
9. Commission, Fees, and Penalties
10. Nostro and Vostro
11. Limits and Collateral
12. Signature Management
13. Risk Management
14. Government account services
15. IFRS Reporting
16. Anti-money Laundry (AML)

The selected Vendor shall also perform full data migration and ensure data integration with existing systems and provide easy integration with future systems. The software solution proposed should be comprehensive, integrated, and functionally rich, and parameterizable through a friendly user-interface, like a dashboard.

The Vendor is required in its response to this RFI to show how well the proposed solution can serve the need of the NBT departments using the functions described in Annex 5.10 (Overview of the NBT Departments-p.35). The Vendor may add any other relevant information or added functionality to support optimal system integrity, flow, and performance.

#### 4.2.5 Hardware and Networking Delivery and Installation

The selected Vendor shall supply, deliver, install and commission the proposed hardware and networking equipment for a minimum of 100 concurrent users.

#### 4.2.6 Capacity Development and Training

1. The Vendor is required to transfer the relevant skills to the NBT Personnel by means of training and documentation.
2. The Vendor is required to submit proposed training programs covering at least the following subjects:
  - i. Comprehensive training for System users for all modules covering different usage scenarios
  - ii. System administrators
  - iii. Report generations and queries using a report generator tool that shall be provided by the vendor

The Bidder should provide the following information for the proposed training courses:

- i. Suggested number of trainees and duration for each training program
- ii. Structure and composition of training courses
- iii. Evaluation methodologies of knowledge progress of training participants
- iv. Proposed Training locations and facilities

- v. Training documentation materials

#### 4.2.7 Solution Rollout Plan

The selected Vendor is required to manage the different phases for operational transition from current to the new processes including activities related to transition planning, parallel planning and actual oversight of the transition from parallel through to actual go-live. The selected Vendor shall submit as part of the response to this RFI a proposed rollout and implementation roadmap preferably in a table format with clear description for the different rollout phases.

#### 4.2.8 Delivery of Warranty and Support

1. The selected Vendor is required to provide details of the support function to the NBT, with details of the Helpdesk function with a ticketing system.
2. Starting from the first day of live operations and as part of the contract, the selected Vendor shall provide 36 months of full warranty at no additional cost, covering:
  - i. Maintenance and support of hardware and network
  - ii. Software bug fixes, general system/software upgrades (e.g. supporting new browser versions, supporting new HTML/XML/Cascading Style Sheets (CSS), standards, etc.)
  - iii. Renewal of database license fees, , etc. and as needed
3. Vendor should provide maintenance and support for Software / Operating System/ Middleware at no additional cost covering one year post implementation (going live).
4. The Vendor is expected to provide at the RFP stage pricing option for three-years of maintenance and support (starting after the first year of free support), billed annually.
5. Starting from the first day of live operations, the selected Vendor shall provide 12 months of full Application Software Warranty at no additional cost covering changes to the CBS functionalities as needed to meet the business needs and requirements as specified in the scope of the RFP and/or the contract, including the flexibility to create new and/or modify existing forms of required financial reports according to the underlying data model. This shall NOT cover changes as a result of requirements and needs outside the defined scope in the contract.
6. The Vendor is expected to provide at the RFP stage pricing option for annual Change Request Service to cover implementation of work required to meet new business needs that was not specified in the scope of the contract.

## 4.3 Other Project Services

### 4.3.1 Source Code

1. The CBS shall make arrangements for the setting up of a Software Escrow Agreement, whereby the Vendor shall periodically deposit a copy of the software source code, installation codes, and associated materials for secure storage within the agreed third party escrow service provider's secure physical or virtual vaults to ensure that the software source code, installation codes and associated materials can be accessed and released to the CBS should the need arise for business continuity purposes. The Vendor will be required to comply with these arrangements which is a standard of the industry.
2. The source code/object code/executable code and compilation procedures of the software solution should be provided to the CBS after successful UAT or escrow arrangement should be put in place. All necessary documentation on this behalf should be made available to the CBS. In the case of Escrow arrangement, complete details and the location and the terms and conditions applicable for escrow must be specified.
3. Any update or upgrade to source code should be informed and brought under Escrow or made available to the NBT.
4. In case the source code is purchased by the NBT, the Intellectual Property Rights on the software code should be assigned to the NBT.
5. All the source code changes made specific to NBT will form part of propriety rights and will be the sole ownership of NBT

