



PROJECT NAME : SECOND KENYA DEVOLUTION SUPPORT PROGRAM (KDSPII)
Credit No : IDA-7447-KE
Project ID No : P180935
TERMS OF REFERENCE (TOR)

FOR

FIRM TO SUPPORT THE NATIONAL TREASURY -IFMIS DEPARTMENT ENHANCE THE IFMIS SYSTEM TO SUPPORT THE DEVELOPMENT, IMPLEMENTATION AND ROLLOUT OF NATIONAL LEVEL ACTIVITIES ON COUNTY EXCHEQUER SOLUTION, CGAAA FRAMEWORK, PENDING BILLS TEMPLATE AND INTEGRATIONS TO COUNTY EDMS SOLUTIONS, HRIS-KE, KRA AND CBK

REFERENCE NUMBER: KE-DD-487908-C-QCB

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A. BACKGROUND

The Government of Kenya has received an International Development Association (IDA) Credit in the amount of EUR140.7 million (US\$150 million equivalent) from the World Bank for implementing the Second Kenya Devolution Support Program (KDSP II) (Credit Number IDA-7447-KE) over a four-year period, starting December 7th, 2023. KDSP II is supporting a sub-set of reforms envisaged under the Government's Devolution Sector Plan.

The Program, whose development objective (DO) is to “strengthen county performance in the financing, management, coordination, and accountability for resources”, supports a series of key interventions (at the input and output levels) that contribute to intermediate outcomes and, in turn, contribute to outcomes. To achieve the DO, the Program is expected to significantly improve outcomes in the participating counties under three key result areas (KRAs) outlined below:

KRA 1: Sustainable Financing and Expenditure Management. This KRA supports efforts toward enhancing financing and expenditure management by counties. In this KRA, the national-level activities, supported through investment project financing (IPF) entail the development of frameworks and guidelines for county revenue mobilization, policy to support financing for service delivery units, and structures and tools to support counties' institutionalization of shared project management functions, that is, the county SPMU. The expected outcomes will include an improved revenue mobilization agenda (for example, increased revenue collection, enhanced accuracy of fiscal forecasting, and expansion of revenue base), timely communication on releases of conditional grants, automation of the county exchequer requests, and implementation of pending bills action plans. The relevant disbursement linked indicators (DLIs) under this KRA are on (i) the average number of days it takes for the National Treasury, Office of the Controller of Budget, and the Central Bank of Kenya to process a county exchequer requisition once submitted; (ii) participating counties that have increased their own source revenue by at least 5 percent annually, over and above the rate of inflation; and (iii) participating counties that have prepared and are implementing action plans to reduce their stock of pending bills and maintain it at minimal levels.

KRA 2: Intergovernmental Coordination, Institutional Performance, and Human Resource Management. This KRA supports national and county government initiatives toward strengthening intergovernmental coordination, institutional performance, and Human Resource Management (HRM). The national level activities financed through the IPF will support the development of policy and administrative procedures for the operationalization of intergovernmental, intercity, and inter-municipality forums. The IPF will also support the development of guidelines including on county HR and skills audits, model organization structures for customization by counties, and performance management. DLIs under this KRA will target counties implementing recommendations of HR, skills, and payroll audits; aligning county staffing with departmental functions in select sectors; and improving credibility of the payroll. The

relevant DLIs under this KRA are on (i) participating counties that have integrated their HR records, authorized staff establishment and payroll, and uploaded cleaned payrolls in the human resource management information system; and (ii) participating counties that are enhancing accountability for results through an integrated performance management framework.

KRA 3: Oversight, Participation and Accountability. This KRA supports improvements in oversight, participation, and accountability. The IPF component will support the development of guidelines on project stocktaking, community-led project management committees, and climate change risk screening and preparedness (including assessment of the climate resilience of existing infrastructure assets). It will also support the rollout of the county (public Investment Management (PIM) framework. The expected outcomes include the establishment of project management committees, county compliance with the PIM framework, and developing and operationalizing a county investment dashboard with a citizen feedback interface (which is used to improve public investments). Additionally, it is expected that county assemblies will establish a fiscal bureau to strengthen the role of the legislatures in budget scrutiny and oversight. The relevant DLI under this KRA is on Participating counties that have established public investment management dashboards with citizen feedback mechanisms.

