TERMS OF REFERENCE FOR THE SUPPLY, DESIGN, IMPLEMENTATION, COMMISSIONING, MAINTENANCE AND SUPPORT OF CORPORATE CASE MANAGEMENT SYSTEM (CCMS)

1.0 Background

Kenya Revenue Authority (KRA) is the government agency responsible for the assessment and collection of specified taxes, administration of tax laws, and advising government on tax matters.

KRA seeks to procure a modern, generic, and robust Corporate Case Management System (CCMS) to automate and standardize the entire lifecycle of activities that consolidates workflows across various departments within the authority including but not limited to Domestic Taxes, Customs, Enforcement, Legal, and ERP-related processes.

The CCMS will streamline workflows related to case management i.e case registration, processing, management, tracking, and reporting. It will support both external cases (business intelligence, taxpayer compliance & enforcement, legal services and Investigations) and internal organizational cases (e.g. Internal Affairs, vetting and lifestyle audits, HR, finance, procurement, IT service management etc).

The new system will leverage emerging technologies, such as artificial intelligence, machine learning and others, to enhance security, ensure high availability, and provide intuitive user experience. The system should provide for automated and configurable workflows to generate cases for audit, investigations and compliance checks and enable approvals across various modules. The system will ensure 360◦ view of all cases for all players and allow the tracking and monitoring progress of cases by both KRA and the taxpayer. The system should have the ability to generate configurable and customizable reports based on defined parameters.

The Authority would therefore like to engage the services of a reputable bidder to Design, Deliver, Implement, Commission, Maintain and Support a cost-effective Corporate Case Management System while transitioning taxpayers, and internal and external stakeholders from the current case management systems to the new system. Additionally, undertaking capacity building for KRA internal teams to equip them with adequate skills to implement and maintain the solution(s).

2.0 Objectives of the Corporate Case Management System

To implement a modern, integrated, and secure Corporate Case Management System that enhances the efficiency, transparency, and consistency of KRA's case management lifecycle, ultimately contributing to improved tax justice, revenue protection and case resolution.

The specific objectives are as follows:

a. **Automate Workflows:** Implement a system to digitize and manage the entire case lifecycle, from initial registration, processing, objection/dispute receipt to final resolution (including enforcement and debt recovery instructions).

b. **Centralize Data:** Create a single, secure repository for all case-related documents, correspondence, evidence, and history.
c. **Improve Visibility & Reporting:** Provide real-time dashboards and comprehensive reporting tools for management oversight, backlog analysis, case trends, and revenue at risk.
d. **Enhance Collaboration:** Facilitate seamless and secure collaboration between KRA departments, internal and external legal counsel for example Tax Appeals Tribunal (TAT) or Judiciary systems.
e. **Ensure Seamless System Integration**
The system shall integrate with internal and external systems via APIs to allow seamless data exchange. The system should support a API-first, mobile-first and data-first architecture.
f. **Ensure Compliance & Auditability:** Maintain a complete, immutable audit trail of all actions, decisions, and timelines for statutory compliance and internal governance.
g. **Advanced Reporting & Analytics**
Customized reports and dashboards & predictive analytics that will facilitate case monitoring, review and evaluation and aid the necessary business units with actionable business intelligence for decision support
h. High Availability
The System shall be architected for **High Availability (HA)**, ensuring a minimum service uptime of **99.9%**

3.0 Scope of Work

The selected vendor shall be responsible for the full system lifecycle, including: analysis, design, development/configuration, testing, deployment, data migration (where applicable), training, and post-go-live support of a CCMS covering, but not limited to, the following core processes:

No.	Functionality	Key Features Required
1.	Case Registration, Initiation & Intake	• Creation/Registration of new cases (objections, audit, compliance checks, appeals, litigation etc) with unique identification and linkage to the KRA systems • Standardized registration forms and mandatory field checks. • Automated assignment of case officers based on pre-defined rules (e.g., tax type, value, taxpayer segment).
2.	Low-Code development platform encompassing - Workflow & Process Management	• Drag-and-drop form designer for creating custom intake forms • Visual workflow designer for non-technical users to modify case flows • No-code rule engine for business rule configuration • Custom dashboard builder without programming • Configurable, automated workflows for different cases (e.g., Objection Review, TAT Appeal, High Court Appeal). • SLA tracking, automatic task generation, and alerts. • Tracking of case status (e.g., Pending Assignment, Under Review, Hearing Scheduled, Judgment Delivered, Closed/Settled).

