

Minute of the Familiarization meeting from May 19, 2025

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May 19, 2025

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The presenters within the meeting:

No.	Surname, Name	Position	Topic of the presentation
1.		Director of the Strategy, Organization, and Human Resources Department	General presentation of the scope and objectives of the Transform NBM Project The To Be Model of processes: business process management system, used standards, implemented internal controls
2.		Director of the Financial Markets Department	Monetary tools: scope, specific aspects. Risk management Foreign exchange operations: scope, specific aspects, project objectives
3.		Director of Budget, Finance and Accounting Department	Planning and Reporting of Procurements within NBM Financial Management and Accounting: aspects relevant for the Core-banking and ERP systems
4.		Deputy Director of Information Technologies Department	NBM's Information System: IT related aspects
5.		Head of the Strategic Planning and Management Division	Procurements within the NBM, specific aspect to consider

The National Bank of Moldova (NBM) confirmed 13 (thirteen) registered participants (economic operators) to the familiarization meeting, with 4 (four) companies sending authorized delegates to its headquarters.

Meeting Agenda:

1. Opening of the Familiarization meeting. Foreword.
2. General presentation of the scope and objectives of the Transform NBM Project.
3. The To Be Model of processes: business process management system, used standards, implemented internal controls.
4. Presentation of all business processes, part of the Transform NBM project scope, related to the Core-banking and ERP systems.
5. Presentation of the NBM Information system.
6. Questions and answers. Concluding remarks.
7. The end of the meeting.

1. Opening of the Familiarization Meeting. Foreword

Speaker: - Director of the Strategy, Organization, and Human Resources Department, Project manager, Vice Chairman of the acquisition working group

Was presented:

REF: Public tender no. [ocds-b3wdp1-MD-1745257356466](#), July 18, 2025, for procurement of implementation services of IT solutions for banking operations and enterprise resource management (licenses, implementation services, and warranty services)

- Greeting message for all the Participants at attending the meeting;
- The importance of the Transform NBM project;
- The purpose of the Familiarization Meeting;
- General information about the subject of the procurement procedure;
- Presentation of the agenda.

2. General presentation of the scope and objectives of the Transform NBM Project

Speaker: [REDACTED] - Director of the Strategy, Organization, and Human Resources Department, Project manager, Vice Chairman of the acquisition working group

Was presented:

- Presentation of the Transform NBM project: principles, objectives, phases, critical success factors, expectations.

Questions and Answers:

1. **Question: Would it be possible for you to send these presentations to us as participants?**

Answer: Yes, we will send them to you afterwards.

2. **Question: I may not be interpreting the presented figures correctly. Does the amount of EUR 3,395.00 correspond for Lot I?**

Answer: Yes, the indicated amount is allocated for Lot I. The amount refers to 3.4 million euros. It is indicated as 3,395,000 EUR, which means to amount of 3.395 million euros.

3. **Question: In a previous message, we asked whether we could submit clarification questions, but we did not notice any specified deadline for doing so. Is there a deadline?**

Answer: Yes, a deadline for submitting clarification questions has been set. Clarification requests should be submitted no later than June 6, 2025. All clarification requests must be submitted via MTender electronic procurement system. The responses will be issued solely through this platform.

3. To Be model of the processes: business process management system, used standards, implemented internal controls

Speaker: [REDACTED] - Director of the Strategy, Organization, and Human Resources Department, Project manager, Vice Chairman of the acquisition working group

Was presented:

- The characteristics of business process management system within NBM;
- The elements of the business process management system within NBM;
- Project objectives.

Note: No questions were addressed.

