

Terms of Reference

FIND – System Analyst and Designer

1. About FSDT

The Financial Sector Deepening Trust (FSDT) was incorporated in Tanzania on 1 July 2004. It commenced operations in 2005 and is supported by Global Affairs Canada¹ (GAC), Sida represented by Embassy of Sweden Tanzania, DANIDA and the Bill and Melinda Gates Foundation.

FSDT adopted a market development approach toward addressing systemic constraints in the market and to contribute toward achieving pro-poor growth in the financial sector.

OUR GOAL

The FSDT interventions aim to make a contribution in generating sustainable improvements in the livelihoods of poor households through reduced vulnerability to shocks increased incomes and employment achieved through providing greater access to financial services for more men, women and businesses.

OUR PURPOSE

To achieve improved capacity and sustainability of the financial sector to meet the needs of MSME's and poor men and women and to contribute to economic growth.

The FSDT efforts are directed to ensure that more, better and appropriate solutions are accessible, affordable and used by enterprises and low income people in Tanzania. Low income people would include farmers, women, men, youth and any other marginalized segment living in rural and urban areas.

STRATEGIC OBJECTIVES

The interventions prioritized by the Programme aim at realising the following changes in the financial sector:

- Improved policy, institutional, legal and regulatory framework, and data gathering and dissemination for delivery of financial services,
- Enhanced market infrastructure and support services for financial service providers,
- More and better financial services available to meet the needs of urban and rural enterprises,
- More and better financial services available to meet the needs of poor urban and rural households and individuals.

¹ Formerly referred to as Canada International Development Agency-CIDA

OUR RESEARCH VISION & MISSION

FSDT's overall research vision is to see a financial sector whose players use evidence when making decisions that results in solutions that meet the needs of market and contribute to economic growth.

FSDT's 2013 strategy identified the need for continuous supply and use of information on the financial sector as a macro constraint to financial inclusion. One of the main reasons cited by FSDT for the low level of financial inclusion in Tanzania is a low uptake and underutilization of insights. FSDT aims to facilitate the utilization of rigorous research findings and insights which will help the financial sector to better understand the market and inspire innovation.

2. Background

The National Financial Inclusion Framework (NFIF) 2018-2022 has set clear targets towards the delivery of financial services to all Tanzanians while giving particular attention to currently under or unserved groups, such as women, youth, rural dwellers and MSMEs.

To ensure coverage of these groups, measurement and tracking of targets and timely availability of supply side data, efficient and automated systems are required to be in place.

In line with the above the establishment of a one stop shop "insights shop" for all data and information related to financial inclusion is required.

FSDT supports the efforts of the National Council for Financial Inclusion, with particular consideration of the Women Affairs Committee, in the development of a Financial Inclusion National Database – FIND. FIND will support the financial sector players, such as regulators, financial service provider, in making evidence-based decisions, resulting in solutions that meet the needs of market and contribute to economic growth. As such it is a market information system that collects, stores, aggregates, visualizes and analyses data to drive usage of financial market information in decision making as such. In particular, it will facilitate availability of gender, age and spatial disaggregated data as a strategic tool to help monitor and report the level of financial inclusion across different groups.

2.1. Constraints to be addressed by FIND

Poorly structured supply side data - Decision makers in the financial sector typically use supply data – information collected from their operations across the countries and government bodies at lower levels and compiled at district, regional and national levels – to inform their work. But there can be issues with the integrity of supply side data, due to inadequate technical, logistical and quality assurance arrangements; such as:

- No cross cutting industry standards have been put into place to ensure that measures can be assessed across various industries
- Data sharing agreements are loose and do not encourage regular submissions of data
- The information is scattered across the various regulators
- Most of the data submitted do not provide a clear picture of the uptake level between different sex/gender, age groups, regions as well as entities (e.g. individuals, MSMEs)

Outdated demand side data - On the other hand, decision makers in the financial sector use demand side survey data, such as FinScope Tanzania. For the market to maximize the value it derives from both demand side as well as supply side data the two sources of data are not to be understood in isolation. Interlinkage and cross sectional data analytics of demand, supply and other national data is key to derive valuable information and actionable insights that can foster business growth among FSPs, increase oversight efficiency and hence contribute towards a gender and youth responsive and inclusive financial sector.