No.	Functionality	Key Features Required
3.	Document Management	• Secure and independent electronic storage, indexing, and version control of all case-related documents (pleadings, evidence, rulings, internal memos). • OCR/Full-text search capability within stored documents. • Template management for standardized KRA correspondence (e.g., Acknowledgment Letters, Notices). • Version Control – allow multiple users and teams to work on the same documents whilst maintaining version control • Online editing – allow users to edit documents online without the need for downloading/checkin-out and uploading/checkin-in • Document Security and classisfication – enforce rule based confidentiality and document classification
4.	Calendar Management	• Integration with or stand-alone calendaring for scheduling hearings, deadlines, and internal meetings. • Recording of hearing details, attendees, and outcomes. • Support SLA Management (due dates, approaching dates, overdue), Reminders and notifications,
5.	Financial/Revenue Tracking	• Tracking tax estimates, established taxes and collected revenues based on the cases • Tracking the value of potential revenue under dispute • Recording and tracking of settlements, penalties, and enforced collections resulting from the case resolution.
6.	Reporting & Analytics	• Decision Support matrices – eg showing pain arears, bottle necks, resource and personnel utilization etc • Real-time dashboards showing key performance indicators (KPIs) (e.g., Case Backlog, Average Resolution Time, Success Rate, Revenue at Risk by Tax Type). • Management reports on staff workload, case aging, and trend analysis • Individual reports to support performance management i.e. number of tasks, incidents, cases handled within a specific period (month, quarter, year)
7.	Training & Knowledge Transfer	• Provide a structured Knowledge Transfer and Capacity Building Plan (KTCP) ensuring that the Client's local development team(s) achieves full operational independence and code-level proficiency by the contract term. This will allow the in-house team(s) to perform first and second level support interventions eg. Creating and configuring new workflows, creating new forms, security management with only complex issues like critical bugs and enhancements being escalated to the vendor. • Provide user manuals, training guides and technical guides. • Conduct user training and technical knowledge transfer.
8.	Licenses, Support, Maintenance and Handover	• Provision of licenses for implemented solutions • Provision 24/7 support and maintenance • Conduct product and source code handover for

No.	Functionality	Key Features Required
	of Delivered Solutions	management and maintenance by KRA

4.0 Expected Deliverables

4.1 Core Deliverables

The following deliverables are expected to be realized from the scope set out above:

No.	ARTIFACT
1	Project plan
2	Validated business and system requirements
3	CCMS design document
4	The CCMS Application – Fully configured, tested, and operational system.
5	User Guides
6	Training and training materials
7	Technical documentation
8	Change Management
9	Implement Knowledge Transfer
10	Data Migration Strategy and migration of data from legacy systems to CCMS
11	Implemented CCMS with source code handover.
12	Warranty and Support

4.2 Additional Deliverables

No.	ARTIFACT
1	Implementation Methodology and Work Plan.
2	Implementation Blueprint covering:
	a. Configuration & Change Management Plan
	b. Prioritization Matrix
	c. Staffing Requirements – required to successfully and independently maintain the system
	d. Programming Skills/Language Requirements – complete list of skills and/or programming languages/solution platform components that will be needed to maintain the system
3	Data Conversion and Data Migration Strategy.
4	System Requirement Specification (SRS) for the Core Application.
5	Software Requirements Specification (SRS) for supporting applications such as the lottery system, command center system and rebate system.
6	Master Test Plan.
7	Test Plan & Test Procedures, including detailed test scenarios.
8	Test Reports for each phase (interim reports are expected throughout testing process of each phase).
9	Functional Design Documentation, reflecting the system as Installed

No.	ARTIFACT
10	Enterprise & Solution Architecture Design Documents
11	Customer Journey Maps and UI/UX Prototypes
12	System Integration Documents
13	Database Design Documentation
14	Meta Data Documentation
15	Installation Procedures.
16	Operations Manual
17	Internal and External User Manuals
18	Training Manual, Online Training Aids, and Course Materials
19	User Training
20	Knowledge Transfer and Capacity Building Plan (KTCP)
20	Defect Reports
21	Progress presentations to KRA management

5.0 Time Frame

The vendor is expected to complete the assignment in a maximum period of eighteen (18) months.

The vendor is expected to provide for a warranty period of twelve (12) months and thereafter a maintenance and support period of thirty-six (36) months.

6.0 Methodology

The bidder must submit their proposed implementation methodology for the project. The bidder must include an explanation of how long they have been successfully using this implementation methodology and why they would recommend it for this project.

The bidders are required to demonstrate in-depth understanding of this project, their capability to undertake it, and how they propose to do so by giving detailed clause-by-clause responses to these service requirements, and how they propose to deliver the respective service components as stipulated under the scope of work. The bidder must describe their methodology in a level of detail to include, at a minimum, the following discipline areas:

No.	Discipline Area	
1	Gap Analysis	Gap analysis between the product and the KRA's requirements.
2.	Business Process Reengineering	Business process reengineering and organizational change to support optimal use of the system.
3.	Requirements Definition and Management.	Describe your approach for ensuring that you will capture and manage existing, new, evolving and changing business and technical requirements and ensure quality.
4.	System Design	Describe your approach to each of the following: a. How you will ensure the design of the technical solution is appropriate for the needs of KRA. b. How you will manage revisions, changes and additions to the existing design and developed components. c. How you will approach the design and implementation of an end-to-end integrated solution. d. State clearly how you would incorporate input from the various business sources/stakeholders in order to ensure complete coverage of the requirements.
5.	Application Configuration and Custom Programming	Describe your process/approach for building the solution and how you would approach the configuration of each of the required components
6.	Developing Interfaces and Interface/Integration Programs	
7.	Installation, including approach for implementing this system within the KRA's infrastructure and identifying issues that would prevent, impair or delay operation in that environment	
8.	Component Migration	
9.	Production Cutover	
10.	User Support	
11.	Documentation	
12.	System Operations and Maintenance	
13.	Infrastructure and Environment Management	

7.0 Implementation Schedule / Work Plan / Service Level Agreement

No.	Feature	Details
1	**Implementation Schedule / Work Plan**	Bidders must also provide a conceptual Project Work Plan that reflects the approach and methodology, tasks and services to be performed, deliverables, timetables, and staffing. This work plan will be refined in conjunction with KRA during contract negotiations and project initiation.