### 4.3.2 Product Upgrade

1. Implementing Vendor commits to providing the latest product(s) released version by the Vendor/OEM
2. Implementing Vendor commits to provide a web-enabled software that is compatible with all supported versions of the market's top browsers (Edge, Chrome, Firefox, etc.) in the industry
3. Vendor should provide and implement patches/upgrades /updates for Software/OS /Middleware etc. as and when release made by the Vendor/OEM or as per requirements of the NBT.
4. Vendor commits to bring to the notice of the NBT all release/version changes on a timely basis.
5. Vendor should obtain written permission from the NBT before applying any of the patches/upgrades/updates.
6. In case the NBT chooses not to upgrade the software/OS/Middleware version, Vendor should be able to support the available version of CBS until the end of the current active support period.
7. All product updates, upgrades & patches should be provided by the Vendor/OEM free of cost during the current active support period.

#### 4.3.3 Delivery of System Documentation

During project execution, the selected Vendor shall deliver system documentation materials. All documents must be in simple and concise English. Below is a list of the system documentation that the Vendor should provide during project execution. The Vendor may add more documents if needed.

1. Glossary of Terms
2. Documentation, guides, manuals, and licenses for all the software applications, 3<sup>rd</sup> party packages, OS, any software used as part of the solution
3. Documentation, guides, manuals, and licenses (if any) for all the hardware components
4. Technical procedures for the installation, updating, and operation of packaged software to be supplied
5. User Guide and User Operations Manual (including. electronic version) for all system function and operations
6. Business Processes Workflow
7. Requirements Specification (functional and technical)
8. Procedures for system start-up and shut down
9. Data storing structure, including a database structure with table names, field names, relations, indexes, etc.
10. Database Administration Guide
11. User guide on data enquiry and reports generation
12. Business Continuity Policy and Technical procedures for Business Continuity measures
13. Data retention policy
14. Data backup and recovery Guide
15. Disaster Recovery and Failback site Plan
16. Technical procedures for recovery from failures and migration to the DR site
17. Procedures for data archival and data restoration
18. Security Implementation Plan
19. System Security Guide
20. System Audit Trail Guide
21. Change Control Policy
22. Helpdesk workflow
23. User Acceptance Criteria, Implementation and Test Plan and Acceptance Report
24. Data feeds for downstream applications
25. ETL/ELT and scheduling routines for data extraction and loading

## 5 ANNEXES

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### 5.1 NBT Organizational Structure

The National Bank of Tajikistan consists of Central Office and 5 Regional Departments. The Central Office of the National Bank of Tajikistan consists of Management, Management Office, 8 Departments, 10 Managements, 5 Independent Divisions, 2 Sectors, 1 Representative Office, 1 Research Institute, 1 Magazine “Banking, Development, Globalization” and Training Center «Pugus». The Regional branches of the National Bank of Tajikistan function in cities Khujand, Bokhtar, Kulob, Khorog, and urban-type settlement Gharm.