Presentation of all NBM's business processes which are included in the scope of Transform NBM project, related to the Core-banking and ERP systems

4. Monetary tools: scope, specific aspects. Risk management

Speaker: [REDACTED] - Director of the Financial Markets Department, Member of the acquisition working group

Was presented:

- Overview of market operations;
- Currency distribution, instrument types, and number of transactions;
- Risk Management;
- Investment Portfolio – Performance Measurement;

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- Structure of tranches and limits/constraints;
- Monetary policy operations and other similar operations;
- Activities in 2023-2024;
- Characteristics of market operations;
- Settlement Division operations;
- IT solutions used.

Foreign operations: area, specific, project objectives

Speaker: [REDACTED] - Director of the Financial Markets Department, Member of the acquisition working group

Was presented:

- Principles of foreign exchange reserves management;
- Types, volume and number of transactions in 2023, 2024;
- Foreign reserves management;
- Information systems used;
- Characteristics of processes;
- Project objectives.

Questions and Answers:

1. **Question:** Should the requirements for reserve management and monetary operations be included in your future Core Banking System (CBS) solution? If a vendor can only cover these specific requirements, would that be sufficient for the solution to be considered during the selection process, given that they represent only around 25% of the total requirements analyzed across both ERP and CBS systems? Would a solution that only addresses reserve management and monetary operations still be considered a consolidated system, or would it be treated as part of a separate tender?

Answer: As outlined in the documentation, the requirements are divided into mandatory and recommended. All mandatory requirements must be fully met. There are different options to achieve this for instance, you may form a consortium or association with other vendors who can address the remaining requirements. We will only consider proposals that satisfy 100% of the mandatory requirements. However, you have the flexibility to collaborate with other partners in order to ensure full compliance.

2. **Question:** Will the names of all external vendors participating in the tender be disclosed? This information would help us assess potential strategic alignments. Or will such details remain confidential and not publicly available?

Answer: Unfortunately, this information is not publicly available. While we welcome participation from a diverse range of vendors, we are not permitted to disclose the list of participants. In fact, we ourselves do not have access to this information, as the platform is open and allows any qualified vendor to participate without prior registration visibility. You are, of course, free to explore potential partnerships independently.

5. Planning and Reporting of Procurements within NBM

Speaker: [REDACTED] - Director of Budget, Finance and Accounting Department, Member of the acquisition working group

Was presented:

- Development of procurement plans;
- Correlation of the annual plan with the budget;
- Modification of procurement plans;
- Monitoring the execution of procurement plan;
- Conducting procurement procedures;

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- Procurement contracts/invoices;
- Reports;
- Archiving.

Questions and Answers:

1. **Question:** *Could you please specify which system is being referred to, and what type of electronic document management system it is? (The question refers to what kind of electronic document management system the National Bank of Moldova uses.)*

Answer: It is an open-source solution that has been developed in-house.

6. Financial Management and Accounting: aspects relevant for the Core-banking and ERP systems

Speaker: [REDACTED] - Director of Budget, Finance and Accounting Department, Member of the acquisition working group

Was presented:

- Budgeting process, distinctive aspects and objectives;
- Used tools;
- Financial accounting;
- Financial accounting: used IT solutions;
- Financial accounting: distinctive aspects;
- Financial accounting: objectives;
- Financial reporting;
- Cost and project accounting – ABC Method.

Questions and Answers:

Note: No questions were addressed.

7. NBM's Information System: IT related aspects

Speaker: [REDACTED] - Deputy Director of Information Technologies Department, Deputy-project manager, Member of the acquisition working group

Was presented:

- The role of the IT Department (ITD);
- Overview of ICT environment;
- Current CBS and ERP systems;
- Requirements related to licenses;
- Interoperability;
- Total Cost of Ownership (TCO);
- Data migration.

Questions and Answers:

1. **Question:** *Does the stated budget include the Total Cost of Ownership (TCO)?*

Answer: No, the stated budget refers only to the estimated cost of project implementation, specifically the contracting cost. However, the financial evaluation will be based on the Total Cost of Ownership (TCO).