No.	Feature	Details
2.	**Service Level Agreement**	Bidders should provide an overview of their maintenance and support programs, including any optional maintenance levels normally offered to customers. Any differences between maintenance and support during implementation as opposed to post-implementation must be specified. Bidders must also confirm their ability to act as the single source of support for all components of their proposed system, and describe how that process will work for their own components as well as third party components. In addressing this part supplier should include responses to the following: a. Warranty terms and conditions, including services covered and length of the warranty. Discussion should include third party components. b. Problem reporting methods/tools or channels and availability and whether there are any costs for the client, or they are toll-free. c. Record keeping. d. Classification of incidents or problems reported and description of the classifications. e. Nature of support provided availability (day and time) and cost. E.g. Telephonic, toll free. f. Service level standards and associated escalation procedures based on the following: classification of incidents/problems day of the week and time of day. (Once notified of a problem of severity classification X, how long does it take to respond and then correct the problem? What escalation measures are in place to ensure resolution in line with the agreed standard?) g. Methods and for correcting problems. Include a discussion on remote problem resolution capacity h. Availability of supporting documentation as part of assistance for maintaining and servicing the system i. Cost of maintenance and support outside the warranty service period. j. How are corrective updates distributed and how frequently.

8.0 Vendor Evaluation

Vendor Evaluation Criteria

This evaluates the suitability of the vendor based on company experience, staff experience, proposed methodology and proposed approach to solution design, gap analysis and business process reengineering.

No.	Requirement	Evaluation Criteria	Max Score	Bidder Response
1.	**Company Experience** The bidder is required to submit evidence of having experience and knowledge of having delivered a similar solution. The projects should have been completed in the past ten (10) years	The vendor must provide two (2) client references where they have successfully implemented a similar system. Each reference should include a project summary to demonstrate the vendor's experience and expertise in the relevant areas mentioned above. The bidder must provide proof of achievement for the reference sites in the form of a Contract/ Local Service Order that matches the reference letter/completion certificate. *LSO with corresponding reference letter or completion certificate* ***5 Marks per client***	10	
2	**Staff Qualifications**		**32**	
	a. Project Manager **Academic Qualifications:** A minimum of Relevant University Degree (Computer Science, IT, Business Administration, or equivalent). **Professional Qualifications:** Certification in Project Management such as PMP, CBAP ,Prince2, or any other relevant certification.	*Detailed Curriculum Vitae* ***(1 mark)*** *Relevant Bachelor's Degree* ***(1 mark)*** *Professional Qualification and Membership in Relevant body or its equivalent* ***(2 marks)*** *Relevant technical experience in the lead area as tabulated under qualifications, in the table above* ***(3 marks)*** **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored. **7 Marks**	7	
	b. System Development Lead **Academic Qualifications:** A minimum of Relevant University Degree (Computer Science, IT, or equivalent). **Specific Experience:** - A minimum of 10 years of experience in system development,	**5 Marks** *Relevant Curriculum Vitae* ***(1 mark)*** *Relevant Bachelor's Degree* ***(1 mark)*** *Professional Qualification and Membership in Relevant body or its equivalent* ***(1 mark)*** *Relevant technical experience in the lead area as tabulated*	5	

No.	Requirement	Evaluation Criteria	Max Score	Bidder Response
	software engineering, or IT project management. - At least 5 years of experience in a leadership or managerial role overseeing software development teams. - Proven track record of leading end-to-end software development lifecycle (SDLC) projects, including requirements gathering, system architecture, design, development, testing, deployment, and maintenance. - Certification in relevant professional key software development frameworks e.g. Agile Frame work, ITIL, etc.	*under qualifications, in the table above* ***(2marks)*** **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored.		
	c. Technical Lead **Academic Qualifications:** A minimum of Relevant University Degree (Computer Science, IT, Software Engineering or equivalent). **Specific Experience:** - A minimum of 10 years of experience in enterprise system development, architecture, and integration, preferably in tax administration, government financial systems, or large-scale enterprise applications. - At least 5 years of experience in a leadership role managing technical teams in the development and deployment of enterprise solutions. - Certification: Professional qualification on relevant certification e.g. COBIT, ITIL, CICD, etc.	*Relevant Curriculum Vitae* ***(1 mark)*** *Relevant Bachelor's Degree* ***(1 mark)*** *Professional Qualification and Membership in Relevant body or its equivalent* ***(1 mark)*** *Relevant technical experience in the lead area as tabulated under qualifications, in the table above* ***(2marks)*** **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored.**Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored. **(5 Marks)**	5	
	d. Quality Assurance Lead **Academic Qualifications:** A minimum of Relevant University Degree (Computer Science, IT, Software Engineering or equivalent). **Specific Experience:** - A minimum of 7 years of experience in software quality assurance, testing, and compliance in large-scale enterprise solutions.	*Relevant Curriculum Vitae* ***(1 mark)*** *Relevant Bachelor's Degree* ***(1 mark)*** *Professional Qualification and Membership in Relevant body or its equivalent* ***(1 mark)*** *Relevant technical experience in the lead area as tabulated under qualifications, in the table above* ***(2marks)***	5	