01. Management
02. Chairman Office of the NBT
03. Internal Audit Department
04. Monetary Policy, Research and Development Department
05. Banking Supervision Department
06. Money Circulation and Cash Operations Department
07. International Reserves Management and Exchange Rate Policy Department
08. Information Technology Department
09. Financial Stability Management
10. Accounting Department
11. Personnel Management
12. Financial Market Management
13. International Relations Management
14. Statistics and balance of payments Management
15. Security Management
16. Payment Systems Management
17. Administrative Management
18. Consumer Rights Protection Department
19. Insurance Control Management
20. Financial Planning and Analysis Division
21. Clerical Division
22. Press Division
23. Legal Management
24. Risk Analysis Division
25. Special Sector
26. Purchasing Sector
27. Financial Monitoring Department
28. Scientific - Research Institute
29. Magazine “Bonkdori Taraqqiyot Jahonishavi”
30. Training Center of National Bank of Tajikistan «Majmaai Khutalon»
31. Representative Office of the NBT in Russian Federation
32. Construction Division
33. Regional Department of the National Bank of Tajikistan in Khujand town
34. Regional Department of the National Bank of Tajikistan in Bokhtar town
35. Regional Department of the National Bank of Tajikistan in Kulob town
36. Regional Department of the National Bank of Tajikistan in Khorugh town
37. Regional Department of the National Bank of Tajikistan in urban village Garm

## 5.2 Glossary of Terms

Term	Explanation
ACH	Automated Clearing House
API	Application Programming Interface
CACH	Check Enabled Automated Clearing House
NBT	The National National Bank of Tajikistan
CSD	Central Securities Depository
Partners	means any person or entity with which the selected Bidder partners with or subcontracts any part of the Services
Personnel	means professionals and support staff provided by the selected Bidder assigned to perform the specified services in this RFP; “Foreign Personnel” means such professionals and support staff who at the time of being so provided had their domicile outside the Government’s country; “Local Personnel” means such professionals and support staff who at the time of being so provided had their domicile inside the Government’s country
Response	means the Eligibility, Technical and Financial Response
RFP	means the Request for Response
RTGS	Real-Time Gross Settlement – a settlement method in which single transactions are settled in central bank accounts in real-time
Services	means the work to be performed by the selected Bidder pursuant to the Contract
SLA	Service Level Agreement
Selected Bidder	The entity/partnership/consortia/alliance that shall provide the services in this RFP to the NBT; under the Contract
SQL	Structured Query Language
SSL	Secure Sockets Layer – web security mechanism, invoking “https” sites
STP	Straight-through processing
TCP/IP	Transmission Control Protocol / Internet Protocol
USD	US Dollar
Vendor	The term "Vendor" is used to describe a commercial entity paid to deliver goods and/or services
VPN	Virtual Private Network

### 5.3 Time Scale

The table below illustrates the timetable for the RFI process. The NBT may, at its discretion, alter this table in accordance with the needs or unforeseen circumstances as it sees fit. Changes will be communicated to all Vendors.

The following timescales are anticipated:

<b>Milestone</b>	<b>Date</b>
Release of RFI	September 15, 2021
Deadline for questions	September 25, 2021
Release of answers to questions	October 1, 2021
Deadline for RFI Responses submission	October 14, 2021 at 15:00 Dushanbe time
Opening of Eligibility Responses	October 15, 2021
Decision made and respondents informed of the outcome	November 15, 2021

## 5.4 Cover Letter

[Vendor Name]

[Street Address]

[City ,ST ]

Date

National Bank of Tajikistan

Information Technology Department

Sub. Eligibility and Technical Response

Dear Sirs,

In reference to the above RFI announcement for the Implementation of the Core Banking System issued on September 15, 2021.

We would like to provide the National Bank of Tajikistan with our offer to implement a Core Banking System that meets the stated requirements and is submitted in accordance with the recommended format of Eligibility and Technical as stipulated in the RFI.

We confirm that our Response meets all Eligibility criteria as stipulated in the RFI.

We agree that the National Bank of Tajikistan reserves the right to reject all or any of the items specified in the RFI Response.

We agree to confirm the validity of this Response for one year from the last date of submission of Responses as specified in the RFI Time Scale table.