B. General Definitions

Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

1. **"Applicable Law"** means the laws and any other instruments having the force of law in Kenya.
2. **"Consultant"** means a legally-established professional consulting firm or entity selected by the Procuring Entity to provide the Services under the signed Contract.
3. **"Procuring Entity"** means the Procuring Entity that signs the Contract for the Services with the selected Consultant.
4. **"Day"** means a working day unless indicated otherwise.
5. **"Month"** Mean 22 working days in a month unless indicated otherwise.
6. **"Key Expert(s)"** means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was considered in the technical evaluation of the Consultant's proposal.
7. **"Party"** means the Procuring Entity or the Consultant and "Parties" means both
8. **"Third Party"** means any person or entity other than the Government, the Procuring Entity, the Consultant or a Sub-consultant
9. **"IFMIS Components"** Refers to the design, development and implementation and rollout of the following IFMIS components
 - a. Incorporation of the CGAAA framework in IFMIS.
 - b. automation of the County Revenue fund and release process IFMIS.

- c. Development and implementation of the Pending bill action plan templates in IFMIS.
- d. Development and support of the integration of HRIS system to IFMIS and other PFM systems.
- e. Re-engineer the current IFMIS- CBK Integration to accommodate Invoice Twinning to the Grant of Credit.
- f. Integration of IFMIS to the County governments EDMS Solution.

C. Introduction

The Government of Kenya has over the last decade undertaken several PFM reforms aimed at enhancing accountability and transparency. These reforms have targeted the core PFM systems of budget formulation and execution, public procurement, revenue collection, internal and external audit, parliamentary oversight, Payroll and Pensions, Public debt and guarantees, Accounting and Reporting and the Macro-fiscal framework. One of the PFM reforms by the Government of Kenya is the Integrated Financial Management System (IFMIS). It is aimed at enhancing accountability and transparency. It has reformed the core PFM systems of budget formulation and execution, public procurement, exchequer disbursements and financial reporting. IFMIS is managed by the National Treasury and rolled out in the National Government, the 47 County Governments, some independent constitution commissions and state corporations

The Government of Kenya through the IFMIS and Ex-chequer departments in the National Treasury has embarked on the process of automating the county exchequer requisition and release process. Currently, the exchequer Process has been fully automated at the National Government where MDAs perform the end-to-end exchequer requisition process in IFMIS system from cashflow Planning, Exchequer requisition, Exchequer consolidation, OCOB Funding request, issuance of the grant of credit by the controller of Budget, transmission of the Treasury order to CBK authorizing withdrawal from the Exchequer account or County Treasury Revenue Fund account to either fund the MDAs operational accounts or the County CRF respectively and finally, processing payments to specific beneficiaries through Central bank Internet Banking Portal.

It is also worth noting that the National Treasury through budget support has been able to finance this reform agenda by automating a number of initiatives on disbursements of funds to various government entities. These are

- CARA: Each county government's equitable share of revenue raised nationally is determined yearly through the County Allocation of Revenue Act (CARA). The revenue sharing formula is developed by the Commission on Revenue Allocation

(CRA) and approved by Parliament in accordance with Article 217 of the Constitution, the CARA process has been fully automated in IFMIS. The exchequer unit under the National Treasury uses the system to raise CARA requisitions, which are then reviewed by the Controller of Budget and if approved monies are disbursed through IFMIS to the Counties.

- Equalization fund: - The Equalization Fund was established under Chapter 12 Article 204 (1) of the Constitution of Kenya. The Fund is operationalised by the Public Finance Management (Equalization Fund Administration) Regulations, 2021 which were published through Kenya Gazette supplement No. 69, Legal Notice No 54 of 29th April 2021 and subsequently approved by Parliament. The main source of funds for the Equalization Fund is stipulated by Article 204 (1) of the Constitution of Kenya, that is, one half per cent (0.5%) of all the revenue collected by the National Government each year, calculated on the basis of the most recent audited revenue received, as approved by the National Assembly. The principal mandate of the Equalization Fund is stipulated under Article 204 (2) of the Constitution of Kenya to provide funding to support the provision of basic services including water, roads, health facilities and electricity to marginalized areas to the extent necessary to bring the quality of those services in those areas to the level generally enjoyed by the rest of the nation, so far as possible. This disbursement process through exchequer requisition and release process for the equalization funds has been fully automated in IFMIS

As part of the KDSP II reform agenda, it is expected that the National Treasury- IFMIS department will extend usage of the exchequer automation process to all the county governments. This initiative will go a long way in resolving one of the key bottlenecks identified by the program on delayed disbursement to counties affecting service delivery. It is expected that with this automation, we will be able to reduce the average number of days it takes for the National Treasury, OCoB and CBK to process a county exchequer requisition once submitted to less than 15 days. This reform agenda is anchored under KRA 1 on Sustainable financing and expenditure management specifically DLI 1: **"Average no. of days taken by NT, OCoB and CBK to process county exchequer requisitions once submitted"**.

