



**REQUEST FOR PROPOSAL FOR PROVISION OF PROJECT MANAGEMENT SERVICES FOR T24
R26 TRANSACT RE-IMPLEMENTATION**

RFP Release date:	As per the sourcing portal
Response from Bidders	As per the sourcing portal



ISSUE OF RFP DOCUMENT TO PROSPECTIVE BIDDERS

TENDER FOR PROVISION OF PROJECT MANAGEMENT SERVICES FOR T24 R26 TRANSACT RE-IMPLEMENTATION

This tender is being floated electronically. You are required to accept the invite or decline as an initial step.

The screenshot displays the Oracle Procurement Cloud interface. On the left, the 'Active Negotiations' section includes a search bar and a table of active negotiations. The table has columns for Negotiation, Title, and Negotiation Type. One negotiation is listed: 'KCBK_BD_19 - ATM Machine Accessories Purchase' with a type of 'RFQ'. The 'Acknowledge Participation' button is highlighted with a red box. On the right, a 'Notifications' panel is open, showing a list of notifications. The first notification is 'ACTION REQUIRED: You Are Invited to Negotiation KCBK_BD_19 (ATM Machine Accessories Purchase)'. The 'Accept Invitation' button is highlighted with a red box. Below the notifications, there are buttons for 'Acknowledge Participation' and 'Create Response'.

Negotiation	Title	Negotiation Type	Start Date	End Date	Current Bid	High Bid
KCBK_BD_19	ATM Machine Accessories Purchase	RFQ	1 Day 21 Hours	4/19/20 2:30 PM	0	0



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DEFINITIONS

For purposes of this document, the following definitions shall apply:

The Group	KCB Group Plc
Bid	The Quotation or Response to this RFP submitted by prospective Suppliers for fulfilment of the Contract.
Supplier	The Company awarded the task of supplying all the items described in this document installing and commissioning them.
Contract	Supply, installation, implementation, and commissioning of all the works, equipment and/or services that are described in this document, which will contribute towards meeting the objective of the RFP.
Warranty	Period from the time installation and testing is completed, during which the Contractor undertakes to replace/rectify equipment and/or installation failures at no cost to the Bank.



SECTION 1 – REQUEST FOR PROPOSALS

1.1 Background

KCB Group (hereinafter referred to as “the Group”) is a leading Commercial Banking Group in the East African region renowned for its diversity and growth.

The Group’s vision is to be the preferred financial solutions provider in Africa with global reach. The Group has 10 subsidiary companies across the East African Region in KCB Kenya, Uganda, Rwanda, Tanzania, Burundi, DRC and South Sudan.

The information in this document and its appendices and attachments is confidential and is subject to the provisions of our non-disclosure agreement and should not be disclosed to any external party without explicit prior written consent of the Group.

This document constitutes the formal **Request for Proposals (RFP) for Provision of Project Management Services for T24 R26 Transact Re-Implementation** and is being availed on an open tender basis.

1.2 Important Notes to Suppliers

- a) The purpose of this document is to assist KCB Group Plc in the identification and evaluation of potential service providers who may subsequently be shortlisted.
- b) **ALL Correspondences relating to this RFP MUST be through the KCB SUPPLIER PORTAL accessible on the www.kcbgroup.com website.**
- c) Prospective Service Providers must have experience of offering similar solution to firms listed in the stock exchange/financial institutions comparable to The Bank and complexity and must demonstrate the willingness and commitment to meet the criteria as per the questionnaire provided.
- d) In order to simplify this process, you need to provide copies (through the portal) of all supporting documents requested.
- e) You may also be asked to clarify your answers or provide more details. Please answer every question. If the question does not apply to you, please write N/A; if you don’t know the answer, please write N/A.
- f) Failure to complete this questionnaire and/or provide written answers to any further questions or requests for additional information or requests for clarification will result in the supplier's elimination from further consideration.
- g) Please note that by responding to this questionnaire you accept that all answers provided in this questionnaire are legally binding on the supplier and should the need arise, may be used as evidence in any court of law, which has jurisdiction. Further, KCB Bank Kenya Limited reserves the right without further recourse to verify at its own cost the accuracy of any answers provided herein.
- h) All expenses and costs incurred by a respondent in connection with this RFP for preparation and lodging for submission (without limitation) shall be the sole responsibility of the respondent.



- i) Without limiting its right at law or otherwise KCB Bank Kenya Limited, may at its absolute discretion, suspend or defer this RFP.
- j) Where necessary and if insufficient space has been provided on the questionnaire for the answers, please provide the answers as supplements on separate sheets.
- k) Canvassing for the tender shall lead to automatic disqualification and subsequent elimination of the applicant.