Yours faithfully,

Signed

[Title and Name]

[Date]

## 5.5 Vendor Profile

Name of the Company	
Year of company incorporation	
Company's main area of specialization	
Company's main products and services offered	
Briefing on main projects realization	
Company's country of operation	
Company legal status	
Headquarters Address	
Details of branches/subsidiaries, if any	
Annual turnover of the company for the financial years 2018 to 2020	
Number of employees	
Name of the contact person	
Email and phone number of the contact person	

## 5.6 Experience on Similar Projects

Implementing Company's Name	
Project Name	
Project Description	
Business Sector of the customer where the project was implemented	
Name of Customer & Country	
Date of Commencement of Project	
Date of Completion of Project	
Customer's Contact Information (Name & Contact No.)	
Scope of Work for Solution Component	
Average team size for the entire project	
Project team members: Name Role Responsibilities	
Verified Industry References	

## 5.7 Team Composition and Task Assignment

The Vendor can provide more than one name for any applicable role, indicating each person as a primary or backup resource. The roles listed below are examples of the job descriptions that shall be included.

Role	Name	Role Duties Description
<i>Core Team (examples)</i>		
Team Lead – CBS		
Project Manager		
Business Domain Expert		
Data Architect		
ETL/ELT Developer		
Database Administrator		
System Administrator		
[add other role as needed]		
<i>Extended Team (examples)</i>		
Quality Assurance		
Business Process Re-engineering		
Trainer		
[add other role as needed]		

### 5.8 Curriculum Vitae (CV) for Proposed Professional Staff

Seq	Query	Response
1	Proposed Position	
2	<b>Name of Firm</b> [Insert name of firm proposing the staff]	
3	<b>Name of Staff</b> [ <i>Insert full name</i> ]	
4	Date of Birth	
5	Nationality	
6	<b>Education</b> [Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]	
7	Membership of Professional Associations	
8	<b>Other Training</b> [Indicate significant training since degrees]	
9	<b>Countries of Work Experience:</b> [List countries where staff has worked in the last five years]	
10	<b>Languages</b> [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]	

**11. Employment Record** [Starting with the present project or assignment, list in reverse order every project or assignment held by staff member since graduation, using one block for each project or assignment:

Project or Assignment Name:			
Project Objective:			
From	To	Position Held	Client Name
mm/yy	mm/yy		
Employer		Location (Country and City)	
Activities performed:			

12. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

Signed

[Signature of a staff member or an authorized representative of the staff]

[Title and Name]

[Date]

## 5.9 Project Plan

The Vendor shall provide comprehensive information on the project timeline divided into phases and milestones, and following the format given below. The plan should cover all tasks described under the Scope of Work. The Phases below are suggestive. Phases can overlap in dates, for example, the solution customization, Hardware installation, and Datacenter training can all overlap. The Vendor shall also indicate the delivery of the system documentation in the Project Calendar.

Phase Activities/Tasks	Task Duration	Involved Parties	Deliverables	Team member accountable for the deliverables	Comments
<b>Phase 1: Project Initiation and Planning (2 months)</b>					
1. Task 1					
2. Task 2					
3. etc					
<b>Phase 2: Business Process Enhancement (3 months)</b>					
1. Analysis of AS-IS business processes					
2. Development of TO-BE business processes					
3. etc					
<b>Milestone: Completion of Business re-engineering process</b>					
<b>Phase 3: Hardware Delivery (6 months)</b>					
1. Task 1					
2. Task 2					
3. etc					