To support the reforms under KRA 1, At the national level, the Program will be supported by the World Bank through both an IPF and a PforR component. The IPF will support Technical Assistance (TA) and capacity building, while the PforR will incentivize the timeliness of transfers from national to county governments through Disbursement-Linked Indicator (DLI) 1. Specific results under DLI 1 will include the automation of the below key IFMIS Components namely; county exchequer process, CGAAA framework, pending bills management within the integrated Financial Management Information

System (IFMIS) and enhance integration between HRIS-KE, IFMIS CBK and KRA, and more timely communication between national and county governments on conditional grants to be received by counties.

To support the Reforms under KRA 2, KDSP II will support National and County Government initiatives toward strengthening intergovernmental coordination, institutional performance, and HRM. The IPF Component through DLI-5: ***"Participating counties that have integrated their HR records, authorized staff establishment and payroll, and uploaded cleaned payrolls in the HRMIS"*** will support Completion and rollout of Human Resource Management Information System (HRMIS) and performance contracting system to counties and the integration of payroll by products to the other PFM systems i.e (IFMIS,KRA and CBK). It is expected that this initiative will bring the following benefits: -

- Automated Annual, Monthly Cash plans at the county level.
- Automated county revenue fund release process
- Automated Invoice twinning to grant of credit process
- Automation of the "sighting" of the grant of credit by CBK
- Establishment of an automated centralized repository for exchequer requisition documents to ensure easy access, version control, and security.
- Streamlining and accelerating exchequer requisition and approval processes through workflow automation.
- Promoting compliance and auditability by adhering to regulatory requirements with proper documentation and comprehensive audit trails.
- Improved transparency and efficiency in requisition and approval processes through integration with other Public Financial Management (PFM) systems.
- Seamless integrated document management processes with IFMIS and other PFM systems, enabling accurate, up-to-date information for informed decision-making.
- Automated reporting and dashboards
- Automated Pending Bills Action Plan template. It is expected that the IFMIS Department will introduce budget codes to ring-fence allocation to payment of pending bills, which will exclusively constitute the first charge in the next financial year.
- Enhance the integration HRIS-Ke payroll module to include staff register with IFMIS KRA/i-Tax and SHIF/SHA,

The National Treasury through IFMIS department therefore seeks to hire a consulting firm through State Department For Devolution (SDD) to support the IFMIS department to automate implement key IFMIS Components namely ; **a)** incorporation of the CGAAA framework in IFMIS, **b)** Automation of the County Revenue fund and release process, **c)** Development and implementation of the Pending bill action plan templates in IFMIS and **d)** support integration of HRIS system to IFMIS and other PFM systems , **e)** Redesign the IFMIS-CBK Integration, incorporate Invoice Twinning into the Grant of Credit process, and enhance technology by migrating from file exchanges to web services. **f)** Integration of IFMIS to the County governments EDMS Solution. **g)** Enhance existing

integrations for HRIS-Ke to include Staff Register and Pensions management for tracking employee status and from hire to retire.

D. OBJECTIVE OF THE ASSIGNMENT

The consulting firm will support the IFMIS department in the development and automation of these IFMIS Components namely; **a)** incorporation of the CGAAA framework in IFMIS, **b)** Automation of the County Revenue fund and release process, **c)** Development and implementation of the Pending bill action plan templates in IFMIS and **d)** support integration of HRIS system to IFMIS and other PFM systems , **e)** Re-engineer the existing IFMIS- CBK Integration and introduction Invoice Twinning to the Grant of Credit process **f)** Integration of IFMIS to the County governments EDMS Solution.

The consultant is expected to undertake the exercise **for twelve months** from the date of award of the contract.