No.	Requirement	Evaluation Criteria	Max Score	Bidder Response
	- At least 4 years of experience leading QA teams in software development projects for government agencies, tax administration, or financial institutions. - Experience in developing and implementing Quality Assurance (QA) strategies, including functional, performance, security, and compliance testing for tax administration solutions. - Certification on relevant fields e.g. ISTQB, CBAP etc.	**Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored.**Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored. **(5 Marks)**		
	e. Business Reengineering Expert (Process Optimization) **Academic Qualifications:** A minimum of Relevant University Degree (Computer Science, IT, or equivalent). **Specific Experience:** - A minimum of 5 years of experience in Business Process Reengineering, or IT project management. - At least 4 years of experience in a leadership or managerial role overseeing Business Process Reengineering. - Certification in relevant CBAP, ITIL, Lean Six Sigma, etc.	*Relevant Curriculum Vitae* ***(1 mark)*** *Relevant Bachelor's Degree* ***(1 mark)*** *Professional Qualification and Membership in Relevant body or its equivalent* ***(1 mark)*** *Relevant technical experience in the lead area as tabulated under qualifications, in the table above* ***(2marks)*** **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored.**Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored **(5 Marks)**	5	
	f. Solution Architect **Academic Qualifications:** A minimum of Relevant University Degree (Computer Science, IT, or equivalent). **Specific Experience:** - A minimum of 12 years of experience in Enterprise Architecture - At least 5 years of experience in a leadership or managerial role overseeing Enterprise Tech stack mapping.	*Relevant Curriculum Vitae* ***(1 mark)*** *Relevant Bachelor's Degree* ***(1 mark)*** *Professional Qualification and Membership in Relevant body or its equivalent* ***(1 mark)*** *Relevant technical experience in the lead area as tabulated under qualifications, in the table above* ***(2marks)*** **Note:** Bidders MUST attach CV of each staff supported by academic and professional	5	

No.	Requirement	Evaluation Criteria	Max Score	Bidder Response
	- Certification in relevant TOGAF, COBIT, ITIL,REDHAT, Kurbnetes, etc.	certificates to be scored. **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored **(5 Marks)**		
3.	**Technical Approach/ Methodology.** Bidder should demonstrate a good and clear understanding of KRA's Requirements in this tender. Bidder should propose an approach/ methodology, a work plan and service level agreement (SLA) to capture the requirements and ensure they are comprehensively addressed in their proposed solution.	Bidders to demonstrate/ provide evidence of a clear and detailed understanding of the solution, including: a) Technical Approach/ Methodology of carrying out the assignment – **13 Marks** b) Conceptual Project Work Plan: Bidder MUST provide a work plan for the implementation and support of the solution – **3 Marks** c) SLA: Bidders MUST provide an overview of their maintenance and support programs, including any optional maintenance levels normally offered to customers. **2 Marks**	18	
4.	**Proposed Design & Architecture of the Solution** Bidders MUST submit a proposed design and architecture for the solution demonstrating how they propose to deploy the solution/appliances in both the Primary and Secondary, and Disaster Recovery Data Centers, including High Availability (HA) Configuration.	The proposed design and architecture for the solution demonstrating how they propose to deploy the solution/appliances in both the Primary and Secondary, and Disaster Recovery Data Centers, including High Availability (HA) Configuration. **5 Marks**	5	
5.	**Gap Analysis and Business Process Reengineering** Bidders MUST provide a Gap Analysis plan outlining how the solution alignment with KRA's requirements, identification of gaps and proposed	2 Marks for each discipline area – Gap Analysis & Business Process Reengineering **5 Marks**	5	

No.	Requirement	Evaluation Criteria	Max Score	Bidder Response
	remedies will be provided. The Bidder MUST submit a Business Process Reengineering plan showing how processes and organizational practices will be redesigned.			
Total score for this section is 70 (100%) and cut-off score is 56/70 (80%) marks.			**70**	

Bidders who pass the Vendor Evaluation phase will proceed to the next evaluation stage

Technical Evaluation of Specifications for Corporate Case Management System (CCMS)

Instructions to Bidders:

1. Bidders MUST complete the Table below in the format provided.
2. Bids MUST meet all mandatory (MUST) requirements in the Tables below in order to be considered for further evaluation.
3. Bidders MUST provide a substantial response or clear commitment to meeting the requirements for all features irrespective of any attached technical documents in the table format (bidders Response) below. Use of Yes, No, tick, compliant, blank spaces etc. will be considered non-responsive.
4. Bidders who do not comply with any of the below requirements will NOT be considered for further evaluation

NB: Bidders who shall meet the cut-off score for the technical and demonstration requirements shall be evaluated at the financial evaluation stage.

