The New Development Bank

Request for Proposal

(This is not a Purchase Order)

1. Introduction

The New Development Bank (NDB) is issuing a Request for Proposal (RFP) to invite qualified suppliers to provide proposals to NDB's *S-IT-2026-02461 NDB Digitalization Consultancy Project* . Please refer to the following information and attachment for detailed requirements.

NDB invites those interested and qualified companies to register with NDB's e-procurement system to be our **registered suppliers** and participate in the bidding process (**please be advised the contact information provided in registration, especially email address, must be correct as all communications regarding the bid, including RFP distribution and award notice, will be sent through it**). NDB will choose the most suitable one(s) from the shortlisted suppliers. NDB at its sole discretion reserves the right to reject all proposals in accordance with its internal policy and guidelines.

2. RFP Schedule

Please be advised the following activities could take place in the RFP process. NDB will inform the specific arrangements in advance and the suppliers are requested to respond in a timely manner.

Activity	Date
Distribution of RFP	September 23, 2026
Deadline for Questions	October 15, 2026
Proposal Response Due	October 16, 2026
Presentation and Demonstration	TBD
Negotiation on contract	TBD
Signing Contract	TBD
Project Kick Off	TBD

**The RFP Schedule is for reference only and NDB has its sole discretion to adjust as per the project's needs.*

3. Instruction to bidders

3.1 Contact Information

Please use the following contact information for all correspondence with NDB concerning this RFP.

Name: Ivan Nepeivoda
Address: 26th floor, NDB Headquarters, 1600 Guozhan Road, Pudong, Shanghai, China
中国上海浦东新区国展路 1600 号，新开发银行总部大楼 26 层
Email: nepeivoda.ivan@ndb.int

3.2 Submission of Proposals (Introduction to use of NDB's e-procurement system)

Proposals shall be prepared in English. Electronic version is obligatory and shall be uploaded in NDB's e-procurement system.

For submission of proposal, the qualified suppliers should register with NDB's e-procurement system to be **NDB registered suppliers** (subject to NDB's internal approval) in advance. All registration information shall be in English except for uploads of scanned or copied documents originally produced in other languages. Then registered suppliers need to **ENROLL** in the procurement notice (for open competitive bidding) or **ACCEPT** the invitation (for limited competitive bidding) before submitting proposal online according to the timeline: https://www.ndb.int/procurement-opportunities/corporate-procurement/

The deadline, due time, closing date, among others, referred to herein means Beijing time; and NDB's business time is from 9:00AM to 5:15PM in working days.

3.3 Questions

Please submit questions in writing by e-mail. Suppliers are advised to refer to the specific paragraph and page number in RFP and should quote the corresponding passage. NDB will be prompt in responding to the questions. Questions can be responded to as a group and sent to all suppliers. NDB will not provide feedback to questions raised beyond deadline.

3.4 Ownership of Materials

All materials submitted in response to this RFP become the property of NDB. Proposals and supporting materials will not be returned to suppliers.

3.5 Proposal Costs

NDB is not responsible for any costs incurred by the supplier in the preparation of the proposal or the site visit.

3.6 Proposal Format (if applicable)

NDB recommends that the proposal should contain **three** parts as follows. **The supplier may choose another proposal format as long as it suits the purpose.**

- Volume 1 – Information on the supplier. The supplier is required to provide the basic information in the attached table (attachment 2). Please fill out the table as complete as possible. More information will help us in evaluation.
- Volume 2 – Main Proposal

  Section 1 Executive Summary

  Section 2 Functional Section

  Section 3 Technical Section

  Section 4 Project Management Section

  Section 5 Support Section

- Volume 3 – Price Proposal – Should be in a separate document even though it is an integral part of the proposal. The currency is **USD**; if quoted in other currencies, the exchange rate should be clearly defined. **The price shall be inclusive of applicable taxes (if not, please specify)**; other charges shall also be clearly defined.

3.7 Validity Period

The proposal, including pricing quotation, shall be valid at least for 120 days.

3.8 RFP Amendments

New Development Bank reserves the right to amend this RFP any time prior to the closing date. Amendments will be issued only to suppliers who are going to complete a proposal.