E. SCOPE OF THE WORK

The State Department for Devolution (SDD) will engage a consultancy firm , who will report **to Director IFMIS -National Treasury** on a day-to-day basis. The consultant shall develop and automate the IFMIS Components specified above within the IFMIS ecosystem. The firm will be responsible for understanding user requirements and developing the system to meet their needs. Additionally, the firm will take lead and provide the project management skills and document key processes and technical details of the system and develop a comprehensive work plan covering development, testing, implementation, training, production deployment, monitoring and warranty support.

At the end of the warranty period, the consultant will be expected to handover the solution and transfer knowledge to the IFMIS super users at National Treasury:

The activities under this assignment will include and not limited:

a) Project Management

- a. **The Consultant is expected to provide a detailed project charter and workplan to support the delivery of the Key IFMIS Components.**
- b. Develop a detailed work plan, including milestones, interdependencies, and a step-by-step guide for reform adoption including strategy for migrating MDAs and counties

b) Requirement Analysis

- i. The Consultant will conduct workshops with key stakeholders to gather requirements.
- ii. Analyze current documented As-Is Business processes.
- iii. Identify configurations necessary to ensure the system can accommodate the proposed changes
- iv. Develop and document the To-Be business Processes.

- v. Define the scope and objectives of the development of each IFMIS components listed for implementation.
- vi. Document technical, functional and integration requirements for the each component

c) System Design

- i. Develop a detailed functional, technical and Integration design architecture, including database design, user interface, workflows, and key integration points to their PFM systems.

d) Development and Integration

- i. Develop the key modules system based on the design specifications.
- ii. Enhance integration with other PFM systems. Integrate IFMIS, (HRIS-Kenya Staff management, Pension Management system, hyperion, e-GP CBK, KRA-Itax) and other relevant PFM systems

System	Objective of the integration
HRIS-Ke	<ul style="list-style-type: none"> Integrate Staff Management process for registration of new employees, track employee transfers, retires.
Pension Management	<ul style="list-style-type: none"> Payment settlement including exchequer releases. Financial reporting data integration
CBK	<ul style="list-style-type: none"> Migration of old technology from File exchanges to webservices to improve payment validations Payment twinning using enhanced integrations. Payment voiding Enhancements TSA Enhancements
ITax	<ul style="list-style-type: none"> Payment voiding Enhancements that affect Tax TSA Enhancements
Hyperion	<ul style="list-style-type: none"> PIMIS budget integrations
e-GP	<ul style="list-style-type: none"> End to end Procurement
Others	<ul style="list-style-type: none"> ID Number Validations BRS registration

e) Testing and Validation

- i. Perform system testing to validate functionality, performance, and security.
- ii. Conduct User Acceptance Testing (UAT) with key stakeholders.
- iii. Address identified issues and refine the system to fully meet the user requirements.

f) Training and Deployment

- a. Super user and end user training for relevant staff in the counties and National Treasury including the Controller of Budgets Office shall be conducted by the Consultancy firm. He or she shall provide technical support to the users and carry out the necessary maintenance of the system. The developer will also provide technical training for the IFMIS ICT staff.
- i. The Consultant is expected to develop training materials and reference literature for training to support Counties.
- ii. The Consultant is expected to develop UPKs and deploy them on the IFMIS Academy website.
- iii. The Consultant will Deploy the system in a phased manner to ensure a smooth transition.

g) Support and Maintenance

- i. Provide onsite support and hand holding of users for all the new features introduced in the system.
- ii. Update the system with new features and security patches during the implementation and support period.
- iii. Provide post-deployment and warranty support support for four months, including bug fixes and system optimization for each component.
- iv. Facilitate knowledge transfer to IFMIS ICT staff.

F. DURATION OF THE ASSIGNMENT

The initial assignment is envisaged to take a total period of twelve calendar months from the contract commencement date. Nine (9) months (development and deployment), three months(Warranty support and post implementation support and the eventual handover the assignment/project to the IFMIS operations team). The project will be carried out and supervised by **the Director IFMIS -National Treasury**. The consultant shall provide in the financial proposal the total price for all the activities. For each activity the consultant shall list all costs associated with the assignment, including **(a)** remuneration for Key Experts and Non-Key Experts and **(b)** reimbursable expenses. During the contract period for the assignment, the consultant shall maintain its original financial proposal without any change, including the proposed rates, costs for each cycle and the total price. The key experts required for each cycle in terms of expertise/field and numbers are provided and shall be maintained for the entire duration of the assignment.