2. **Question:** *Why is it essential for you to have the licenses delivered at the moment of the Go-Live phase?*

Answer: Aligning license delivery with the Go-Live phase is important to ensure a balanced cost model, which benefits both parties. Additionally, the analysis and design phase will provide a clearer understanding of the actual requirements, such as the number of users and specific business processes which may lead to adjustments in the initial licensing model. This enables a more accurate and potentially optimized / reduced license package.

Please note that managing license costs during project implementation is your responsibility, so it is in your interest to carefully time the delivery, avoiding both premature and unnecessarily delayed provision. The only strict requirement is that Go-Live cannot be accepted unless all required licenses are in place.

3. **Question: I would like to clarify the expectations regarding the licensing structure. As you are aware, many software vendors operate under an annual subscription model, which typically includes licensing, support, and maintenance bundled into a single annual fee. This model somewhat changes the conventional approach, as these well-known vendors generally require a valid license agreement to be in place before starting the implementation.**

Given this, would it be correct to assume that, at a minimum, the license or subscription agreement should be concluded by the acceptance of the design phase?

Answer:

Let me address your question in two parts.

Firstly, regarding the licensing model: while we have a preference for perpetual licenses, we also accept subscription-based models. In such cases, vendors are required to provide a cost estimate that covers a 10-year period. This is clearly specified in the Total Cost of Ownership (TCO) model, where a note states that subscription-based licenses must be priced for the entire 10-year duration. We understand that this may pose a challenge for some vendors, but it is necessary for fair comparison of bids and long-term cost planning.

Second, regarding the timing of license activation: We acknowledge that licensing policies vary among software providers, and we do not intend to interfere with those internal practices. Our primary concern is that all licensing-related costs are properly planned and clearly reflected. From the perspective of the NBM, the 12-month period covering support, maintenance, and warranty services begins upon Go-Live acceptance. You may choose to conclude and activate the license agreement earlier than the Go-Live milestone if required by your licensing model. However, we strongly encourage you to carefully consider the financial implications, as early activation may result in higher upfront costs. Typically, during the analysis and design phase, implementation has not yet commenced, so license delivery at that stage is not necessary from our point of view. Ultimately, the timing of license activation is at your discretion, as long as all required licenses are in place by the Go-Live date.

4. **Question: Did I hear clearly that your preference is more toward perpetual licenses?**

Answer: Yes.

5. **Question: Regarding the licensing and the deployment of the CBS solution on the hardware infrastructure, could you please clarify the expected setup? Should the system run on a traditional bare-metal infrastructure, should it be containerized (e.g., using Kubernetes), or is it sufficient for the solution to be container-ready?**

Answer: From the outset, our expectation has been to implement a modern system architecture. Containerization is indeed a key part of that vision, and we expect it to be incorporated into your proposed solution.

Regarding the infrastructure, we will provide a virtualized, on-premises environment specifically allocated for this project. Although it is not a physically dedicated infrastructure, it will be virtually dedicated to supporting all development, testing, and deployment activities related to the CBS /ERP solutions.

6. **Question: Regarding the integration platform, you mentioned that the current setup relies on point-to-point integrations, and that vendors are expected to propose an ESB (Enterprise Service Bus) or an API management solution. For the various interfaces you mentioned such as ISO 20022, ISO 20024 are we also responsible for integrating these with the ESB or API manager, or is our responsibility limited to providing the ESB solution, while you handle exposing the APIs through it, which we would then consume and integrate with the Core Banking System?**

Answer: The expectation is that the selected vendor for Lot I will not only deliver the ESB (Enterprise Service Bus) solution but will also assume the role of integration coordinator. This means the vendor will be responsible for setting up the ESB, managing the required interfaces from the Core Banking System, and ensuring the proper orchestration and governance of APIs and workflows.