3.9 Sub-contractor

NDB expects to negotiate and sign contract with one winning supplier. NDB will accept only complete solutions from a primary supplier and will not accept any incomplete proposals that are only cover part of the RFP. The prime supplier will be responsible for the management of all subcontractors. NDB will not accept any invoices from subcontractors or become part of any negotiations between a prime supplier and a subcontractor. If there is any sub-contractor involved or engaged by the supplier, it shall be clearly stated in the proposal.

3.10 Award Notification

NDB will negotiate with all shortlisted suppliers before deciding the winning supplier. NDB reserves the right to negotiate further with the winning supplier before or in the contracting process. The award notification is sent to the winner online in the e-procurement system. NDB is not obliged to notify the bid outcome to unsuccessful suppliers.

4. Evaluation Criteria

The proposals will be reviewed and evaluated by NDB's team in accordance with the related policy and guidelines, especially the six principles (Economy, Efficiency, Competition, Transparency, Value for Money, Fit for Purpose) contained in NDB's corporate procurement policy. NDB is interested in obtaining a complete solution to the requirements contained in this RFP. Proposals that meet the proposal instructions and requirements will be given a thorough and objective review. Proposals that are late, or do not comply with proposal instructions, or take exceptions to mandatory requirements will be excluded. The following are the key factors that would be taken into consideration for evaluating the proposals.

i. Technical Approach and Methodology or Software Solution

Primary consideration will be given to the mandatory requirements as listed in this RFP.

The following are the main factors in the evaluation.

1. Meeting the requirements as stated in this RFP;
2. Understanding of the work to be performed;
3. Technical approach and methodology to accomplish the work;
4. Completeness and competence in addressing the scope of work.

ii. Project Management

NDB also believes that effective project management is essential for a successful implementation. Suppliers will be evaluated on the completeness and responsiveness of their project management plans and the project team assigned.

As part of the project management plan, suppliers must demonstrate adequate experiences in developing and implementing the requested project. NDB's confidence in the suppliers' ability to meet deadlines and successfully manage similar projects will be a primary consideration.

Special consideration is given to suppliers who propose a detailed project plan with sufficient breakdown of tasks and steps to demonstrate a complete understanding of the project.

iii. Pricing

NDB will consider pricing as part of the evaluation criteria. **Lowest price is not essential to win.** However, large pricing differentials between suppliers will be carefully examined. Price will be used as a final indicator for determining the supplier finalists when all other criteria have been normalized.

iv. Presentation and Demonstration

The performances and results of Presentation and Demonstration will be evaluation factors.

v. Support and Maintenance

NDB believes the ability to perform timely support is also an important factor for the success of this project. Therefore, suppliers should provide adequate information to demonstrate their capabilities to fulfill this task.

5. Contract

The participants shall review the service agreement template provided by NDB in advance. The use of NDB's version of service agreement is preferable. NDB Template for Service Agreement and NDB General Terms and Conditions for Procurement Contracts can be found on the NDB's official website: https://www.ndb.int/procurement-opportunities/corporate-procurement/

Please note that, being an international institution, NDB enjoys privileges and immunities as per the Articles of Agreement (Agreement on the New Development Bank) and disputes will be resolved by a reputable international arbitration center. The preferable forum is Shanghai International Arbitration Center ("SHIAC") or any alternative forum in a neutral jurisdiction.

6. Conflict of Interest

Each supplier submitting its proposal shall be deemed to have confirmed to NDB (and shall indicate the same in its proposal) that there is no existing conflict of interest with respect to it being potentially engaged to provide services to NDB. If a new or potential conflict of interest arises after NDB retains the selected supplier, each supplier agrees to promptly notify and consult with NDB. The detailed requirements can be found on the NDB's official website:

https://www.ndb.int/wp-content/uploads/2024/02/Code-Of-Business-Conduct-and-Ethics-2024-v1.pdf

Attachment 1:

NDB Digitalization Consultancy Project

Executive Summary

Project Description

Under the oversight and guidance of senior management, the IT Division is undertaking a consultancy project to develop a Bank-wide, business-aligned and implementation-oriented digitalization strategy and roadmap. The consultancy will assess the Bank's current IT architecture, state of digitalization, business unit needs, ongoing initiatives and the requirements for future structure of the IT organization. The work will prioritize the effective use and integration of existing solutions and projects, identify where new solutions are warranted, and evaluate staffing, organizational and cost implications over time. The resulting strategy and roadmap should support an integrated model of Bank operations, improve transparency, mitigate risks, strengthen institutional readiness, and enhance client and staff convenience, while remaining aligned with NDB's General Strategy for 2027-2031.

