

## REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)

**Country:** Kenya

**Project:** Regional Infrastructure Financing Facility (RIFF)

Loan No./Credit No./ Grant No.: IDA-67110

**Assignment Title:** Consultancy Services to Undertake Requirements Analysis, Design and Supervision of Development of the Customer Relationship Management (CRM) System.

**Reference No.:** KE-TDB-363653-CS-QCBS CRM

The Trade and Development Bank (TDB) (Formerly known as PTA Bank) has received financing from the World Bank toward the cost of the Regional Infrastructure Financing Facility (RIFF) and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include analyzing the requirements for, and design in detail a Customer Relationship Management (CRM) system, supervision of the development, quality assurance, change management and implementation of the CRM system as it aims to scale up project and infrastructure financing.

The overall objective of the CRM system development and installation is to provide a client database that would improve the TDB’s business analytics capacity across its Member States, their respective markets, prospective investors and partners, client profiles, sectors, project instrument types, product demand, client satisfaction, portfolio performance and maturity, sustainability impact indicators, among others, which would inform improvement areas to attain the Bank’s targets and those of its funding partners

The duration of the assignment is expected to be 23 months from the date of contract signing. The detailed Terms of Reference (TOR) for the assignment can be accessed at <https://www.tdbgroup.org/consulting-procurement/>

TDB now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- (a) *At least ten years proven experience in designing and development of ICT systems and undertaking complex projects.*
- (b) *At least ten years of medium-large ICT systems (with relational database) design, preferably in multinational financial institutions and development finance institutions/multilateral development banks*

(c) *Completed at least three (3) projects in business systems analysis, design and development of ICT systems comparable to Client Relationship Management (CRM) system.*

(d) *Relevant experience in procurement, processing, and management of ICT systems*  
*Key Experts will not be evaluated at the shortlisting stage.*

The attention of interested Consultants is drawn to paragraph 3.16 and 3.17 of the World Bank's "World Bank Procurement Regulations for IPF Borrowers", dated July 2016, and revised in November 2017 and August 2018" (Procurement Regulations), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the World Bank's 'Procurement Regulations.

Further information can be obtained at the address below during office hours 08:00 AM to 17:30 PM Nairobi time.

Expressions of interest must be sent via email to the following email address: [procurement@tdbgroup.org](mailto:procurement@tdbgroup.org) and submitted by **28<sup>th</sup> July 2023, 17:00 hours Nairobi time**. Submissions should reference "***Consultancy Services to Undertake Requirements Analysis, Design and Supervision of Development of the Customer Relationship Management (CRM) System -KE-TDB-363653-CS-QCBS CRM***" in the email subject line.

All inquiries should be sent to the following email address: [wbtaprocurments@tdbgroup.org](mailto:wbtaprocurments@tdbgroup.org) and copy to: [abongo@tdbgroup.org](mailto:abongo@tdbgroup.org)

**TRADE AND DEVELOPMENT BANK (TDB)  
TERMS OF REFERENCE FOR CONSULTANCY SERVICES TO UNDERTAKE  
REQUIREMENTS ANALYSIS, DESIGN AND SUPERVISION OF DEVELOPMENT OF THE  
CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM  
UNDER THE REGIONAL INFRASTRUCTURE FINANCE FACILITY (RIFF)**

**1. BACKGROUND**

The Regional Infrastructure Finance Facility (RIFF) is an Investment Project Financing, with a credit line of US\$ 415 million and a grant of US\$ 10 million as grant from Investment Development Association (IDA). The borrowers are the Trade and Development Bank (TDB) and the Common Market for Eastern and Southern Africa (COMESA) Secretariat.

The objective of the project is to expand long-term finance to private firms in selected infrastructure sectors in Eastern and Southern Africa. The project shall be implemented between the years 2020 to 2025 in line with the components summarized in the table below.