Challenges in continuous measurement of NFIF indicators and assessment of progress of Financial Inclusion - The NFIF needs to track its core measurement indicators on a frequent basis to ensure appropriate measures towards its successful implementation especially now where there is a very strong focus on women and youth. Currently NFIF is over reliant on demand side data such as FinScope which is collected on a three to four-year basis; hence, the data cannot provide much needed monitoring indicators during the implementation phase of the NFIF. To combat the lack of demand side data NFIF, in the past, requested supply side information from its individual members. The process being handled manually and on an adhoc basis lacking the required scrutiny and brought about challenges in cross industry comparison and time of data consolidation.

Inability to ensure moving from “information” to “action” - The FSDT research objective is to reduce information asymmetries that exist from both demand and supply perspectives, by conceptualizing, generating, analysing and widely disseminating relevant and credible disaggregated data and analysis on financial inclusion issues, especially across age groups, gender and geographical areas.

Data is comprised of research findings, facts and statistics which in itself seldom have significant value. Information is derived from processing and analysis of data – adding a conceptual understanding.

2.2. Objectives

The primary beneficiaries of FIND will be the NFIF, individual regulators, Financial Service Providers, academicians and researchers as well as FSDT. Additionally, through repackaging information made available by the product registry to the consumers, FIND could play a main role in addressing information asymmetries and hence enhance consumer protection across industries.

- Storage of data on access and usage of financial services and products
- Focal point to share information on access and usage of financial services and products
 - In doing so, allowing for segmentation by service provider, product, demographic profile i.e. age, sex, urban/rural as well as regions and districts
- Track uptake and usage of services and products by users across service providers and financial inclusion

- Aggregate, collate and allow analysis of data, disaggregated on various levels e.i. gender, concerning usage of financial services to identify areas of underutilisation and support and direct policy decisions to increase usage of financial services
- Aggregate, collate and allow analysis of data, disaggregated on various levels e.i. gender, to identify opportunities for new or updated commercial products, logistical models or policy intervention to overcome barriers to uptake and usage of financial products
 - i.e. informing solutions to support liquidity management or assessing the practicality and potential to introduce policies to support a cash-less economy
- Facilitate analysis of market trends and dynamics - by utilizing data even beyond the financial sector
- Allow evaluation of NFIF measures on a regular basis; without overreliance on demand side data
- Track progress of NFIF indicators for women, youth and MSMEs
- FSDT internal programmatic usage

Therefore, FSDT invites an agency/consultant to submit a technical and financial proposal to support the research department to assess the existing systems in place by the various regulatory authorities under the NFIF and formulate business requirements for an automated system as well as draw an implementation road map. These terms of reference outline the scope of work and requirements of this consultancy.

3. Scope of Work

In order to ease the transition and minimize disruption of existing procedures, the responsibilities of the systems analyst and designer will be as follows:

- Review existing project documents
- Develop Inception Report with project timelines
- Engage identified key stakeholders and define their key roles and responsibilities
- Conduct a stakeholder analysis and develop a stakeholder management plan
- Map out AS-IS processes of the FSPs data submissions to regulators
- Review data requirement templates and work with key stakeholders to improve and finalize data requirements
- Development of system requirements, conceptual design and business case with stakeholder respective use cases
- Map TO-BE processes of the FSPs data submission to regulators
- Potential analytics use cases and their necessary data requirements
- Develop roadmap for build and implementation of system and user acceptance plan
- Present the plan to the members of the Technical Committee of the National Council for Financial Inclusion

3.1 Expected Deliverables

The following deliverables will be expected:

- Inception Report with project timelines
- Stakeholder analysis/mapping and Engagement plan
- AS-IS Process Maps of data submissions
- TO-BE Process Maps
- Conceptual Design with Business Case (inclusive of user specific use-cases)
- System Requirements Document
- Roadmap for build, implementation and user acceptance
- Power Point summary of the above to present to the Technical Committee of the National Council for Financial Inclusion

4. Content of bid proposal

The applicant is required to submit a separate technical and financial proposal.