Additionally, we expect the vendor to bring the necessary know-how and to facilitate knowledge transfer to our internal teams. Integration will be a shared responsibility: the vendor will handle the CBS-related interfaces and the ESB setup, while the National Bank of Moldova (NBM) will provide interfaces for internal systems. Furthermore, the ERP vendor will also be involved. However, the CBS vendor will take a lead role in coordinating the overall integration process and will act as a supervisory agent to ensure seamless interoperability across systems.

This role extends beyond technical implementation and involves a broader responsibility for integration management.

7. **Question: Regarding the disaster recovery (DR) site, you mentioned that there are two sites. Should we assume that the DR site must mirror the primary site in terms of size, licensing, and system architecture, including both the Core Banking System and the ESB?**

Additionally, could you clarify the expected setup in terms of processing and compute power should both sites be fully equivalent? Is the architecture expected to be active-active, active-passive, or based on another model? Furthermore, should we plan for full licensing coverage at both the primary and DR sites?

Answer: Thank you for the question - it's a very relevant point. Initially, our intention was to implement an active-active configuration for both the Core Banking System (CBS) and the ERP, given their critical importance. This setup would have required identical computing resources at both the primary and disaster recovery (DR) sites. However, after evaluating the associated costs, we determined that this approach would likely be too resource-intensive.

As a result, the configuration outlined in the RFP is based on an active-passive model. In this setup, the DR site will operate in a passive mode, meaning it is not expected to match the primary site in terms of processing and computing power. Therefore, the DR environment may have fewer resources, as it will only be activated in the event of a failure or disaster affecting the primary site.

8. **Question: Regarding the integration of other systems within the National Bank of Moldova's IT landscape particularly those using ISO 20024 interfaces what are your expectations concerning data input into the Core Banking System (CBS)?**

Are you expecting a user-friendly, dedicated data entry interface to be provided for this purpose, or will users be expected to input data directly through the back-office functionalities of the CBS itself? Alternatively, should a separate interface layer be developed on top of the CBS to facilitate data entry?

Answer: Our primary objective is to minimize manual input and human intervention in the Core Banking System (CBS). However, we do anticipate certain scenarios, such as specific types of payments where manual data entry may still be required. These cases have been explicitly outlined in the RFP, detailing the operations for which manual input will be necessary.

That said, our overall approach prioritizes maximum automation. This means that, wherever possible, processes should operate seamlessly, with data flowing automatically from the source systems into the CBS, without requiring user involvement.

9. **Question: Is this repository not meant for daily operations? It seems to be a back-office tool where the input comes through integrations via the ESB (Enterprise Service Bus) with the CBS (Core Banking System), rather than being used directly for daily operations like in core banking. Is that correct?**

Answer: Yes, mainly this is the case. But you can find in the RFP specific cases, where manual input is still required.

10. **Question: From an IAM (Identity and Access Management) perspective, do you use an external system to handle access control, or do you rely on a traditional Active Directory (AD) setup with predefined roles? Are there any additional layers of authentication or authorization in place?**

Answer: We currently rely on Fortinet Authenticator for SAML-based authentication, with Active Directory (AD) serving as our primary identity management solution. While user identities, such as usernames and basic access attributes are managed in AD, we recommend that role-based permissions and entitlements be handled directly within the CBS / ERP using its native interfaces. This approach

allows for more efficient and flexible management of complex, granular permissions that would be difficult to maintain solely through AD group assignments.

11. Question: If the tool has its own Role-Based Access Control (RBAC) system, can it override or take precedence over the Active Directory (or Entra ID) groups and permissions? Or would it need to synchronize with an external identity provider (e.g., Entra) to enforce access rules?

Answer: Yes, basically we can define generic user groups at the AD level, for example, groups permitted to access the CBS/ERP platform. However, when it comes to granular role assignments and permissions, it is preferable for these to be managed directly within the CBS/ERP through its built-in RBAC (Role-Based Access Control) system.

12. Question: Do you have any specific expectations regarding the implementation approach—particularly in terms of teams, local presence, or collaboration with local partners? Are there any preferences or requirements you would appreciate vendors taking into account?