**Table 1: The Project Components**

Component	Detail
<b>Component 1</b>	<b>Project and Infrastructure Finance Facility (US\$ 325 million).</b> This credit line will provide long-term finance to project finance and infrastructure sub-projects that meet development impact criteria
<b>Component 2</b>	<b>COVID Infrastructure Sector SME Response (US\$ 75 million).</b> This component will facilitate access to debt financing to Solar Home-Systems (SHS) SMEs operating in Southern and Eastern Africa COMESA
<b>Component 3(a)</b>	<b>Capacity Building and Technical Assistance (US\$ 15 million).</b> This sub-component will provide the needed expertise to support TDB's strategic decision to scale-up project and infrastructure finance and strengthen its capacity on Environmental & Social safeguards.
<b>Component 3(b)</b>	<b>Technical Assistance (US\$ 10 million).</b> This sub-component will support COMESA Secretariat and its member countries and market participants to expand the regional infrastructure finance market and build the foundations for a regional off-grid energy market.

Components 1 and 2 and 3(a) shall be implemented by TDB while Component 3 (b) shall be implemented by the COMESA Secretariat. The primary Project beneficiaries will be the private firms and labor force in the COMESA region involved in supply, construction, and operation of infrastructure projects. The private firms will benefit from TDB's long-term finance under the RIFF, but also through technology transfers and know-how, which is an indicator that is being tracked by TDB to measure the impact of its intervention.

TDB will be able to mobilize greater amounts of investment from capital markets, institutional investors, and syndications. Similarly, TDB and Member States will benefit from the institutional strengthening activities envisioned under Component 3(a), thereby enhancing their ability to support infrastructure finance in the region.

As part of TDB's growth strategies, the Bank is also investing in enhancing efficiency, business continuity and reducing operational risk. To this end, the Bank has invested in IT systems and software, streamlining business processes while fostering best practices in automation and information systems. The next area of improvement is with client relations, where the Bank currently relies on decentralized tools for client relationship management including pipeline management, resulting in process and data integrity inefficiencies.

Development and installation of an integrated Client Relationship Management (CRM) system would allow for automation of client engagement, information management, investor relations, pipeline and project development, risk and portfolio management into one streamlined platform. It would allow for better working relationships, as well as harmonized client information and improved analytics, monitoring and reporting of stakeholder engagement and operations.

An integrated CRM system, would:

1. Improve investor engagement, reporting, and business continuity.
2. Streamline workstream, harmonized data resulting in a "single source of truth" and robust interdepartmental exchange allowing for improved pipeline conversion rate, turnaround time, data analytics, cross-selling and engagement with a broader range of external partners.
3. Enhance project governance and monitoring system to further inform future strategies, efficiencies, and client satisfaction.
4. Provide an interface between existing tools such as SAP, Credit Quest and upcoming Environmental, Social and Sustainability monitoring tools.

To improve its digital infrastructure and operational efficiencies, TDB seeks to acquire the services of a consultant to analyze the requirements for, and design in detail a CRM system, supervision of the development, quality assurance, change management and implementation of the CRM system as it aims to scale up project and infrastructure financing.

## **2. OBJECTIVES OF THE ASSIGNMENT.**

The overall objective of the CRM system development and installation is to provide a client database that would improve the Bank's business analytics capacity across its Member States, their respective markets, prospective investors and partners, client profiles, sectors, project instrument types, product demand, client satisfaction, portfolio performance and maturity, sustainability impact indicators, among others, which would inform improvement areas to attain the Bank's targets and those of its funding partners.

Specifically, the objectives of this assignment include:

- a) Define requirements and specifications for a customized CRM system.
- b) Assist in the evaluation and selection of vendor/ service provider for the CRM system.
- c) Oversee the successful rollout and implementation of the CRM system.

