KENYA REVENUE AUTHORITY

ISO 9001:2015 CERTIFIED

SUPPLY, DELIVERY, IMPLEMENTATION, COMMISSIONING AND MAINTENANCE OF A CUSTODY TRANSFER MONITORING SYSTEM (CTMS) FOR KENYA REVENUE AUTHORITY

1.0 Background

The Kenya Revenue Authority (KRA) is responsible for collecting revenue on behalf of the Government of Kenya. KRA intends to implement a Custody Transfer Monitoring System (CTMS). The implemented system will foster accurate, reliable and standardized measurements across the taxable goods value chain, enhancing transparency and efficiency in the taxable goods ecosystem. CTMS will ensure fair tax measurements, assure uniformity and accuracy of measurements, maintain traceability and protect consumers.

CTMS will enable adoption of GIS-enabled fiscal metering systems that utilize advanced measurement technologies, provide real-time data and analytics, facilitate seamless integration into KRA systems, assure enhanced security and accuracy, are customizable and meet specific application requirements, and enable comprehensive data logging and reporting.

2.0 Objectives

The primary objective is to procure a comprehensive, fully functional, and sustainable digital platform that will aggregate, analyse, and manage all data related to weights and measures activities nationwide. The successful vendor shall deliver a system that achieves the following key outcomes:

- Digitization: Convert all manual inspection and enforcement processes into a seamless digital workflow.
- Centralization: Establish a single, authoritative source for all weights and measures data.
- Real-Time Monitoring: Provide real-time operational visibility into field inspection and compliance status.
- Enhanced Reporting: Enable advanced statistical reporting and trend analysis for evidence-based policy making.

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 CTMS covering, but not limited to, the following core processes:

1. Design and Planning

    - Requirement Analysis: Conduct detailed workshops with end-users (inspectors, supervisors, analysts, management) to define functional and non-functional requirements.
    - System Architecture Design: Propose a scalable, secure, and robust system architecture (e.g., Cloud, On-Premise, Hybrid) including database design and integration pathways.
    - UI/UX Prototyping: Develop wireframes and mockups for the field application and the central management dashboard.

2. Develop and deploy a centralized monitoring system, incorporating a secure central database and a fully equipped command-and-control center to enable real-time visibility, analytics, and decision support.
3. Implement real-time data ingestion pipelines capable of receiving custody transfer and related measurement data from the entire supply chain, including fiscal metering points, loading/offloading facilities, and transportation systems.
4. Execute comprehensive data validation processes, verifying the integrity and accuracy of data received from meters, sensors, weighbridges, and telematics devices to ensure compliance with regulatory and operational standards.
5. Provide advanced analytics and automated alerting capabilities, enabling the system to detect anomalies such as product leaks, route deviations, diversions, tampering, or volume discrepancies.
6. Generate and deliver scheduled and on-demand fiscal metering and custody transfer reports, providing clear insights for compliance, auditing, and operational decision-making.
7. Support seamless integration with third-party systems and relevant government platforms, ensuring interoperability, secure data exchange, and broader ecosystem efficiency.
8. Implement robust security mechanisms and role-based access control, safeguarding all system components, ensuring only authorized personnel can access sensitive data, and complying with national cybersecurity standards.
9. Establish a measurement retention and verification framework, ensuring that all measurement records are stored, traceable, and auditable in accordance with regulatory and industry best practices.
10. Provide comprehensive user training and ongoing technical support, covering both internal (KRA and partner agencies) and external stakeholders, ensuring effective system adoption, operational proficiency, and continuous system reliability.

4.0 Expected Results (Deliverables)

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

a) Validated business and system requirements
b) CTMS design document
c) User Guides
d) Training and training materials
e) Technical documentation
f) Implement Knowledge Transfer
g) Implemented CTMS with source code handover.