The assessment of the consultant's performance will depend on factors including, but not limited to, meeting the timelines specified in the contract, submission of accurate reports and meeting the contractual obligations stipulated in the signed contract. The assessment process is expected to be non-discriminatory, transparent, reliable and feasible against which the consultant's performance will be measured.

G. SPECIFIC TASKS AND DELIVERABLES

S/N	Phase	Task	Deliverable	Payment schedule (%)
1.	Discovery Phase	In collaboration with The National Treasury and key stakeholders, define and clearly outline the objectives and scope of the assignment. Ensure a shared understanding and consensus on the overall goals, emphasizing precise articulation of the desired outcomes. Identify specific areas within existing processes specifically on the IFMIS Components listed above that require enhancement, and determine the necessary stakeholders to engage for targeted improvements.	Inception report	20%
2.	Requirements Gathering Phase	It is expected that the Consultant will Comprehensively map current processes by creating detailed process maps to provide an in-depth understanding of existing exchequer financial processes within The National Treasury. This includes the	Detailed needs assessment and functional and non-functional requirements specification document.	50%

		management of pending bills, the development of the CGAAA framework, and the integration of HRIS-KE with other PFM systems. Key elements such as inputs, outputs, activities, and decision points within the current processes will be clearly identified.		
		Following documentation of the As-Is requirements and technology assessment, the consultant will map the key business objectives, functional requirements, supplemental requirements, and gaps for each process cycle to the envisioned To-Be processes. Detailed Business Process Notation (BPMN) models will be developed for each end-to-end process, encompassing the critical components within IFMIS.		
		The consultant, in collaboration with the IFMIS team, will identify and map key stakeholders and process owners. They will facilitate engagement workshops to comprehensively map out the AS-IS processes		
3.	System design phase	System design documentation, including architecture and workflows.	Software requirements design document, integration design document	

4.	System development phase	Development of a fully functional existing exchequer financial processes within The National Treasury., management of Pending bills, development of the CGAAA framework and integration of HRIS -KE to other PFM systems. with implemented features	1: Customized IFMIS System with newly implemented features. 2: Application Setup and Configuration Design Documents	
5.	System testing phase	Develop a User Acceptance Testing (UAT) strategy document for all the newly developed components. Prepare comprehensive training manuals and establish the training environment. Communicate the training plan for each area, while also creating and updating training plans. Continuously update and maintain the IFMIS Academy portal to support the end users on all newly developed components.	Approved and validated test cases. Report showing the testing exit criteria has been met	30%
6	Training and Capacity Building	Facilitate training sessions for super users and end users to ensure effective knowledge transfer and system utilization.	approved training manuals for all the workstresams. Training and Capacity building report	
7	Data mIgration and Cutover	Develop an overall Technical Migration Plan for all custom components, reports and integrations developed Develop a data and	Data migration and configuration cutover plan. Signed off report showing successful	

		configuration migration plan	migration of the Components	
8	Go-live and warranty support	system components deployment and post deployment warranty support	Post go live Monitoring and warranty support	
9	Annual support and maintenance phase	Monitoring and evaluation and Annual support and maintenance plan	Integration report	
10	Project Closure	System handover	Final project report and system documentation	

The Consulting Firm is also expected to provide a detailed Change Management and stakeholder engagement strategy detailing how the below activities will be supported

1. Training strategy detailing how user sensitization and training will be carried out for all users in the 47 counties both assemblies and the executive arms that will be impacted by the deployment of the IFMIS component
2. A Detailed Change management strategy on how to county users will be supported to adopt and sustain the automated solutions as part of their day to day operations.
3. A detailed post go live support framework that entails how user feedback, issue raised are logged and resolved
4. A detailed SLA framework that details quick response time to issues raised , bug fixes escalated from counties with clear timelines for resolution .
5. A detailed resource mapping for post go live support/warranty support
6. A detailed road map for a projects to operations handover of the implemented solutions from the consultants to the IFMIS super users
7. To provide the IFMIS team with innovative technical support solutions that will support the necessary maintenance as support of the IFMIS components developed.
8. A detailed sustainability and adoption strategy, monitoring and evaluation framework that will support the IFMIS department in tracking day to day usage of the deployed automated IFMIS components.