## **3. SCOPE OF THE SERVICES**

The CRM will be designed, developed, and implemented in 2 distinct phases. Phase 1 will involve the analysis of specific requirements, the detailed design and procurement support of CRM system. Phase 2 will involve supervision, quality assurance and change management during the development and implementation of the CRM. This document applies to Phase 1 – analysis, design and supervision of the development and implementation of the CRM system.

The assignment is to be split in two phases with the following tasks:

**A. Phase 1 - The compilation and analysis of specific requirements, the detailed design and procurement support of CRM system**

The Consultant will work with all key stakeholders involved in the CRM system at TDB and various other stakeholders like the Funders and DFIs associated with TDB.

The Consultant will undertake a detailed analysis of related processes and the governing documentations/policies that would underline the CRM system. The Consultant will produce detailed business and technical specifications for the development of the CRM system. The Consultant is required to prepare at minimum the following:

**1. Functional, Architectural, Performance and General Technical Requirements to be met by the CRM system.**

- a) Legal and Regulatory Requirements
- b) Business Function Requirements
- c) Architectural Requirements
- d) Systems Administration and Management Functions Required
- e) Performance Requirements
- f) General Technical Requirements

**2. Service Specifications – Supply & Installations Items**

- a) System Analysis, Design and Customization/Development
- b) Software Customization / Development
- c) System Integration (to other existing systems)
- d) Training and Training Materials
- e) Data Conversion and Migration
- f) Documentation Requirements
- g) Requirements of the Supplier's Technical Team

**3. Testing and Quality Assurance Requirements**

- a) Inspections
- b) Pre-commissioning Tests
- c) Operational Acceptance Tests

**4. Service Specifications – Recurrent Cost Items**

- a) Warranty Defect Repair
- b) Technical Support
- c) Requirements of the Supplier's Technical Team

**5. Preparing the Implementation Schedule for the system to guide bidders during the development and delivery of the system.**

**6. Prepare a detailed solicitation document for the development and installation of the CRM system based on the World Bank standard Request for Proposals-Information Systems**

The Consultant's proposed CRM system solution must be capable of deployment on local servers, or be accessible direct from the cloud, and be capable of a hybrid (cloud-server) configuration.

## B. Phase 2 - supervision, quality assurance and change management during the development and implementation of the CRM

Throughout the implementation of Phase 2, the consultant will play a key role in the supervision of the system implementation process as well as support on all other matters related to successful go live and rollout of the system. This will also include the elaboration of the statement of work for the vendor/ service provider.

### 4. SCHEDULE FOR COMPLETION OF TASKS

Assignment is expected to be carried out over a period of 22 months i.e., Phase 1 is expected to take 10 months while Phase 2 is expected to take 12 months with contingency for approval and occasional delays of 3 months, and post-implementation of 3 months.

Note that this period excludes the Procurement period when the bidders are preparing their bids, bid evaluation and due diligence, and contract award.

Phase 1 deliverables schedules are as below:

<b>Deliverable:</b>	<b>Activities</b>	<b>Timing from the date of commencement</b>
1. Analysis Report	<p>The Consultant shall assess the current TDB system, identify gaps and strengths. The Consultant shall discuss and validate the findings of the analysis with TDB Technical Team, and key stakeholder within TDB. The Consultant shall record the responses and submit the Analysis Report.</p> <p>This task will include gap analysis of the current TDB system (hardware/software/equipment/network) environment and a gap analysis of the existing administrative and technical capacity of TDB staff.</p>	3 Weeks
2. Review and approval by Client (TDB)	Review and approval of the Analysis report by Client (TDB)	1.5 weeks
3. Detailed specification of system requirements and detailed design of CRM System	<p>The Consultant will submit the elaborate system requirements to drive software requirements and come up with a final list of in-scope requirements.</p> <p>The Consultant will deliver a description of the agreed Functional, Architectural, Performance and General Technical Requirements to be met by the CRM system</p>	1 month after approval of Inception Report, the workplan and Analysis report.
4. Review and Approval by the client	Review and approval of Detailed specification of system requirements and detailed design of CRM System	2 weeks