Functional Specifications

Functional Specifications			
No.	**Minimum Specification**	**Mandatory (M)/**	**Bidder's Response**
1	**Case Intake & Registration**		
1.1	The system should allow for case creation (automatic and manual)	M	
1.2	The system should support multiple intake channels (web form, email, phone, manual entry).	M	
1.3	The system should generate a unique case ID for each new case.	M	
1.4	The system should allow capture of mandatory fields as defined by the business user.	M	
1.5	The system shall allow capture of supporting documents and all relevant case details.	M	
1.6	Ability of the system to facilitate the creation of various categories of case requests	M	
1.7	The system should support generation of reusable form templates in line with business procedures	M	

Functional Specifications			
No.	**Minimum Specification**	**Mandatory (M)/**	**Bidder's Response**
2	**Case Tracking & Workflow**		
2.1	The system should track a case through every stage of its lifecycle from initial assignment to resolution (case status)	M	
2.2	The system should provide a timeline view of all actions/events including supporting documents.	M	
2.3	The system should automate workflows (assignment rules, escalation triggers) which will allow for case review and closure.	M	
2.4	The system should automatically assign tasks to specific users or teams based on predefined rules, case type, or current case status.	M	
2.5	The system should allow for case re-assignment (single or bulk) and notify the user	M	
2.6	Ability of a user to review assigned cases and make appropriate action (as per defined business rules) for instance escalate, revert, close	M	
2.7	The system should demonstrate capabilities of case escalation based on a pre-set escalation matrix.	M	
2.8	Ability to handle case reassignment when need arises e.g in case of transfers and when a user is out of office.	M	
2.9	The system should have a duplicate detection mechanism to ensure similar cases are identified, lumped together, resolved, and closed at a single instance across all tiers.	M	
2.10	Ability for **non-technical users** to create and customize workflows using a **visual drag-and-drop designer** without requiring programming knowledge"	M	
2.11	The system should allow for pre-built templates, and action plans	M	
2.12	Ability to schedule a task, reminders and follow up action.	M	
3	**Service Level Agreement (SLA) Management**		
3.1	Ability to define Service Level Agreements (SLA's) for various types of cases and track the SLAs.	M	
	Ability to escalate a case if the agreed SLA has been breached	M	
3.2	Ability to provide case analytics based on defined SLAs	M	
3.3	Ability of the system to provide alerts that are triggered based on pre-defined business rules.	M	
3.4	Ability to monitor and enforce Service Level Agreements (SLAs).	M	
3.5	Ability to send a notification to defined users if the agreed Service Level Agreements (SLAs) has been breached.	M	
4	**Document & Evidence Management**		
4.1	The system should allow upload and storage of documents of defined formats.	M	
4.2	The system should support preview functionality of uploaded documents.	M	

Functional Specifications			
No.	**Minimum Specification**	**Mandatory (M)/**	**Bidder's Response**
4.3	The system should provide version control with rollback capability.	M	
4.4	The system should support metadata tagging for quick retrieval.	M	
4.5	The system should enable secure sharing with internal/external stakeholders.	M	
4.6	The system should be able to support document archiving.	M	
4.8	The system should support document classification in line with defined policies on confidentiality and access	M	
4.9	The system should allow online editing of documents	M	
5	**Communication & Collaboration**		
5.1	The system should provide internal messaging between case handlers.	M	
5.2	The system should provide a client portal for status updates and secure communication.	M	
5.3	The system should send email/SMS notifications for milestones or changes.	M	
5.4	The system should support comment threads linked to specific case events.	M	
5.5	Ability to contact the end-user when required via email, SMS or in-system notifications.	M	
6	**User Roles & Permissions**		
6.1	The system should provide role-based access	M	
6.2	The system should allow granular permissions (view, edit, delete, approve).	M	
6.3	The system should support Multi-Factor Authentication	M	
6.4	The system should maintain audit logs of all user actions.	M	
7	**Integration**		
7.1	The system should integrate with internal and external systems for required data.	M	
7.2	The system should integrate with document signing tools (e.g., DocuSign).	M	
7.3	The system should provide API support for third-party systems.	M	
8	**Dashboards, Reporting, Analytics and BI**		
8.1	**Self-service** report builder allowing business users to create reports using drag-and-drop interface with **natural language query support**	M	
8.2	The system should have a querying and reporting facility that should allow export in different formats. These reports can be generated and shared automatically or directly on an application by the users.	M	
8.3	The system should provide configurable and customizable reports and integrate with other applicable systems to provide monitoring and compliance reports.	M	

Functional Specifications			
No.	**Minimum Specification**	**Mandatory (M)/**	**Bidder's Response**
8.4	The system should provide configurable and customizable management dashboards and visualization tools for case insights.	M	
8.5	The system should provide configurable and customizable dashboards that display the case details in real-time basis. These dashboards should provide drill-down capabilities.	M	
8.6	The system should provide analytics i.e. case resolution times, staff productivity, and trends.	M	
8.8	Ad-hoc query capability for data analysts	M	
8.9	Data export APIs for external analytics tools	M	
9.	**Data Governance**		
9.1	Data catalog with automated metadata discovery	M	
9.2	Master Data Management (MDM) for taxpayer and case entities	M	
9.3	Data classification (Public, Internal, Confidential, Restricted)	M	
10.	**Administrative Capabailities**		
10.1	Centralized admin portal for all platform management	M	
10.2	Delegated administration by department/division	M	
10.3	License usage tracking and optimization recommendations	M	
11.	**Low-Code/No-Code platform capabilities**		
11.1	Drag-and-drop form designer for creating custom intake forms	M	
11.2	Visual workflow designer for non-technical users to modify case flows	M	