4.1. Technical Proposal

The Technical proposal should contain:

1. References/experience of previous work related to the scope of work presented above e.g. previous experience, in-house skills, and any other information that will assist FSDT to assess capabilities, capacity, competitive advantages, etc.
2. Examples of previous reports that demonstrate system design skills
3. Demonstrate experience in the financial sector
4. Detailed work plan and resource schedule
5. The service provider must provide details of a dedicated contact point for the management of the contract. This individual must be available by telephone on a daily basis to facilitate briefings on matters of interest to the FSDT. (Contingency arrangements must also be in place in the event that this individual is unavailable).
6. A list of references of previous and current companies served or currently servicing.
7. A list of the proposed value added services to be provided to FSDT.

4.2. Financial Proposal

The Financial proposal shall break down the anticipated professional fees and any other cost in a format as below. Please note that all cost displayed should be inclusive of all applicable tax:

Component		Personnel	Days Per Personnel	Daily Rate	Total (US\$)
1	Inception Report with project timelines	Senior Manager	1		
		Business Analyst	3		
2	Stakeholder analysis/mapping and Engagement plan	Senior Manager	2		
		Business Analyst	5		

3	AS-IS Process Maps of data submissions	Senior Manager	3		
		Business Analyst	10		
4	TO-BE Process Maps	Senior Manager	2		
		Business Analyst	8		
5	Conceptual Design with Business Case (inclusive of user specific use-cases)	Senior Manager	2		
		Business Analyst	6		
6	System Requirements Document	Senior Manager	2		
		Business Analyst	8		
7	Roadmap for build, implementation and user acceptance	Senior Manager	1		
		Business Analyst	5		
8	Power Point summary of the above to present to the Technical Committee of the National Council for Financial Inclusion	Senior Manager	1		
		Business Analyst	4		
Applicable taxes					
TOTAL		Senior Manager	14		
		Business Analyst	49		
		TOTAL (Inclusive of TAX)			

5. Project Timeline

Activity		Completed
1	Finalize Contracting	2 weeks after accepted tender
2	Inception Report with project timelines	5 days after contract signing
3	Stakeholder analysis/mapping and Engagement plan	5 days after completing activity 2
4	AS-IS Process Maps of data submissions	10 days after completing activity 3
5	TO-BE Process Maps	10 days after completing activity 4
6	Conceptual Design with Business Case (inclusive of user specific use-cases)	10 days after completing activity 4
7	System Requirements Document	10 days after completing activity 5 & 6
8	Roadmap for build, implementation and user acceptance	5 days after completing activity 7
9	Power Point summary of the above to present to the Technical Committee of the National Council for Financial Inclusion	4 days after completing activity 8

	Total	
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6. Evaluation and Selection

6.1. Evaluation

Mandatory requirements

All bidders must submit legal documents to ascertain the contracting body as per the laws guiding incorporation of the entities. The following information must be submitted together with technical and financial proposals.

- i. Certified copy of Certificate of incorporation
- ii. Certified copy of Tax Identification Certificate
- iii. Certified copy of Business License
- iv. Certified copy of Latest annual return

Technical evaluation

The technical component of each proposal will be scored first using a grid that assesses a number of key attributes as set out below.

Technical Proposal Scoring Grid

Criteria	Sub- criteria score	Max. score for each criteria
Understanding of the ToRs and soundness of the proposal		50%
<ul style="list-style-type: none"> ▪ Addressing the challenges and all tasks mentioned in the scope of work 	20%	
<ul style="list-style-type: none"> ▪ Originality and suitability of the proposal <ul style="list-style-type: none"> ○ Proposed Methodology is in line with objectives outlined above (5%) ○ Proposed Plan entails necessary key stakeholders and general system aspects (10%) ○ Proposal highlights potential system implementation/design challenges (5%) 	20%	
<ul style="list-style-type: none"> ▪ In-depth knowledge of the financial field – demonstrated by the comprehensiveness of the approach 	10%	
Experience and professional competence		50%
<ul style="list-style-type: none"> ▪ Strong Business Analysis skills 	10%	
<ul style="list-style-type: none"> ▪ Experience in conducting system design in East Africa (up to 8%) in Tanzania (up to 10%) 	10%	