5. A. Technical Requirements and Documentation	The Consultant will prepare and submit Service Specifications, Testing and Quality Assurance Requirements, and Service Specifications.	7 weeks after approval of detailed specification of system requirements and detailed design of CRM System
B. Request for Proposals for Supply and Installation of a CRM System	The Consultant shall prepare a detailed solicitation document for the development and installation of the CRM system based on the World Bank standard Request for Proposals	
6. Review and approval by the client/WB	Review and approval of request for proposal	2.5 weeks
7. Issuing of RFP and bidding	Bidding period and attending to bidder's request for clarifications if any	30 working days
8. Detailed Evaluation Report and due diligence report	The Consultant shall prepare a final Evaluation Report on the procurement process for the development and installation of the CRM system. An Implementation Schedule will also be prepared to complete the assignment of Phase 2.	3 weeks after submission of the bids by the bidders.
9. Approval of the evaluation report	Review and approval of the evaluation report by Management/WB	3 weeks
10. Contract award, drafting and review	Contract drafting and review	4 weeks
11. Stand still period	To give Bidders/Proposers/Consultants time to examine the Notification of Intention to Award and to assess whether it is appropriate to submit a complaint	2 weeks
12. Contract Signing	Signing of the contract by both parties	1 week after expiry of standstill period
13. Final Validation Report with Implementation Roadmap	The Consultant will provide a final Validation Report demonstrating how the specific Deliverables listed been met.	1 month after contract signing with the vendor

The Consultant will also provide a Roadmap for the steps required in Phase 2, the CRMS development, and implementation, including a high-level description of each step and a timeline for implementation. Phase 2 deliverables are highlighted below, and specific deliverable timelines are to be determined and guided by the outcomes of the needs and gap assessments, as well as the roadmap to be elaborated by the Consultant under Phase 1.

<b>Deliverable:</b>	<b>Activities</b>	<b>Timing from the date of commencement</b>
1. Project Progress Reports	In line with the defined roadmap, Project Progress Reports will be submitted at each milestone for close monitoring until completion of installation.	TBD
2. Completion Report	The CRM that responds to TDB's requirements as specified in the scope of the services will need	TBD

	to be fully installed and confirmed functional upon testing alongside. A Completion Report highlighting this, any risks and mitigants during implementation, as well as all warranties and licences applicable will be provided by the vendor/ service provider.	
3. Risk Register	A comprehensive register of implementation risks and mitigants that relate to the CRMS.	TBD
4. Audit Report	An independent quality control and audit will be conducted on functionality of the CRMS, for which sign-off will signal handover of the system to TDB.	TBD
5. User manual on use of the customized CRM system	Upon satisfactory audit and quality control results, the CRMS will be handed over with the applicable licenses and warranties. Accompanying handover will be the User Manual for the installed customized CRM system for TDB staff.	TBD
6. Training of Staff on the system including staff champions	Training on use of the system will be conducted by the vendor/ service provider, including TDB champions for continuity purposes.	TBD

All Deliverables shall be submitted in electronic format (and in popular format e.g., Word, Excel, PowerPoint, PDF). All Deliverables shall be submitted in English.

The Consultant shall keep constant contact with the TDB and shall submit all Deliverables as draft documents for TDB's review and approval before submitting final versions. The Consultant shall make all adjustments considered necessary by the TDB and shall not charge any extra costs for making such adjustments.

## 5. DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

During the assignment, TDB will avail material relevant to aid implementation including but not limited to:

1. Applicable manuals and policies.
2. Access to applicable systems and platforms.
3. Interviews with relevant staff and departments; and
4. Any other material and facilities as agreed upon.