H. Minimum requirements for Consultant's qualifications and experience.

Specific Qualifications for the consulting firm shall include but not limited to

1. **Core business and years in business:** The firm shall be registered/incorporated as a consulting firm with core business in the field of System Development and implementation Oracle applications systems a period of a minimum of six years. The Firm must possess a system development accreditation certification for the solution proposed
2. **Relevant experience:** The firm shall demonstrate as having successfully executed and completed at least three projects of similar nature, complexity and in a similar operating environment- public sector in the last five years. Details of similar assignments-Name and address of the client, scope, value, and period should be provided, and the submitted Proposal should include an enumeration (Contract or LPO) of these similar past assignments.
3. The firm must demonstrate the requisite technical and managerial capacity to undertake the assignment in the submitted company profile **Key Experts will not be evaluated at the shortlisting stage.**
4. Demonstrate experience with business process modeling techniques and have hands-on experience with process improvement projects.
5. Demonstrate experience in public financial management systems (Proficiency in public sector planning, budgeting, accounting, and procurement processes, including business process re-engineering within the public sector)
6. Experience in development and implementation of public financial management frameworks (Understanding and mapping of business processes aligned with legal frameworks, facilitating effective digitization of Public Financial Management (PFM) processes to enhance data quality)
7. The firm must be a Registered Oracle Partner
8. Must obtain the relevant Original Manufacturer's Authorization Form (MAF) for Oracle Financials.
9. Demonstrate thorough knowledge of IPSA cash and accrual accounting legal and regulatory frameworks
10. Experience in implementation and monitoring of public sector accounting systems.
11. Expertise in Oracle technology relevant to IFMIS implementations.
12. In-depth knowledge of the IFMIS Plan-to-Budget, Procure-to-Pay, Acquire-to-Retire, Revenue-to-Cash, and Record-to-Report cycles within the public sector.
13. Demonstrate experience in capacity building, skill transfer, and stakeholder engagement.

Team composition and qualification and experience requirements for the key experts.

The team should be made up of the following skills – an overall team leader and the following t

eam members. A team member can have more than one skill.

No.	Position	Resources	Responsibility	Qualification
1.	Team Leader	One (1)	Manage the project lifecycle from initiation to completion, coordinating timelines, resources, and stakeholder engagement, while ensuring adherence to project scope and quality standards.	<ul style="list-style-type: none"> • Bachelor Degree in Business administration, Information Technology / Computer Science / any related Field. • Certification in one or more of the following areas: Project Management (PRINCE2 or PMP), Agile methodologies (SAFe Agilist, SCRUM), Service Management (ITIL), or Business Analysis (CBAP, CPP). • Five 10 Years of Experience in managing IT Project Management, at least 3 NO Projects.
2.	Oracle Application core/Apex developers	Three (3)	System technical, database design and developmet.	<ul style="list-style-type: none"> • At least a Bachelor's Degree Technology / Computer Science or Finance/Commerce/Accounting. • At least one technical certification for EBS implementation. • At least 10 Years' Experience of Implementation and Support on Oracle EBS Applications, Oracle SQL, and PL-SQL. • At least 2 Years Experience of Oracle Application Framework (OAF). • Oracle Advanced PL/SQL Developer Certified Professional or Oracle E-Business Suite R12: System Administrator Certified Expert or Oracle

				<p>Certified Professional, Java EE 7 Application Developer or Oracle APEX Cloud Developer Certified Specialist.</p> <ul style="list-style-type: none"> At least 5 Years with RICE (Reports, Interfaces, Conversions, Extensions), Forms, BI Publisher Reports/XML Publisher, Workflow, OAF, SQL developer and Linux Shell Scripting. Experience in Oracle SOA.
	Oracle Hyperion Functional Consultant	One (1)	a) Ensure seamless configuration, loading and interfacing of budget lines from Hyperion to IFMIS	<p>a) At least a Bachelor's Degree Technology / Computer Science or Finance/Commerce/Accounting</p> <p>b) Must have Certification for Hyperion Planning implementation, or Certification in Hyperion Applications Administrator</p> <p>c) Should have knowledge in Hyperion Essbase developer</p> <p>d) Should have knowledge in Hyperion Financial Reporting</p> <p>e) At least 10 Years' Experience of Implementation and Support on Oracle Hyperion</p> <p>f) At least 1 Oracle Hyperion Financial project experience in public sector</p>
4.	Integration Specialist (SOA)	One (1)	g) Ensure seamless integration with third-party systems (IFMIS, CBK, KRA, HRMIS, and other systems).	<ul style="list-style-type: none"> A Bachelor Degree in IT or related 7 years of experience in systems integration, software development, or IT infrastructure. Experience with integration technologies