Answer:

We have experience with a variety of implementation models, including fully remote projects, even during the pandemic, so we are open to flexible approaches. In general, we do not require continuous on-site presence at the NBM. However, for certain critical milestones or phases, such as the Soak period or key workshops, physical presence may be preferred to ensure more effective collaboration and smoother execution. While we are open to virtual arrangements for most activities, face-to-face engagement at select points can strengthen team relationships and enhance productivity on both sides. These details can be discussed and mutually agreed upon as part of the project planning. Overall, we are flexible and do not impose rigid requirements regarding physical presence or local partnerships.

13. Question: Do you have any specific expectations regarding the post-implementation phase of the partnership? For example, should support and maintenance services be provided locally, or is it acceptable for them to be delivered remotely by the vendor?

Answer: As outlined in the post-implementation requirements, we do not mandate a permanent local presence. However, from a legal and operational standpoint, we do expect a presence within the region to help ensure alignment with working hours and responsiveness in case of exceptional situations, such as disaster recovery or critical bug resolution.

That said, aside from these specific scenarios, there are no strict constraints regarding local presence. Remote delivery of post-implementation services is acceptable under normal operating conditions.

8. Procurements within the NBM, specific aspect of submission of tenders

Speaker: [REDACTED] - Head of the Strategic Planning and Management Division, Deputy-project manager, Member of the acquisition working group

Was presented:

- Rules for tender submission;
- Requests for clarification regarding Award Documentation;
- Submission of tenders by non-residents;
- Methods of tender submission by non-residents;
- Qualification and selection documents;
- Eligibility requirements;
- Confidential information or commercially sensitive data;
- Submission of Joint tenders (Consortium Submissions).

Questions and Answers:

1. Question: Going back to the tender guarantee. It's fine that the tender guarantee to be issued by a foreign bank as well?

Answer: Yes. There is no constraint. You can find in the Tender documentation (RFP) different options: transfer to the NBM account or Bank guarantee.

2. Affirmation: You have very detailed Tender Documentation (RFP).

Answer: Well, the idea is that because of the procurement procedure constraints. We considered to provide all the details in order to align our and Tenderers expectations. From our side it's also important to receive detailed answers, so it would allow and help us to evaluate objectively your tender. Considering the principles of public procurement procedure, we are not allowed to discuss any kind of negotiations, etc., so that's why you must provide and be as much as transparent as we are in the detailed Tender Documentation, and to provide all the required details as part of your bid. In case you will not provide the necessary details, it would be, firstly very difficult for us to evaluate the tender, to understand what you are trying to submit/to offer and on the other hand, it might also lead to the disqualification of the tender. Please pay attention to this. So, just answers like "yes" or "no" are not accepted.

3. Question: *Will you share the presentation and recordings of the meeting?*

Answer: We will not share the recordings, but the presentation will be shared with the participants at this meeting. Also, we will share with you the minute of this meeting.

9. Questions and answers. Concluding remarks.

Speaker: [REDACTED] - Director of the Strategy, Organization, and Human Resources Department, Project manager, Vice Chairman of the acquisition working group

1. Question: *About the lots. Because there are two lots, could you clarify if the bidder can participate idle for one lot or it could participate together for both.*

Answer: Yes, as mentioned in the evaluation form, we have clearly defined performance evaluation criteria, including specific scoring for pre-integrated solutions. For example, proposals that include both ERP and CBS as a pre-integrated package will receive a higher score.

That said, we remain open to various configurations whether as pre-integrated systems or as separate solutions submitted through different tender lots. Our primary objective is to select the most suitable and efficient solution, and all options are equally welcomed and available to participants.

10. End of the meeting

Speaker: [REDACTED] - Director of the Strategy, Organization, and Human Resources Department, Project manager, Vice Chairman of the acquisition working group

Was presented:

- Message of gratitude to the participants for attending the meeting.