<ul style="list-style-type: none"> ▪ Ability to document processes well and concise (assessed based on example process maps and description) 	15%	
<ul style="list-style-type: none"> ▪ Personal capacity of key personnel assigned to handle the assignment and coordinate with FSDT <ul style="list-style-type: none"> ○ CV of key personnel to be included in the proposal 	5%	
<ul style="list-style-type: none"> ▪ Portfolio and samples of previous reports/workshops (please include one PPT as well as one dummy system requirements document) 	10%	
Total		100%

To be considered further, a minimum total technical score of 65% is required.

Evaluation of financial proposal

Only financial proposals from bidders scoring at least 65% in Technical proposal shall be evaluated. The Financial component of each Bid should contain an estimated budget in US dollars based on the estimated man-days and disbursements. Total financial scores will then be weighted by a factor of 0.2.

The total financial cost in US\$ will be weighted according to the formula:

- $(\text{Lowest total financial cost} / \text{Bidder's total financial cost}) \times 0.2$
- Total technical marks weighted by a factor of 0.8.

6.2. Selection

The weighted technical and financial scores for each proposal that passes the minimum technical threshold will then be added to produce a total score.

The preferred bidder will be selected on the basis of most economically advantageous bid that combines technical merit and financial scores.

The weight given to the scored of technical and financial proposals is in the ration of 80:20.

Please note that FSDT will not be bound by the lowest bid or even any bid.

7. Bidders clarification

Bidders may seek clarifications from FSDT in writing by email to procurement@fsdt.or.tz before 18th November 2019, at 17:00hrs. FSDT will respond to all bidders within 24 hours after this deadline.

7.1. Bid submission

Proposals, Technical and Financial, must be submitted electronically and received at the email address below no later than **4th December 2019** at **17:00 Hours** local time (Tanzania) with the subject line “Proposal: FIND-System Analyst and Designer.”

Email: procurement@fsdt.or.tz

Interested firms should submit Technical and Financial Proposals in separate files with the words “Technical” or “Financial” (Bidders Name) FIND-System Analyst and Designer clearly indicated as file names and on the cover page of the files as appropriate.

8. Other Matters

Duration of the Assignment for the Consultant

The Consultants will be expected to start the assignment on **1st January 2020** and the expected completion date is **30th March 2020**. (3 months)

8.1. Confidentiality

All information contained in the terms of reference and attachments is provided on a strictly confidential basis solely for the use of Tenderers in connection with a competition for the supply of services for the above contract. It is a condition of this competition that Tenderers (and any sub-contractors) shall:

- take all reasonable measures to protect this confidentiality and avoid the unauthorized use, disclosure, publication, or dissemination of confidential information;
- not use this information other than for the purposes of preparation of a tender, and shall disclose it only to officers, directors, or employees on a specific need to know basis; and
- not disclose, publish or otherwise reveal any of the information contained herein except with the specific prior written authorization of FSDT.

8.2. Conflict of Interest

Tenderers (and any sub-contractors) must disclose in their tender details of any circumstances, including personal, financial and business activities that will, or might, give rise to a conflict of interest, if they were awarded this contract. Where Tenderers identify any potential conflicts they should state how they intend to avoid such conflicts. FSDT reserves the right to reject any tender which, in its opinion, gives rise, or could potentially give rise to, a conflict of interest.

9.3. Payment Schedules

The level of effort (LoE) payment will be made against the specific agreed deliverables and satisfactory performance of the various tasks. The deliverables will need to be approved by the

Head of Research and where necessary the FSDT Executive Director. Consultants are requested to raise invoices against the completion of tasks (against milestones) ideally by the tenth day of the subsequent month.

9.4. Taxation Matters

The Consultants will be responsible to pay withholding tax and all other tax liabilities as per Tanzanian Tax laws. Any such tax amounts shall be the responsibility of the consultant and should be included in the financial proposal in the form of fees inclusive of taxes.