## 5.10 Overview of the NBT Departments

### 5.10.1 Accounting Management

1. It organizes operative accounting and control over the correct reflection of operations implemented by the NBT structural subdivisions.
2. It prepares financial and statistical reports of the NBT.
3. It performs accounting and control of the NBT administrative and economic activities;
4. It organizes the inventory of NBT fixed assets annually. Also, it participates in taking inventory of assets, stored in the Central depository of the National Bank of Tajikistan.
5. It maintains complete record keeping of monetary resources and commodity-material assets, inflowing in the NBT depositories, and also promptly reflects in the accounting report the operations connected with their movement.
6. It carries out correct record-keeping of execution of the estimate of expenses and results of financial and economic activity of the NBT Central Office and regional branches;
7. Keeps in the storage of their original copies and monitors over payment of contracts.
8. It provides correct calculation and timely credit of payments in the budget, contributions to social insurance and pension fund, allocation of means for corresponding funds and reserves.
9. It participates in registration of missing materials and plundering of money resources, commodity and material valuables;
10. It prepares valid accounting report and registration (accounting) records based on primary documents, represents them to corresponding bodies within established deadlines.
11. It bears responsibility for the appropriate storage of accounting documents, registration, and their delivery to the archive according to established procedure.
12. It observes the rules established for registration of acceptance and transfer commodity and material valuables of warehouses, for various reporting persons, and means at payments settlement. It realizes the collection of debtor indebtedness and repayment of creditor indebtedness in due time.
13. It performs debit operations within the allocated budget means, in case of shortage of means notifies management for taking of corresponding actions in due time.
14. It prepares tax declarations, reports of social security, pension, and statistical reports and represents corresponding bodies on monthly basis.
15. It prepares documents on official business trips of the NBT employees.
16. In due time it charges the salary, compensation, bonus, and others equivalent to payments to the NBT employees card accounts.
17. It organises and conducts operative control over the correct reflection of settlement, monetary, foreign currency, and credit operations, performed by the National Bank of Tajikistan.

18. It creates an information base of primary registration data and reflection in the accounting of outgoing data.
19. It reviews and confirms accounting entries of operational day, reflected in the NBT General Ledger, and checks their reflection in the NBT accounting balance sheet on daily basis.
20. It performs daily verification of balances on balance accounts of each operational group on the NBT General Ledger, and turnover and balance sheets, and also carries out control and verification of balances on accounts based on data of synthetic records with the NBT balances of analytical account.
21. It undertakes measures to reveal and eliminate errors and infringements at reflection of affected operations within its given authority.
22. It prepares the NBT consolidated financial report and on the basis of the accepted and checked up report performs monitoring of registration of accounting procedures on all affected operations within a stipulated period.
23. It prepares the NBT consolidated annual report and other interim statements.
24. It checks the correct drawing up of all forms of financial reports by the NBT structural subdivisions. It prepares all forms of financial reports according to requirements of the international financial reporting standards for the performance of the international audit.
25. It performs methodological management of the NBT structural subdivisions and its regional departments in the accounting sphere, renders practical and advisory support in organisation and maintenance of accounting records and financial reporting.
26. It maintains records and processing of receiving and expenditure documents of fixed assets.
27. It provides information support regarding financial issues during external audits, financial reports when accounting information is requested by international partners (rating companies, financial institutions, international organizations, etc.)
28. It develops and perfects the internal regulatory documentation on the NBT book-keeping;
29. It develops recommendations on how other NBT structural divisions should carry out FX, lending, monetary and other operations correctly;
30. It participates in developing and improving the regulatory and methodological documentation of other NBT structural divisions;
31. It develops financial models to forecast the NBT balance-sheet structure, makes recommendations and other responses on how to increase the NBT capital;
32. It makes other suggestions, additions, and recommendations regarding other NBT operations.

#### 5.10.2 Financial Planning and Analysis Division

1. Development of the “Income and expenses estimate” Project and the main funding plan of National Bank of Tajikistan;

2. Monitoring of income and expenses of the budget of the central office and regional branches of the National Bank of Tajikistan;
3. Analysis of income and expenses of the central office and regional branches of the National Bank of Tajikistan;
4. Monitoring of the main funding action plan of the National Bank of Tajikistan.