Functions and Features

Functional Requirements

The functional requirements below define the required scope, approach, actions and deliverables of the consultancy.

FR1. General requirements for the consulting team

- Expertise and experience: Demonstrate strong international experience in digital transformation, IT and information security strategy, technology operations and services, preferably in the financial sector and multilateral development bank community. Apply relevant good practices and frameworks, including ITIL and COBIT, together with a global and forward-looking perspective on technology trends and service adoption.
- Relevant skills: Provide a multidisciplinary team with expertise in enterprise architecture, digitalization strategy, IT governance, cybersecurity, data and integration, operating models, workforce planning, financial analysis, risk management, compliance and programme delivery. Relevant professional certifications may include ITIL, COBIT, PMP and CISA.
- Understanding of NDB's context: Tailor the analysis and recommendations to NDB's mandate, organisational context, scale, growth trajectory, policies, existing technology environment and strategic objectives.
- Structured methodology: Use a transparent and proven methodology for current-state assessment, benchmarking, target-state design, option evaluation, prioritisation, costing and roadmap development.
- Stakeholder consultation: Conduct deep-dive consultations through interviews, workshops, surveys and document review with Management and key business departments and stakeholders identified by NDB.
- Bank-wide perspective: Consolidate departmental requirements into an integrated, business-aligned strategy and avoid siloed recommendations. Explicitly consider transparency, risk mitigation, institutional readiness, operational efficiency, and client and staff convenience.
- Practicality and value: Prioritise the optimisation, integration and reuse of existing solutions and projects before recommending cost-intensive new solutions. Any proposed new solution must be supported by a clear need, expected value, dependencies, risks and cost implications.
- Collaboration and communication: Work closely designated stakeholders and support preparation of materials required for Management and Committee reviews, as applicable.
- Project management and quality: Provide a detailed workplan, consultation plan, deliverable milestones, quality assurance approach, progress reporting and issue-escalation mechanism. Deliver all outputs on time and within the agreed budget.
- References and reputation: Demonstrate a strong professional reputation through relevant assignments, client references, case studies or comparable evidence of successful delivery.

FR2. Deliverable 1: Current-State, Business Needs and Organisational Assessment

- Assess the Bank's current IT architecture, systems, delivery model and institutional capacity to support digitalization.
- Assess the current state and maturity of digitalization across the Bank, including existing solutions, projects under implementation and planned initiatives, and determine how they can be integrated into a broader digitalization agenda.
- Undertake structured consultations with Management and deep dive into the process of key business departments to identify current and future business needs in view of the Bank's expected growth and strategic direction.
- Evaluate how technology and automation can improve transparency, mitigate risks, strengthen institutional readiness,

increase operational efficiency, and enhance client and staff convenience.

- Benchmark NDB's digitalization potential, IT capabilities, operating model and practices against relevant industry standards, established financial institutions and other MDBs.
- Identify strengths, weaknesses, capability gaps, dependencies, constraints, risks and opportunities across technology and business processes.
- Assess the role, mandate, structure and institutional capacity of the future IT organisational unit.
- Assess staff rationalisation, required capabilities, staffing ratios and resource implications in comparison with relevant operational units and appropriate benchmarks.
- Evaluate organisational, staffing, budget and cost implications over the short, medium and long term, including implications associated with the proposed IT organizational development.
- Deliver a validated current-state and needs assessment, benchmark findings, gap analysis, organisational options and clear inputs for the strategy and roadmap.