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	System Requirement Specification (SRS) for the Core Application.
4	Master Test Plan.
5	Test Plan & Test Procedures, including detailed test scenarios.
6	Test Reports for each phase (interim reports are expected throughout testing process of each phase).
7	Functional Design Documentation, reflecting the system as Installed
8	Enterprise & Solution Architecture Design Documents
9	Customer Journey Maps and UI/UX Prototypes
10	System Integration Documents
11	Database Design Documentation

No	ARTIFACT
12	Installation Procedures.
13	Operations Manual
14	Internal and External User Manuals
15	Training Manual and Course Materials
16	Technical Knowledge Transfer
17	Defect Reports
18	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 Detailed Specification/Requirements

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

6.1 Functional Requirements

Functional Specifications			
No.	**Minimum Specification**	**Mandatory(M)**	**Bidder's Response**
1	**Equipment/Device Registry**		
1.1	The system should allow for equipment registry (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 allow capture of mandatory fields as defined by the business user.	M	
1.4	The system shall allow capture of supporting documents and all relevant case details (manufacturer bond details, ethanol supply documents from distillers, etc)	M	
2	**Inspection & Certification**		
2.1	The system should provide customizable digital inspection forms based on equipment type; Automated calculation of compliance score; Digital issuance and storage of certificates	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 inspection and certification.	M	
2.4	Ability of a user to review assigned inspection and make appropriate action (as per defined business rules) for instance escalate, revert, close	M	
2.5	Ability to create and customize workflows to match specific business processes and requirements.	M	
2.6	Ability to schedule a task, reminders and follow up action.	M	
3	**Data Aggregation & Analysis**		
3.1	The system should provide an automated aggregation of field data by region, inspector, device type, and compliance rate; Ad-hoc reporting tool.	M	
3.2	The system should provide real-time data ingestion pipelines capable of receiving custody transfer and related measurement data from the entire supply chain, including fiscal metering	M	

	points, loading/offloading facilities, and transportation systems.		
3.3	The system should execute comprehensive data validation processes, verifying the integrity and accuracy of data received from meters, sensors, weighbridges, and telematics devices to ensure compliance with regulatory and operational standards. The system should have unique identifiers configured to cater for different products, since some manufacturers use the same production line to produce different products.	M	
4	**Violation & Enforcement**		
4.1	The system should provide a violation & Enforcement Workflow for recording violations, issuing digital notices/fines, and tracking the resolution status. On the fines, the system should allow for both manual and automatic imposition of fines.	M	
5	**Communication & Collaboration**		
5.3	The system should send email/SMS notifications For accountability, the system should send notifications/alerts of unauthorized access.	M	
5.4	The system should support comment threads linked to specific inspection events.	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 and Reporting		
8.1	The system should provide functionality to configure and build custom reports based on defined parameters.	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	
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	
	The system should generate and deliver scheduled and on-demand fiscal metering and custody transfer reports, providing clear insights for compliance, auditing, and operational decision-making. The system should be able to send alerts/red flags for irregular output to allow for immediate intervention by the authority as appropriate.	M	

Non-Functional Specifications

No.	Usability / Training Requirements	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.	

No.	Usability / Training Requirements	Bidder's Response
006	The system shall provide clear error / warning messages with actionable guidance.	
007	System should have adequate documentation for training purposes.	
008	The system should prevent invalid data entry	
009	The system shall provide real-time feedback for user actions (e.g., button clicks, form submissions).	
010	The system shall request confirmation for irreversible actions (e.g., deactivating an account).	
011	System should support modern browsers and support responsive layout on desktops, tablet or mobiles devices across several multichannel	
012	System should support internationalization and localization	

No.	Performance Requirements	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	The system should adhere to relevant industry standards for data formats, security, including Data protection act 2019, and communication protocols.	
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)	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 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		

No.	Reliability Requirements	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	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 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	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	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 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	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	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 transfer of ownership of the project products.	

No.	User Management	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 enable a self-service functionality for password resets and unlocking of locked accounts	
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.	