#### 5.10.3 Internal Audit Department

1. Preparation of annual audit plan for the upcoming year;
2. Planning and conduction of internal audits of NBT units and branches according to the annual audit plan;
3. Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
4. Reviewing and appraising the economy and efficiency with which resources are employed;
5. Reviewing specific operations at the request of the Board of Directors or management, as appropriate;
6. Presenting to NBT management information on the results of an audit of NBT units and branches together with the recommendations for elimination of incorrect actions and incompliance;
7. Follow-up on implementation of audit recommendations;
8. Providing consultancy to NBT units and branches both on internal audit issues and overall activities of NBT units;
9. Monitoring of information concerning the audit of NBT headquarters and branches;
10. Development of draft NBT normative and legal acts on internal audit;
11. Preparation of conclusions on draft normative and legal acts, which regulate the activities of NBT headquarters and branches, and stipulate the performance and accounting of financial/economic activities, as well as labor issues;
12. Arrangement of annual audits of NBT financial statements by an independent auditing company, i.e. external auditor (arrangement of a tender on the selection of the external auditor, coordination of work with the external auditor, follow-up on the implementation of external auditors' recommendations by NBT units and branches);
13. Cooperation with internal audit units of other central banks abroad.

#### 5.10.4 International Relations Management

International cooperation with International financial institutions and Central banks of foreign states.

#### 5.10.5 International Reserves Management and Exchange Rate Policy Department

1. The main goal of the department is effective management of international reserves and implementation of exchange rate policy.
2. Identifying and minimizing international reserves risks.
3. Increase and manage international reserves

4. Manage foreign exchange transactions of the National Bank of Tajikistan
5. Manage and maintain efficient operation of the National Processing Center
6. Cooperation with international financial institutions on the management of international reserves and exchange rate policy.
7. Interaction with other structural units of the NBT, financial credit institutions, and state bodies of the Republic of Tajikistan.
8. Carrying out foreign exchange transactions in the domestic currency market and in the Forex market.
9. Carrying out foreign exchange transactions, placing deposits, crediting incoming funds to the appropriate accounts, and banknote transactions with correspondent banks.
10. Implementation of forward and option transactions, purchase and sale of currencies, and operations with precious metals.
11. Implementation of settlements for cross-border money transfers.
12. Implementation of foreign exchange transactions and transactions in national currency through SWIFT.
13. Opening, maintaining, and closing correspondent accounts.
14. Operations with precious metals.
15. Collection of data, analysis, and preparation of reports on international reserves of NBT.

#### 5.10.6 Money Circulation and Cash Operations Department

1. Timely and regular ensuring of the country's economy need in cash.
2. Protecting emission funds (reserve) and other assets of the National Bank of Tajikistan;
3. Timely withdrawal of worn cash banknotes from circulation and ensuring the circulation of suitable cash banknotes and coins.
4. Receipt and expenditures of foreign currency in the turnover cash desk of Central Vault of National Bank of Tajikistan.
5. Receipt and expenditures of precious metals in the turnover cash desk of Central Vault of National Bank of Tajikistan.
6. Receipt and expenditures of cash from turnover cash desk of Central Vault
7. Strengthening of turnover cash desk of Central Vault and Regional Branches of the National Bank of Tajikistan.
8. Withdrawal of worn banknotes and coins from circulation.
9. Shredding of unfit and worn banknotes.
10. Cheque-book for clients of budget enterprises and credit institutions
11. Sale of commemorative coins to legal entities and individuals
12. Sale of minted gold bars of National Bank of Tajikistan to legal entities and individuals

#### 5.10.7 Open Market Operations Management

The main goal of the department is an implementation of the monetary policy instruments that are mandated. The mission and main directions of the Department:

1. providing credit to credit organizations and controlling timely payments;
2. repayment of problem credits;
3. providing credits to the NBT's staff in national currency and controlling their timely payments;
4. Analysis of the status of issued loans, including loans in the form of securities, and provision of all necessary information to the risk analysis department to calculate credit risk indicators for financial instruments of the National Bank of Tajikistan.
5. Creation of mandatory reserves of credit financial organizations;
6. Conducting short-term deposit operations, the purchase and sale of NBT securities and government bonds of the Ministry of Finance of the Republic of Tajikistan;
7. Settlement on mutual commitments between the NBT and the Ministry of Finance of the Republic of Tajikistan ;
8. Cooperation and information exchange with central (national) banks of foreign countries on using the best practices;
9. If necessary, conducting seminars and workshops for the NBT staff and credit financial organizations on issues under the authority of the Unit;
10. Development of draft regulations and NBT instructions on issues under the authority of the Unit;