			h) Develop and maintain APIs and middleware.	<ul style="list-style-type: none"> like REST APIs, SOAP, and XML.
6.	Business Analyst	Two (2)	bridge technical and business requirements	<ul style="list-style-type: none"> • A Bachelor Degree in IT or related • Business Analysis Training (CBAP, PMI-PBA, CCBA or Agile-related certifications (e.g., SAFe Agilist, Certified ScrumMaster) • At least 3 years' work experience in IT systems. • 2 years relevant work experience with specific experience in: <ul style="list-style-type: none"> ◦ IT projects ◦ Dashboard Implementation • `Emerging Technologies (e.g., AI, Machine Learning)
7.	Full Stack Software developer	one (1)	Development of both front-end and back-end of the application.	<ul style="list-style-type: none"> • Bachelor degree in Computer Science, Software Engineering, Information Technology, or a related field. • 5 + years' Experience in server-side languages and frameworks such as Node.js, Python (Django/Flask), Java (Spring Boot), Ruby on Rails, or PHP • Experience with relational databases (e.g., MySQL, PostgreSQL, SQL Server) • Experience with API development (RESTful and/or GraphQL). • Experience of Agile or Scrum development methodologies.

Table: Estimated Time Inputs for Key Experts

Estimated time-inputs for key experts.

Include the person-month inputs for all key experts.

Table 3: Estimated Time Inputs for Key Experts

S/No	Key and Support Staff	No.	Time-inputs (staff-months)
1	Team Leader	1	6
2	Business Analyst	2	11
3	Oracle Apps core/Apex Developer	3	12
4	Integration Specialist SOA	1	12
5	Hyperion Consultant	1	8
6	Dev-Ops Full Stack Software developer	1	11

I. RESPONSIBILITIES OF THE CONSULTANCY FIRM

- The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this engagement or to the Services, as a faithful adviser to the Procuring Entity, and shall at all times support and safeguard the Procuring Entity's legitimate interests in any dealings with the third parties
- The Consultant will be responsible for quality and timely delivery of the assignment.

- The contractor will also exercise due care and ensure confidentiality of Government Project data. The National Treasury operates on a tight budgeting schedule with constitutional and legal timelines dictating preparation of various process documents and outputs. Therefore, the successful Firm MUST strictly observe project timelines and ensure deliverables are ready as indicated above. This will allow time to adequately test, train, rollout and support processes and system functionalities especially because of the large number of users involved.
- The Consultant shall not engage and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this engagement.
- Except with the prior written consent of the Procuring Entity, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the engagement, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or because of, the Services.
- Unless otherwise indicated all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Procuring Entity in the course of the Services shall be confidential and become and remain the absolute property of the Procuring Entity. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Procuring Entity, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Procuring Entity.
- Except as the Procuring Entity may otherwise agree in writing, no changes shall be made in the Key Experts engaged in this assignment.
- The consultancy firm shall be responsible for the provision of all the necessary resources to carry out the services such as international travel, project transportation for visits in counties, subsistence allowances, accommodation, information technology, and means for communications, reporting materials, insurance and any other required resources. In addition, the key individual consultant's will be responsible for their area of expertise as follows:
 - **Project Manager**
 - Provide Project Management activities such as project coordination, project status, issue resolutions and liaise with IFMIS, Budget and other National Treasury Departments' staff and single owner of the Project to successful execution of the project to meet the essence of the contract.

- Ensure that application is at latest patch level and implemented new features of latest
- The Project Manager will be the single owner of the success of the project and prepare all the project management documentation.
- Coordination with IFMIS Department team leaders on tracking project progress.
- Channel National Treasury functional and technical team queries.
- Communicate team member requirements / queries to IFMIS Department team and vice-a-versa
- Manage Project scope, deliverables, quality & timeline.
- Manage Team members and their queries

Hyperion Consultants

- Supporting implemented business processes and functionalities
- Responsible for translating business requirements into effective and efficient solutions for diverse and complex business problems
- Design, develop, configure, unit and system testing, documentation, assist in training and support and improvement of projects, programs, workflows, etc. which are assigned by the Project Manager.
- Observe / evaluate existing practices to recommend future and core business requirements to improve efficiency, effectiveness or competitive advantage.
- Providing answers to queries such as 'How do I...?' which are purely related to the functionality implemented for The National Treasury
- Assisting users in navigation to the desired functionality
- Assisting users in identifying the correct reports to run for various requirements
- Maintenance of front-end system inputs (e.g. data forms, business rules, task lists, approval workflows) and outputs (reports and their repository).
- Support the budget process and system during the time of reviewing, improving and implementing new / existing functionality and associated processes
- Troubleshooting the existing functionality and modules and implementing improvements based on recommendations from the National Treasury.
- Preparation of Design Documents for Customization for any new custom development (Forms, reports, forms personalization, workflow,

procedure, PL/SQL queries) and submission to The National Treasury for approval.

