



CENTRAL BANK OF SAMOA

SAMOA FINANCE SECTOR RESILIENCE AND DEVELOPMENT PROJECT

TERMS OF REFERENCE FOR AN INDIVIDUAL CONSULTANT

TO CONDUCT A DIAGNOSTIC ASSESSMENT FOR A CORE BANKING SOLUTION FOR

THE CENTRAL BANK OF SAMOA

1. BACKGROUND

The Central Bank of Samoa (Central Bank) is undertaking the Samoa Finance Sector Resilience and Development project, supported by the World Bank.

The Central Bank is the monetary authority responsible for maintaining financial stability, managing currency issuance, and overseeing the country's payment systems. Currently, these core mandates are supported by a mixture of aging legacy platforms, specialized standalone systems, and manual workarounds. To enhance and modernize operational efficiency, mitigate operational and security risk, and support modern central banking operations (such as real-time gross settlement, securities settlement, and automated government banking), the Central Bank is evaluating the structural need, technical feasibility, and strategic risk of deploying a modern institutional Core Banking Solution (CBS).

Before procuring and implementing a CBS, the Central Bank seeks to conduct a comprehensive diagnostic assessment to evaluate its current environment, identify business and technical requirements, assess readiness, and develop a roadmap for implementation.

2. OBJECTIVES

The primary objective of this assignment is to conduct a comprehensive diagnostic assessment of the Central Bank's current operational environment, identify capability gaps, define future-state requirements, and provide a strategic recommendation and roadmap for introducing a Core Banking Solution that aligns with international good practices and future needs of the Central Bank.

3. SCOPE OF WORK

The consultant will execute the following tasks:

Phase 1: Current State Assessment (As-Is Analysis), including but not limited to:

- Review existing IT infrastructure, software systems, and data architecture currently supporting banking operations.
- Map and evaluate current operational processes across key departments (e.g., Banking Operations, Currency Management, Financial Markets, Risk Management, and IT).

- Identify pain points, system bottlenecks, operational risks, security vulnerabilities, and integration gaps within the current setup.

Phase 2: Needs Assessment & Gap Analysis, including but not limited to:

- Conduct stakeholder interviews and workshops with department heads and key personnel to understand business needs.
- Perform a gap analysis comparing current capabilities against modern central banking best practices and regulatory requirements.
- Assess the readiness of the Central Bank's IT infrastructure and human resources to adopt and maintain a modern CBS.

Phase 3: Target State & High-Level Functional Requirements (To-Be) including but not limited to:

- Define the high-level functional and technical requirements for a central bank-specific CBS (e.g., general ledger, government banking, currency management, reserve management, and API integrations).
- Propose an architectural blueprint illustrating how the new CBS will integrate with existing peripheral systems (such as the Real Time Gross Settlement (RTGS), Automated Clearing House (ACH), and SWIFT).

Phase 4: Market Analysis & Strategic Options, including but not limited to:

- Provide an overview of leading central bank core banking software vendors and deployment models (e.g., on-premises vs. private cloud).
- Conduct a high-level cost-benefit analysis, including estimated Total Cost of Ownership (TCO) spanning licensing, implementation, hardware, training, and maintenance.
- Outline key project risks and mitigation strategies for a potential CBS implementation.

At the completion of the assignment, the Central Bank will possess:

- A clear understanding of its current operational and technology environment.
- Detailed business and technical requirements for a Core Banking Solution.
- A readiness assessment and gap analysis.
- A business case supporting investment decisions.
- A practical implementation roadmap to guide procurement and deployment of a modern Core Banking Solution.

4. DELIVERABLES

During the course of the consultancy, the consultant will deliver where necessary:

- Reports, analyses, and recommendations.
- Presentations and workshops.
- Implementation plans.

With specific and satisfactorily completed outputs/milestones being:

Milestone	Activities
Milestone 1: Comprehensive project plan with timelines.	Desk research of all background documents, reports and data provided by the Central Bank.
Milestone 2: Current State Diagnostic Report.	Detailed evaluation of existing IT/operational architecture, highlighting system gaps, systemic risks, and technical pain points. Aligning to Phase 1 and 2 of the Scope of Works.
Milestone 3: 3.1 Final Diagnostic Assessment report incorporating feedback from the Central Bank 3.2 Procurement Package (Technical Specifications and Evaluation Criteria) 3.3 Presentation of findings and recommendations to senior management	A draft report compiled and shared to the Central Bank for comments. Review of feedback and modification. Preparation of the necessary procurement package. Preparation of presentation to the Central Bank management. Aligning to Phase 3 and 4 of the Scope of Works.

5. SELECTION METHOD

The consultant will be selected through the “Individual Consultant Selection method” in accordance with the World Bank Procurement Regulations for IPF Borrowers (Procurement Regulations) of September 2023.