#### 5.10.8 Payment System Management

1. The main goal of the department is to develop and ensure efficient, reliable and uninterrupted functioning of the RT payment system.
2. Control of payment systems to ensure efficient, reliable and uninterrupted functioning of the payment system.
3. Securing settlements between credit organizations.
4. The development of financial digital services.
5. Licensing of operators of payment systems.
6. Establishment of cooperation with other structural units of the NBT, credit organizations, with relevant government agencies and international organizations related to the development of payment systems and an increase in non-cash payments.

#### 5.10.9 Personnel Management

The Personnel Management is a structural subdivision of Central Office of the National Bank of Tajikistan. The main objective of the Management is a recruitment, distribution and training of personnel, development of main directions of work with personnel, also ensuring and development of unified staff policy on works with the personnel. Also the Management is responsible for implementation of employee bonus system and training of human resources, development of career policy on staff encouragement on taking executive positions and it is in charge for development and adopting advanced staff

training and retraining systems, maintenance of library work and museum of the National Bank of Tajikistan.

#### 5.10.10 Risks Analysis Division

The Risk Analysis Division is responsible for setting the risks management policies and framework and for overseeing and managing financial risks, particularly credit risk and market risk of the National Bank of Tajikistan.

1. Coordination of risk identification, risk assessment, risk response, risk monitoring and risk reporting processes;
2. Development, implementation and improvement of the "Risk Management Policy of the National Bank of Tajikistan";
3. Development and implementation of instructions, procedures, methodologies and action plans for risk management of the National Bank of Tajikistan;
4. Coordination of the implementation of new tools and modules for risk analysis of the National Bank of Tajikistan;
5. Development of a limit system to mitigate the financial risks of the National Bank of Tajikistan;
6. Monitoring compliance with benchmarks for the banks - correspondents of the National Bank of Tajikistan;
7. Identification and reporting to the Investment Committee of the National Bank of Tajikistan the cases of non-compliance with limits, as well as to the heads of relevant structural divisions about cases of non-compliance and raising standards;
8. Analyzing the financial condition of banks - correspondents of the National Bank of Tajikistan when placing international reserves and establishing their credit ratings;
9. Daily analysis of market risk based on VaR methodology;
10. Conducting stress tests to assess the market risk of the National Bank of Tajikistan;
11. Development of the risk appetite indicator for decision-making by the NBT Board;
12. Cooperation with the Department of International Reserves and Foreign Exchange Policy of the National Bank in the placement of international reserves, taking into account the risk;
13. Preparation of responses and participation in the Audit Committee, the Monetary Policy Committee, the Investment Committee and the Credit Committee of the National Bank of Tajikistan;
14. Development of the risk matrix of the National Bank of Tajikistan twice a year by the results of the survey;
15. Development of a matrix of interconnection of business processes of structural divisions of the National Bank of Tajikistan with risk;
16. Development of register incidents forms of operational risks of the National Bank of Tajikistan;
17. Assistance in the adaptation of risk management processes in the business processes of the National Bank of Tajikistan with the business processes of the structural divisions of the National Bank of Tajikistan;

18. Conducting consulting and training events for risk managers of structural divisions of the National Bank of Tajikistan on operational risks;
19. Assistance to risk managers of structural divisions of the National Bank of Tajikistan on adoption issues and introduction of methods for assessing operational risk;
20. Submission of reports on operational and financial risk to the Management of the National Bank of Tajikistan;
21. In accordance with the requirement to provide risk reports to the Management of the National Bank of Tajikistan and the Investment Committee of the National Bank of Tajikistan;
22. Collecting the necessary information from the structural divisions of the National Bank of Tajikistan to summarize information on the preparation of reports, responses, recommendations and conclusions on risks;
23. Cooperation with international financial institutions for the effective implementation of risk management activities;
24. Organization of office work and storage of documents that directly relate to the activities of the Department.
25. Preparation of summary on credit risks of financial instruments of the National Bank of Tajikistan (with periodic calculation of indicators of default risk, value at risk and level of losses for various groups of financial instruments);

#### 5.10.11 Financial Stability Management Department

The primary objective of the Financial Stability Management is to develop and implement the macro-prudential policy, to monitor and analyze the main indicators of financial stability, to assess risks and develop specific measure to minimize them.