FR3. Deliverable 2: Bank-wide Digitalization Strategy and Implementation Roadmap

- Develop a Bank-wide, business-aligned and implementation-oriented digitalization strategy covering Information Technology and Information Security and aligned with NDB's General Roadmap, policies, guidelines and expected growth over the next decade.
- Define a clear vision, mission, strategic objectives, principles and target outcomes, including SMART objectives and measurable success criteria.
- Define the target-state enterprise architecture, digital capabilities, service model, governance arrangements and institutional capacity required to deliver the strategy.
- Develop a practical roadmap that first leverages, rationalises and integrates existing solutions and projects under development, while addressing the business requirements identified by departments.
- Provide a transparent methodology to identify, evaluate and prioritise initiatives based on strategic alignment, business impact, risk reduction, client and staff value, implementation readiness, dependencies, cost and resource capacity.
- Provide a prioritised portfolio of initiatives with sequencing, milestones, indicative timelines, ownership, dependencies, resource requirements, budget ranges, risks, expected benefits and measurable KPIs.
- Define clear roles and responsibilities for future IT organisational unit, business departments and other key stakeholders in implementing the roadmap.
- Provide options and a recommended way forward for the IT organisational structure, mandate, staffing and budget, sequenced in line with the approved strategy and roadmap.
- Include current- and future-state assessment, gap analysis, SWOT analysis, key success factors, industry and technology trend analysis, and relevant benchmarking against established financial institutions and MDBs.
- Provide a governance dashboard or visual mechanism to monitor delivery by strategic objective, including progress, milestones, risks, costs, benefits and KPIs.
- Prepare an executive decision package summarising strategic choices, recommended priorities, resource and cost implications, organisational implications and the proposed implementation path.

FR4. Deliverable 3: Executive Roadmap Visualisation and Communication Materials

- Produce a high-quality executive visual of the Bank-wide digitalization strategy and roadmap for communication and oversight purposes.
- The visual should present the vision, mission, strategic objectives, principles, business drivers, target capabilities,

major initiatives, sequencing and key milestones, aligned with NDB's General Roadmap.

- Produce a concise executive slide deck that explains the assessment, strategic choices, prioritised roadmap, implementation approach, organisational implications, resource and cost implications, risks and governance arrangements.
- Provide editable source files and ensure consistent terminology, data and messages across the narrative reports, roadmap visual, dashboard and presentation materials.

Non-Functional Requirements

Non-functional requirements define the delivery conditions, documentation standards and quality expectations for the consultancy.

NF1.	Location

Details	The consulting team shall work closely with NDB Headquarters staff and be available for on-site and remote consultations, workshops and presentations as required by the agreed workplan.
Priority	High

NF2.	Language

Details	English is mandatory as the medium of communication, consultation, presentation and documentation.
Priority	High

NF3.	Deliverables Format

Details	• Deliverables 1 and 2 shall be provided in editable Microsoft Word, in a clear executive narrative supported by appropriate annexures. • Deliverable 3 shall be provided in editable Microsoft PowerPoint format, together with the roadmap visual and governance dashboard in editable source format. • All deliverables shall follow NDB's applicable policies, guidelines, document templates and confidentiality requirements, and shall incorporate comments arising from agreed review and validation cycles.
Priority	High

NF4.	Timeline Plan

Details	The consultant shall propose a detailed, milestone-based workplan that accommodates deep-dive stakeholder consultations, validation and decision-making. The workplan and final delivery schedule shall be agreed with NDB and structured to support Management's plan to present the IT strategy and the proposal for organizational development in Q1 2027.

Priority	High

Attachment 2:

Information Category	**Description**	**Supplier's inputs**
General Information	Legal Entity Name	
	Legal Address	
	Website	
	Government Registration Number	
	Date of Registration	
	Tax ID	
	Name(s) of Authorized Signatory	
	Contact Information (name, title, mail address and telephone number)	
	Amount of Employee	
	Three reference customers (minimum)	
Financial Information	Registered capital	
	Revenue of last 3 years	
Other Information	Information Security Credentials if any	
	Data residency location, for providing service required in the RFP	
	IDD/ AML Sanctions, Yes or No. If yes, please specify.	
	Others deemed necessary	