- Knowledge Transfer and Training to The National Treasury Budget Department Staff through sharing of documentation in the relevant areas within the contract period for Hyperion Planning Functional and Technical related activities

Oracle Apps Core/Apex Developer

- Provide support in the creation of conceptual designs for the system.
- Plan and coordinate installation of new system components or modification of an existing capabilities to support the custom web pages.
- Develop or direct software system testing or validation procedures.
- Store, retrieve and manipulate data for analysis of system capabilities and requirements.

System Integrator

- Implement, configure and maintain the integrations between Oracle Hyperion Planning and the necessary custom developments and other Applications
- Work with the web designer to develop and implement the required integrations to support data flows
- Develop and provide user training and documentation to super users and technical team on maintenance of the integration interface (how to use)
- Troubleshoot and resolve errors / issues thrown by the integration interfaces

J. RESPONSIBILITIES OF THE CLIENT

- i** The National Treasury- IFMIS Department shall designate for this scope of services a "Project Manager" who will serve as the liaison between The National Treasury- IFMIS Department and the consulting firm with respect to the Services and Deliverables to be provided under this scope of services.
- ii** The The National Treasury- IFMIS Department shall have day-to-day responsibility for supervising the performance of the implementation and support services.
- iii** Office Facilities – The National Treasury shall provide office facilities at the project office to the service
- iv** The Procuring Entity shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Procuring Entity with the Consultant's advice.
- v** The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract

- vi** The National Treasury- IFMIS Department in liaison with SDD to organize for the conference facilities needed for the Consultant to conduct user requirements gathering for the EDMS that needs to be automated
- vii** Hold a user requirements consultative meeting between Chief Officers of Finance, Clerks of County Assemblies, and the Controller of budget and other stakeholders on the requirements for each component
- viii** The Client will avail all relevant documents to the consultants and will facilitate coordination with the counties. In addition to the POM and the PAD, already provided with this ToR, the client will provide any other material considered relevant during the procurement and implementation process.
- ix** The client will also provide quality control during implementation.

K. MANAGEMENT, ACCOUNTABILITY OF THE ASSIGNMENT and QUALITY ASSURANCE

The National Treasury- IFMIS through State Department for Devolution is the client for the consultancy services. In terms of performance and deliverables, the consultancy firm will carry out the assignment under the direction of Director IFMIS , and report to the KDSP II Program Coordinator in the NPCU. The firm shall work closely with IFMIS team to ensure timely delivery of the outputs.

L. CODE OF ETHICS FOR THE CONSULTANT

It is critical to emphasize that there is the need to be objective and maintain integrity throughout the process. A code of conduct/ ethics for the consultant firm will be signed by all members before undertaking the assignment. The content of code of ethics will mainly focus on adhering to the procedures, integrity and anti-corruption issues. Harsh disciplinary action/ punitive measures will be imposed against non-compliant assessment and quality control for members as well as the involved Counties.

M. ORIENTATION OF THE CONSULTANT'S TEAM MEMBERS

The consultancy firm team members will have an orientation workshop (three days) just before the assignment begins for purposes setting the right expectation and agreeing on the scope of work and timelines provided by the client.

N. CONFIDENTIALITY AND DATA OWNERSHIP

The consultancy firm shall adhere to the World Bank Data Privacy and Protection regulations and all the relevant confidentiality and data ownership laws and regulations of Kenya through the consultancy period and will protect the confidentiality of participating counties and participating agencies at all stages. All data is confidential and is the property of the the ICTA. No data or other information from this consulting services contract will be released to third parties without the written prior approval of ICTA. The consultant team will provide all reports and deliverables in English. All documents are proprietary to and shall be collected and stored at the state department for devolution for future reference. The consultant may not distribute any data collected or accessed to any entity without express written prior approval from the Client.