6. QUALIFICATIONS and EXPERIENCE

The Consultant shall meet the following criteria:

Mandatory

- A **Master’s degree** in Information Systems, Computer Science, Finance, Banking, Business Administration, or a related field.
- A minimum of **10 years** of professional experience in financial sector IT strategy and enterprise architecture.
- **Central Banking Domain Expertise**, including but not limited to:
 - **Core Functions:** Proven experience working with or consulting for central banks, specifically regarding monetary policy execution, currency management (vault/mint operations), and government banking.
 - **Treasury & Settlement:** Deep understanding of Treasury Single Account (TSA) management, Real-Time Gross Settlement (RTGS) system integrations, and Automated Clearing House (ACH) frameworks.
 - **Accounting Standards:** Familiarity with central bank financial reporting, statutory accounting rules, and international frameworks (e.g., IFRS).

- **Enterprise Architecture & Diagnostic Capability**, including but not limited to:
 - **System Diagnostics:** Demonstrated track record of conducting IT gap analyses, legacy system audits, and business process re-engineering (BPR) for complex financial institutions.
 - **Core Banking Systems:** Strong technical knowledge of modern Core Banking Solutions (CBS), modular service-oriented architectures (SOA), cloud vs. on-premise trade-offs, and data migration complexities.
 - **Security & Resilience:** Knowledge of financial sector cybersecurity frameworks, business continuity planning (BCP), and disaster recovery (DR) protocols.
- **Strategy, Procurement & Roadmap Design**, including but not limited to:
 - **Strategic Planning:** Experience drafting high-level IT roadmaps, cost-benefit analyses, and Total Cost of Ownership (TCO) models for large-scale software implementations.
 - **Procurement Knowledge:** Experience writing technical specifications, Functional/Technical Requirements documents, and Terms of Reference (TOR) or Requests for Proposals (RFP) for international vendor bidding.
- **Communication & Stakeholder Management**, including but not limited to:
 - **Executive Advisory:** Proven capability to interview, advise, and present strategic technical assessments to high-level executives
 - **Reporting Skills:** Portfolio of high-quality, clear, and structured technical diagnostic reports written in English

Desirable

- Excellent communication and stakeholder management skills.
- Excellent speaking, writing and interpersonal skills

7. DURATION

The consultancy contract period will be for 8 weeks, for a maximum of 25 person days. All deliverables must be concluded within the project timeline. The duration of the project may be extended for an additional 2 weeks, without compromise to the 25 person days, if circumstances require. The consultant is expected to be on-island for one in-country visit for the necessary consultations.

8. PRICE PROPOSAL and SCHEDULE OF PAYMENTS

Assignment is lump sum based, and the total amount quoted shall be all-inclusive and include all cost components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (for work to be done outside the consultant's duty station) and any other applicable cost to be incurred in completing the assignment. It is important to note that the amount quoted shall also include a samoan withholding tax. Please enquire to the Samoan Ministry of Revenue for more information regarding applicable taxes.

Payments will be done as per the percentages below upon satisfactory completion of the milestones as determined by the Central Bank:

Milestone	Activities	Percentage of Total Contract
Milestone 1: Comprehensive project plan with timelines	Desk research of all background documents, reports and data provided by the Central Bank	15%
Milestone 2: Current State Diagnostic Report:	Detailed evaluation of existing IT/operational architecture, highlighting system gaps, systemic risks, and technical pain points. Aligning to Phase 1 and 2 of the Scope of Works	25%
Milestone 3 3.1 Final Diagnostic Assessment report incorporating feedback from Central Bank 3.2 Procurement Package (Technical Specifications and Evaluation Criteria) 3.3 Presentation of findings and recommendations to the Central Bank management	A draft report compiled and shared to the Central Bank for comments. Review of feedback and modification Preparation of the necessary procurement package Preparation of presentation to the Central Bank's management Aligning to Phase 3 and 4 of Scope of Works	60%

9. CONFLICT OF INTEREST

No current or recent employment, financial interest, or advisory role with major commercial Core Banking Solution (CBS) vendors (to ensure strict neutrality during the assessment).

By participating in this procurement activity, it is taken as confirmation that interested parties comply with this section 9 requirement.

10. INSTITUTIONAL SUPPORT and REPORTING LINES

- **Reporting:** The Consultant will report directly to BCS and FSD through their focal points for the review of the deliverables and monitoring of milestones. Regular updates on project progress between the consultant, and BCS and FSD will be part of the assignment engagement.
- **Logistics:** The Central Bank will provide the Consultant with office space, access to internet, and schedule coordination for all institutional workshops and interviews.
- **Data Access:** The Central Bank will provide access to relevant architecture diagrams, system documentation, and operational manuals, subject to standard non-disclosure agreements (NDA).
- The Consultant is expected to enter into a contract with the Central Bank for 8 weeks.