Summary Table for Technical Evaluation		
Functional Requirements		
The bidders will be required to meet ALL the Mandatory (M) requirements as set out in the specifications list.	Pass/Fail	
Non-Functional Requirements		
The bidders will be required to meet ALL the Mandatory (M) requirements as set out in the specifications list.	Pass/Fail	

7.0 Vendor Evaluation

Firm experience

The vendor is required to describe any experience and knowledge, as it pertains to the CTMS project.

a) The vendor should include a complete list of clients to demonstrate their experience in the deployment of CTMS systems leveraging on micro-services, artificial intelligence (AI) and other emerging technologies .
b) The vendor's proposed solution should be implemented and operational in at least two (2) jurisdictions.

Client References

a) The vendor must provide at least two client references from 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.
b) The project summary should include at a minimum the following:
   - Client Name
   - Project Overview
   - Contract Value
   - Start and End Dates
   - Confirmation of Project Completeion
   - Services Provided
   - Primary Deliverables
   - Technologies and platforms involved

c) 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.

A. FIRMS EXPERIENCE

Item	Requirement	Evaluation Criteria	Bidder Response (Narrative answers)	Max Score
1.	**Firm Experience** • Demonstrated experience through previous implementation and it is operational in two jurisdictions. • Demonstrated that they have provided similar implementation services for the proposed CTMS	Demonstrated experience through previous implementation and its operation in three (3) jurisdictions. (30Mks) In order to be awarded marks bidders MUST submit a copy of executed Contract or LSO, supported by: a) A brief description of the project delivered b) Full contacts; address, telephone and email of customer where assignments/ projects were executed. c) Completion Certificate/Letter from the Customer confirming successful completion of the project. **NB: Bidder will be awarded 10 Mks for each reference site with complete information as described in the evaluation criteria: Pass Mark 20/30**		**30**

8.0 Team Composition-(Team lead and key experts) for each

Item	Requirement	Evaluation Criteria	Max Score	Bidder Response (Narrative answers)
1	**Staff Qualifications**		28	
	System Development Lead 1) Academic Qualifications: A minimum of Relevant University Degree (Computer Science, IT, or equivalent) **Specific Experience** • A minimum of 8 years of experience in system development, software engineering, or IT project management. • At least 2 years of experience in a leadership or managerial role overseeing software development teams. • Proven track record of leading Projects. Certification in relevant professional Project Management certifications e.g. Prince 2, PMP, CBAP or any other relevant certification etc	**4 Marks** 0.5 mark for degree 1.5marks for certification, 2 marks for professional certificate **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored.		
	System Development Lead 1) Academic Qualifications: A minimum of Relevant University Degree (Computer Science, IT, or equivalent) **Specific Experience** • A minimum of 8 years of experience in system development, software engineering, or IT project management. • At least 2 years of experience in a leadership or managerial role overseeing software development teams.	**4 Marks** 0.5 mark for degree 1.5marks for certification 2 marks for professional certificate) **Note:** Bidders MUST attach CV of each staff supported by academic and professional		

	• 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 sotware developement frameworks e.g. Agile Frame work, ITIL, or any other relevant certification etc	certificates to be scored.		
	Technical Lead 1) Academic Qualifications: A minimum of Relevant University Degree (Computer Science, IT, Software Engineering or equivalent) **Specific Experience** • A minimum of 8 years of experience in enterprise system development, architecture, and integration, preferably in tax administration, government financial systems, or large-scale enterprise applications. • At least 2 years of experience in a leadership role managing technical teams in the development and deployment of enterprise solutions. • Certification: Proffessional qualification on relevant certification e.g. COBIT, ITIL, CICD, or any other relevant certification etc	**4 Marks** 0.5 mark for degree, 1.5 marks for certification 2 marks for professional certificate) **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored.		
	Quality Assurance Lead 1) Academic Qualifications: A minimum of Relevant University Degree (Computer Science, IT, Software Engineering or equivalent)	**4 Marks** 0.5 mark for degree 1.5marks for certification		