Non-Functional Specifications

No.	Usability / Training Requirements (38 Marks)	Bidder's Response
001	System should be easy to use by first time user.	
002	System should have an intuitive, easy to navigate interface with a modern UI/UX design with clear instructions where necessary.	
003	System should minimize user interaction with predictive autocomplete inputs.	
004	It should offer contextual help and tooltips for all major functions through adoption of chat-bots, or virtual assistance integration for user assistance.	
005	System should maintain a common look and feel across modules, interfaces and comply to usability standards.	
006	The system shall provide clear error / warning messages with actionable guidance.	
007	The system shall support screen readers and speech-based interaction tools to ensure accessibility for visually impaired users and those who rely on voice input, incompliance with WCAG 2.1 or equivalent standards	
008	System should have adequate documentation for training purposes.	
009	The system should prevent invalid data entry	
010	The system shall maintain fluid animations and avoid lag during	

	UI transitions.	
011	The system shall provide real-time feedback for user actions (e.g., button clicks, form submissions).	
012	The system shall request confirmation for irreversible actions (e.g., deactivating an account).	
013	System should support modern browsers and support responsive layout on desktops, tablet or mobiles devices across several multichannel	
014	System should support internationalization and localization	
015	End-user training (minimum 40 hours per user role)	
016	Administrator training (minimum 80 hours per user)	
017	Developer/Technical training (minimum 120 hours per user)	
018	Train-the-Trainer program (minimum 10 KRA trainers certified)	
019	Trianing materials – Training manuals and videos for the different users (end-user, admin, developer)	

No.	Performance Requirements (20 Marks)	Bidder's Response
001	Allow for acceptable response time for different operations with low latencies. The system shall return results within 200 milliseconds of all user requests.	
002	Maintain high throughput for the expected number of transactions or requests the system can handle per unit time. The system shall support processing 1,000 transactions per second during peak hours.	
003	System should provide for efficient use of system resources such as CPU, memory, disk, and network bandwidth, monitors and auto-scales in response to load provided	
004	The system should have the ability to perform under both normal and extreme load conditions, including handling unexpected spikes.	
005	Implement monitoring and, observability tools using metrics.	
006	System should have the capacity to support multiple users or processes simultaneously.	
007	The system should operate continuously for 99.99% of the time and recover gracefully from unexpected failures.	
008	The system Should handle increased loads by scaling up (vertical scaling) or out (horizontal scaling) without performance degradation. The system shall scale to support a 10x increase in concurrent users with no more than a 20% degradation in performance.	
009	In the event of a performance degradation, the system shall recover to normal operational levels within 60 seconds.	
010	The system should include real-time performance monitoring and logging, with alerts for any performance metrics that deviate from defined thresholds.	

No.	Compatibility Requirements (16 Marks)	Bidder's Response
001	The system must be platform independent, running consistently across multiple operating systems and hardware configurations. The system must operate correctly across a range of operating systems (e.g., Windows, Mac OS, Linux) and hardware configurations.	
002	The system must adhere to industry standards to ensure full interoperability with various technologies.	
003	For web-based or mobile applications, the system should support	

No.	Compatibility Requirements (16 Marks)	Bidder's Response
	multiple web browsers and devices.	
004	It should support both backward and forward compatibility, allowing integration with legacy systems and future upgrades without major changes.	
005	The system must integrate effectively with external systems, services, or third-party applications using standard protocols.	
006	The system should work with common middleware, databases, and network environments.	
007	Comprehensive compatibility testing is required to verify reliable performance across diverse environments.	
008	The system should adhere to relevant industry standards for data formats, security, including Data protection act 2019, and communication protocols.	

No.	Reliability Requirements (18 Marks)	Bidder's Response
001	The system must be operational and accessible when needed. The system shall have an uptime of at least 99.99% during each calendar month.	
002	The system must have good fault tolerance capabilities. It should continue to operate, possibly at a reduced level, even if one or more software or hardware component fails.	
003	System should have standard data recovery capability. The system must be capable of recovering quickly and completely from failures.	
004	The system must ensure that data remains accurate and uncorrupted throughout its lifecycle. Data shall be protected from corruption or loss during storage and transmission, with mechanisms for periodic integrity checks.	
005	The system must detect, manage, and report errors to facilitate timely resolution. The system shall log all errors with detailed diagnostics and notify administrators of critical issues within 30 seconds.	
006	System should follow an archiving policy defined by KRA and the vendor.	
007	Allow fault tolerance ability to recover from failures. The application should support active active deployment across data center. Automated processes should seamlessly switch operations to backup systems when failures occur. The system shall automatically redirect operations to a backup server within 5 seconds in the event of a primary server failure.	
008	Continuous monitoring of system health is essential to detect and address issues promptly. The system shall include real-time performance monitoring , observability and alerting, with thresholds defined for all critical metrics.	
009	System should maintain Data Integrity, Data accuracy, consistency, and security.	