The primary functions of the FSM are:

1. Analyze the macro-prudential policy and the proper use of its tools to prevent systemic risks.
2. Monitor the intermediate targets and select the appropriate macro-prudential tools based on that.
3. Assess risks of systemic credit organizations and carry out stress testing to evaluate the stability of financial institutions.
4. Prepare periodical reports on financial stability.
5. Prepare financial stability indicator reports (FSI).
6. Prepare monthly reports on the main macroeconomic and banking indicators for the NBT management.
7. Collect information on the correspondent accounts of credit organizations.
8. Monitor and prepare progress reports on the implementation of the Strategic plan of rehabilitation of the banking and insurance systems for 2020-2023.
9. Prepare required information for the meetings of the Financial Stability Committee.
10. Prepare required information for the meetings of the National Financial Stability Council in RT.
11. Have correspondence with the RT government and other public authorities about the implementation of government economic programs.

12. Monitor and prepare information on the implementation of government economic programs.

#### 5.10.12 Banking supervision Department

The Banking supervision Department is responsible for regulation and oversight resolution of Credit Financial Organizations (including conventional and Islamic banks and micro-financial institutions). These are achieved through several functions including:

1. issue of licenses granting permission for banking activities in the Republic of Tajikistan; withdrawing such license and tracking credit financial organizations through resolution process;
2. collection of regulatory/financial information from Credit Financial Organizations for on-going remote analysis and monitoring of financial performance and of existing risks;
3. conduction on-site examination to Credit Financial Organizations to verify reported information and ensure compliance to requirements of banking laws and regulations;
4. application of prompt corrective actions, including penalties, within its mandates;
5. development of new laws, regulations, and modalities related to its objectives and functions.

#### 5.10.13 Legal Management

The Legal Department is one of the structural units of the National Bank of Tajikistan. The main objectives of the Legal Department are to provide legal support to the National Bank of Tajikistan for the realisation of its goals and functions set forth in the federal law, as well as legal support to the functioning of the National Bank of Tajikistan as a legal entity.

The Legal Department coordinates legislative and other legal related activities inside the National Bank of Tajikistan and provides support to the government authorities.

The main activities of the Legal Department are legal support of:

1. banking supervision and banking regulation;
2. supervision and regulation of non-credit financial institutions;
3. activities of structural units of the National Bank of Tajikistan, including regional institutions of the National Bank of Tajikistan, in terms of methodological support for proceedings on administrative offences and consideration of administrative offence cases;
4. operations of the National Bank of Tajikistan and banking operations. As part of legal support for the operation of the National Bank of Tajikistan as a legal entity, the Legal Department ensures compliance with labor legislation in the operations of the National Bank of Tajikistan, as well as contractual work.
5. the Legal Department coordinates litigation activities of the National Bank of Tajikistan, ensures representation of interests of the National Bank of Tajikistan in

- court proceedings, in bodies of compulsory execution, interaction with authorities, and law enforcement agencies.
6. establishes cooperation of the management with structural divisions of the National Bank of Tajikistan for improvement of banking legislation;
  7. participates in the development (preparation) of regulatory legal acts;
  8. provides a legal opinion on the drafts of regulatory legal acts send to the National bank of Tajikistan and those prepared by structural units of the Bank.
  9. systematizes (streamlines) regulatory legal acts of the National Bank of Tajikistan;
  10. providing an opinion on draft international Agreements, and maintaining their electronic database;
  11. participates in the preparation of economic, credit agreement drafts, provides legal opinion on them, and provide legal consultation
  12. prepares reports on court proceedings.