	Specific Experience • A minimum of 5 years of experience in software quality assurance, testing, and compliance in large-scale enterprise solutions. • 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 or any other relevant certification etc	2 marks for professional certificate) **Note: Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored.**		
	Business Reengineering Expert (Process Optimization), 1) 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 Reingineering, or IT project management. • At least 2 years of experience in a leadership or managerial role overseeing Business Process Reengineering Certification in relevant CBAP, ITIL, or any other relevant certification etc	**4 Marks** 0.5 mark for degree, 1.5marks for certification, 2 marks for professional certificate) **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored		
	Enterprise Architecture 1) Academic Qualifications: A minimum of Relevant University Degree (Computer Science, IT, or equivalent) **Specific Experience**	**4 Marks** 0.5 mark for degree, 1.5marks for certification, 2 marks for professional certificate)		

	• A minimum of 12 years of experience in Enterprise Architecture • At least 5 years of experience in a leadership or managerial role overseeing Enterpise Tech stack mapping Certification in relevant TOGAF, COBIT, ITIL,REDHAT, Kurbnetes, or any other relevant certification etc	**Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored		
	Training Lead 1) Academic Qualifications: A minimum of Relevant University Degree (Education, Human Resource Development, Business Administration, Information Technology or equivalent) **Specific Experience** • A minimum of 10 years of experience in designing and delivering training programs for large-scale enterprise solutions, preferably in tax administration, government agencies, or financial institutions. • At least 4 years of experience leading training teams and managing stakeholder engagement in software implementation and capacity-building projects. • Experience in leading training initiatives for digital transformation projects in public sector organizations. • Certification; Tranning of Trainers (TOT)	**4 Marks** 0.5 mark for degree 1.5marks for certification, 2 marks for professional certificate **Note:** Bidders MUST attach CV of each staff supported by academic and professional certificates to be scored.		

10.0 Work plan /Implementation Schedule/SLA

Item	Requirement	Evaluation Criteria	Max Score	Bidder Response (Narrative answers)
1	The bidders are required to provide a comprehensive project work plan	The work plan should include: • A log frame illustrating project stages and a high-level work plan. • A detailed project implementation plan indicating expected project component activities to accomplish the assignment, the party responsible for each, indicative duration for each activity, milestones, and expected deliverables.	5 Marks	
TOTAL SCORE = 33 **CUT OFF SCORE = 25**			**33**	

Bidders who pass the Technical Evaluation and vendor evaluation will proceed to the next evaluation stage i.e. Presentation/Solution Demonstration).

PRESENTATION/DEMO

Key Areas of focus to be Demonstrated		
No.	**Item**	**Scores**
1	**Core system functionalities: Registration, Filing, Payment, Administration assessments, Dispute management, refunds, debt management and reports**	**2**
2	**Ease of use UI/UX**	**2**
3	**Use of modern technologies e.g. AI, ML etc**	**2**
4	**Configurability of the system i.e Tax rules engine**	**2**
5	**Enhanced security features**	**1**
6	**User Management**	**1**

The Demo scenarios shall be sent by email to the bidders who qualify in the technical evaluation and will be set against the product deliverables as listed in this document.

11.0 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: 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 signed off	
3	Detailed Design including Architectural design blue print	
4	Solution Development & Implementation	
5	Testing and QA	
6	Training & Change Management	
7	Deployment and Go-Live	
8	Licensing (Specify)	
	a)Capex license cost	
	b) Opex license cost	
9	Any other services (Specify)	
	a)	
	b)etc	
10	Support and Maintenance: Year 1,	
	Year 2	
	Year 3	
	Grand Total	

FINANCIAL REQUIREMENT

• N/B: Bidders to provide a detailed breakdown of how they have arrived at the total cost
• Grand Total Cost –To be carried Forward to the FORM FIN 2 Summary of Costs

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

12.0 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.