No.	High Availability Requirements (16 Marks)	Bidder's Response
001	The system should run 24x7 and be available and fully operational 99.99% of the time per month.	
002	Ensure average response times for transactions are under 200 milliseconds	
003	All critical components shall be deployed in a redundant	

No.	High Availability Requirements (16 Marks)	Bidder's Response
	configuration, ensuring continued operation in the event of a component failure.	
005	The system shall ensure no data loss of transactional data in the event of a failure.	
006	The system shall implement real-time availability monitoring with alerts for any deviation from the defined thresholds.	
007	Planned maintenance shall be scheduled during off-peak hours, with the system designed to sustain operations during maintenance where possible. Zero down time deployment using blue , green or related technology	
008	The system shall have a fully documented and regularly tested disaster recovery plan to restore critical services within the defined RTO.	

No.	Maintainability Requirements (18 Marks)	Bidder's Response
001	Implement the system as micro services to allow for flexibility when it comes to change management, including allowing modification and deployment of one module without affecting other micro services	
002	Have the system customizable to allow for the ability to add new features or functionalities	
003	The solution should be implemented with an end to end CI/CD pipeline including automated testing	
004	All source code shall adhere to established coding standards and include inline comments as well as comprehensive external documentation. High-quality, well-documented code is essential for future maintenance and knowledge transfer.	
005	The architecture should accommodate future enhancements and upgrades without major rework.	
006	Critical system settings and behavior should be adjustable without altering the underlying code. All configuration parameters shall be externalized in configuration files or management consoles to allow dynamic adjustments. No hardcoded system settings and parameters.	
007	The system shall log all errors with detailed contextual information and support robust debugging capabilities for maintenance personnel.	
008	All external libraries, APIs, and interfaces shall be documented and version-controlled to support timely upgrades or replacements.	
009	The system should have regular tracking of maintenance-related metrics that will help identify and reduce the technical debt to drive continuous improvement.	

No.	Interoperability Requirements (18 Marks)	Bidder's Response
001	The system should adopt the best industry standards for communication protocols.	
002	The system must support widely accepted data formats.	
003	Deliver platform compatibility with different hardware and software environments.	
004	The systems' APIs should be versioned to allow for evolution without breaking existing integrations.	
005	The system should have secure mechanisms in place to	

No.	Interoperability Requirements (18 Marks)	Bidder's Response
	authenticate and authorize external interactions.	
006	The system should be compatible with standard middleware solutions	
007	The system shall log all integration errors with detailed diagnostics and automatically alert administrators upon detection of a failure.	
008	The system must maintain acceptable performance levels during interactions with multiple external systems. The system shall maintain response times within 200 milliseconds for API calls, even under concurrent integration loads.	
009	The system architecture shall be modular to support the addition or modification of integration interfaces with minimal impact on existing components.	

No.	Operational Requirements (18 Marks)	Bidder's Response
001	The system should generate detailed logs and expose key performance metrics via a centralized monitoring dashboard, with alerts configured for abnormal conditions.	
002	The system should be manageable via intuitive interfaces that allow administrators to control and configure system operations easily.	
003	The system should support automated deployment, rolling upgrades, and rollbacks to minimize downtime and ensure smooth transitions during maintenance.	
004	All operational settings, such as logging levels and performance thresholds, should be configurable via external configuration files or a management interface, with changes applied dynamically.	
005	The system's operational tools and interfaces should be accessible to authorized personnel from various devices and locations, desktops and mobile devices, ensuring 24/7 operability.	
006	All administrative actions should be logged with timestamps and user details, and management interfaces shall enforce role-based access control and multi-factor authentication.	
007	Comprehensive operational documentation and support procedures should be available to facilitate troubleshooting and maintenance	
008	Permit ease of installation and configuration of the system components.	
009	Provide data backup and data auto recovery procedures for the system.	

No.	Licensing, Source Code and Hand-over Requirements (8 Marks)	Bidder's Response
001	The Bidder should provide the licensing model for the solution and specify any related 3rd party components and the licensing models/ cost where applicable.	
002	The successful Bidder shall agree to provide KRA a current and complete copy of source code for all application software after the expiry of the contract period.	
003	The source code should be updated to match the latest release, and KRA may audit periodically to ensure compliance.	
004	The bidder must provide a source code handover plan as part of	

No.	Licensing, Source Code and Hand-over Requirements (8 Marks)	Bidder's Response
	transfer of ownership of the project products.	