## 6. DELIVERABLES and FINAL OUTPUTS (i.e., REPORTS, DRAWINGS, etc.) THAT WILL BE REQUIRED OF THE CONSULTANTS

- a. Inception Report, Project Work Plan and Analysis Report including comprehensive report on the scoping exercise conducted, data security requirements, risk implications, mitigation, and recommendations.
- b. Detailed specifications and technical requirements for the CRM system
- c. RFP for the CRM system procurement.
- d. Evaluation report for the contracting of vendor.
- e. proposed statement of work for vendor.
- f. a fully installed, well-integrated, customized and functioning CRM system that responds to TDB's requirements as specified in the scope of the services (vendor);
- g. a manual on use of the CRM system,



- h. Training of Staff on the system including training staff champions on the same (consultant and vendor).

**7. TECHNICAL EXPERT CONSULTANTS' (FIRM) QUALIFICATIONS, EXPERIENCE REQUIREMENTS and TEAM COMPOSITION WITH ESTIMATE OF KEY EXPERTS INPUT**

The Consultant must have a verifiable record of successfully undertaking similar projects and in a similar context. The Consultant's team should be comprised of people that can demonstrate they have the necessary skills and qualifications (international and local) to cover the various tasks in this project.

Specifically, the Consultant must have:

- (e) At least ten years proven experience in designing and development of ICT systems and undertaking complex projects.
- (f) At least ten years of medium-large ICT systems (with relational database) design, preferably in multinational financial institutions and development finance institutions/multilateral development banks
- (g) Completed at least three (3) projects in of business systems analysis, design and development of ICT systems comparable to Client Relationship Management (CRM) system.
- (h) Relevant experience in procurement, processing, and management of ICT systems

**8. CLIENT ASSIGNMENT MANAGEMENT ARRANGEMENT INCLUDING PROCEDURES FOR REVIEW OF PROGRESS REPORTS, INCEPTION, STATUS, FINAL DRAFT AND FINAL REPORTS AND APPROVAL**

The Assignment will be overseen by the designated Project Steering Committee comprising Bank staff, and the Consultants will work alongside the CRM Implementation Project Team.

**9. LIST OF KEY PROFESSIONAL POSITIONS WHOSE CV AND EXPERIENCE WOULD BE EVALUATED.**

<b>S. No.</b>	<b>Key Position</b>	<b>Area of Specific Expertise required</b>	<b>Minimum Qualification and Professional Experience Required</b>	<b>Likely Staff inputs required in person months</b>
1	Team Lead/ Project Manager	Project Management and System Implementation	<p>Minimum of 15 years' experience in project management and CRM with significant experience in large organizations.</p> <p>Proven experience of successfully project managing large-scale business transformation projects, preferably in the private sector, using IT as the critical strategic change tool</p> <p>Proven expertise in ICT systems design or development</p>	20

			Relevant qualification in project planning and management from PMI is required	
2	Business Systems Design Expert/CRM Subject Matter Expert	CRM	Bachelor's degree in information technology. Minimum 10 years' experience.  Proven experience of designing business systems with complex work processes and procedures, preferably in the Banking sector	12
3	ICT Systems Design Expert		At least 10 years' experience of ICT systems design, development, and management  A bachelors' degree in information technology, Computer science, computer engineering or other relevant fields. A demonstrated track record of at least 10 years of system analyst experience in the design, development, testing and roll out of complex software systems and applications. The projects should have involved significant software customization and integration with other external systems.	12
4	Business Analyst	Business Systems Analysis	6 years of experience in business process analysis and management. A bachelor's degree in information technology, Computer science, business administration, computer engineering or other relevant fields. A demonstrated track record of at least four years of system analyst experience in the design, development, testing and roll out of complex software systems and applications. The projects should have involved significant software customization and integration with other external systems.	8

**10. CONTRACT TYPE and OTHER INFORMATION INCLUDING LOCATION OF THE ASSIGNMENT PERFORMANCE**

**Location:** Nairobi, Kenya;

**Contract type:** Lumpsum Contract