No.	User Management (26 Marks)	Bidder's Response
001	The system should enable secure self-registration and if need be administrator-assisted enrolment to ensure proper authentication of new users. The system should therefore allow administrators to create, modify and deactivate users securely.	
002	The system should implement robust authentication mechanisms, including OTP verification via phone, email and 3rd party authenticator tools for seamless access.	
003	The system should define granular role-based access controls to manage user roles and permissions for access	
004	The system should provide secure interfaces for users to manage and update their personal information, preferences, and contact details.	
005	The system should enforce configurable strong password policies with complexity rules, periodic expiration, and secure reset procedures.	
006	The system should implement automatic session timeouts and secure session handling to minimize unauthorized access risks. It should also enforce automatic session timeout and re-authentication after a period of inactivity. It should prevent multiple concurrent active sessions for the same user unless explicitly permitted as well as provide secure session handling mechanisms to prevent session hijacking and unauthorized access.	
007	The system should maintain comprehensive audit logs of user activities and access patterns for compliance and monitoring purposes.	
008	The system should allow primary users (e.g., business owners) to delegate specific roles or access rights to employees or tax consultants and third party agencies. (Portal) The system should also support time-based or transaction-based access delegation as well as enable businesses to assign sub-users with limited privileges.	
009	The system should support integration with external systems such as ERP, for leave management purposes, AD etc.	
010	The system should ensure that all user management processes comply with applicable data protection regulations and internal privacy policies.	
011	The system should provide real-time monitoring of user activities and generate alerts for suspicious behaviour, such as multiple failed login attempts or unauthorized access attempts.	
012	The system should also be able to send email or SMS notifications for configurable critical actions like role changes, password resets, and account lockouts. It should integrate with security information and event management (SIEM) tools for advanced monitoring.	
013	The system should enable a self-service functionality for password resets and unlocking of locked accounts	

Summary Table for Technical Evaluation		
Functional Requirements		
The bidders will be required to meet ALL the Mandatory (M)	Pass/Fail	

requirements as set out in the specifications list.		

Bidders who pass the Technical Evaluation phase will proceed to the next evaluation stage (Presentation/ Solution Demonstration).

Presentation/Solution Demonstration

Short-listed bidders from the technical evaluation shall be required to make a comprehensive product demonstration (1 day) of the proposed solution. During the demonstrations, bidders are expected to showcase the latest released version of their systems which will form additional assessment of the solution capabilities and vendor experience.

Demonstrations will be evaluated on the degree to which the demo matches the RFP specifications, the product's perceived ease of use, and the bidder's overall use of current technology. The short-listed bidder presentations will be scheduled in accordance with the KRA's timetable.

The Demo scenarios shall be sent by email to the bidders who qualify the technical evaluation and will be set against the product deliverables as listed below. The Presentation and Solution Demonstration will be scored out of 50 marks (Cut-off = 40 Marks).

Key Areas of Focus		
No.	**Item**	**Marks**
1.	User Interface & User Experience (UI/UX) including visualization	3
2.	Demonstration of use of emerging technologies e.g. Artificial Intelligence, Machine Learning, Big Data Analytics etc.	4
Functionality Demonstration		
3.	• Case Intake & Registration • Case Tracking & Workflow • Low code feaures - Form builder and Visual workflow designer • Decision Support metrics and analytics • Online Editing	25
4.	Service Level Agreement (SLA) Management	4
5.	Dashboards, Reporting and analytics	4
6.	Integration	4
7.	• Document & Evidence Management • Communication & Collaboration	2
8.	Capacity and Perfomance • Demonstrate storage and retrieval of large documents and file formats eg. 1gb video • Demonstrate support for at least 1000 concurrent users	4

8.0 Price Schedule

Implementation service costs must be shown for each major milestone or project task associated with each phase of the project, and must be inclusive of all taxes and levies.

A structured milestone-based pricing model for development, deployment and support of the

solution is highlighted below:

Total Price Contract Value (KES)

Note: Bidders are required to provide a breakdown of how they arrived at the cost summary.

Provide a detailed cost breakdown for each of the scope items below.

Milestone	Description	Total Cost Inclusive of Tax
1	Business Process Reengineering Documentation	
2	Business Requirement Specifications Sign off	
3	Detailed Design including Architectural design blue print	
4	Solution Development & Implementation	
5	Data Migration	
6	Testing and QA	
7	Training, Change Management & Knowledge Transfer	
8	Deployment and Go-Live	
9	Licensing (Specify)	
	a. Capex license cost	
	b. Opex license cost	
10	Any other services (Specify)	
	a.	
	b.	
	c.	
11	Support and Maintenance:	
	a. Year 1	
	b. Year 2	
	c. Year 3	
	Grand Total	

NB: Payments will be made based on the delivery of the above milestones

9.0 Post-Qualification/Due Diligence

The procuring entity reserves the right and may conduct post-qualification/due diligence on the lowest evaluated bidder before the award of the contract. This process may include, but is not limited to:

a. Verification of documentation - Confirming the authenticity of certifications, reference letters, and any other supporting documents submitted with the bid.
b. Reference checks - Engaging with past and current clients to verify performance, service delivery, and adherence to contractual obligations.
c. Financial capability assessment - Evaluating the financial strength of the bidder to ensure their ability to sustain the project, including a review of audited financial statements.
d. Technical evaluation - Reconfirming the ability of the bidder to provide the required licenses and support, in accordance with the stated service levels.

Failure to satisfactorily pass the post-qualification and due diligence process may result in the

disqualification of the bidder, and the Procuring Entity reserves the right to consider the next lowest evaluated bidder or take any other appropriate action in accordance with procurement laws and regulations.

----------**END**----------