1.2.1 KCB Bank Establishment

This section provides a brief overview of KCB establishment that is relevant to the proposed solution.

The Group has the following establishments:

1. KCB Bank Kenya
2. KCB Burundi
3. BPR Bank Rwanda Plc
4. KCB Tanzania
5. KCB Uganda
6. KCB South Sudan
7. KCB Bancassurance Intermediary Ltd.
8. KCB Capital
9. KCB Foundation
10. TMB Democratic Republic of Congo

The Head Office for the Group is located at KENCOM House Nairobi, Kenya.

Further information about the bank can be obtained from the Group's website - <https://www.kcbgroup.com>

The Group hereby solicits proposals from eligible and competent companies for **Provision of Project Management Services**.

1.2.2. Overview, Aims and Objectives

KCB intends to onboard Project Management partners to complement the existing internal staff in the execution of strategic technology projects. The vendor(s) should meet the following minimum requirements:

- i) Should have at least ten years in providing project management services to a diverse clientele with at least 3 reference sites where the partner has conducted similar exercises.
- ii) Should have certified Program and Project Managers.
- iii) Should have experience in agile methodologies of project management.

- iv) Should have expertise in managing various project management portfolios and teams (technical, business and external parties).
- v) Should have expertise in project stakeholders and vendor management.

The Bidder should enclose relevant documentation supporting the above outlined criteria.

1.3 Format of RFP Response and Other Information for Bidders

1.3.1 The overall technical summary information regarding this tender is given in **Section 2 - Scope of Work**.

The bidder shall include in their offer, any additional services considered necessary for the successful implementation of their proposal.

The technical and financial response will be done **through the bank's supplier portal**. Please ensure your registration is active and you can respond. **Any responses outside this portal shall not be honored.**

Proposals from bidders should be submitted in two distinct parts, namely Technical Proposal and Financial Proposal.

The Technical Proposal should contain all the relevant technical details in response to the bank requirements as outlined in **Section 2**.

Bids that do not have this information may be disqualified from further evaluation

1.3.2 The Technical Proposal should contain the following:

Bidders, willing to be considered **for this RFP** are expected to furnish the Bank with among others the following vital information, which will be treated in strict confidence by the Bank. All these will be filled in the KCB SUPPLIER PORTAL:

- Preliminary Work plan or project plan with a clear breakdown of phases or work streams.
- Demonstrate capability and capacity to meet the functional requirements as per requirements.
- The Supplier shall provide a minimum of three (3) reference sites for the System(s) where they have been implemented successfully.
- Understanding of the KCB Project Management Services requirements
- Manufacturer Authorization Form, from the proposed solution's Vendor (where applicable).
- System Implementation & Technical Support Enquiry
- Provide a company profile.
- Approval licenses, by the various bodies for compliance, MUST be included where applicable.
- Audited financial statements of the company submitting the RFP bid, for the last two years.

1.3.8 Cost of bidding

The Bidder shall bear all costs associated with the preparation and submission of its bid, and the Bank will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

1.3.9 Clarification of Bidding Document

- i. All correspondence related to the contract/proposal **shall be made in English.**
- ii. Should there be any ambiguity, conflict, discrepancy, omission, doubt, uncertainty or other error, the Bidder shall seek clarification in writing through the sourcing portal under the messages tab.
- iii. Any request for clarification being sought by the bidder(s) in respect to this RFP **SHOULD BE SHARED WITHIN FIVE (5) DAYS FROM THE DATE OF RELEASE (as per the sourcing portal)** and the same shall be addressed/responded to **at least five (5) days** before the deadline for submission of bids, in writing to the Head of Procurement through the same mail.
- iv. It is the responsibility of the Bidder to obtain any further information required to complete this RFP.
- v. Any clarification requests and their associated response will be circulated to all Bidders.
- vi. The RFP **Clarification Template** is as **attached** in the sourcing portal.

The queries and replies thereto shall then be circulated to all other prospective bidders (without divulging the name of the bidder raising the queries) in the form of an addendum, which shall be acknowledged in writing by the prospective bidders. The queries and replies thereto shall then be circulated to all other prospective bidders (without divulging the name of the bidder raising the queries) in the form of an addendum, which shall be acknowledged in writing by the prospective bidders.

1.3.10 Amendment of Bidding Document

At any time prior to the deadline for submission of bids, the Bank, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, may modify the bidding documents by amendment.

All prospective Bidders that have received the bidding documents will be notified of the amendment in writing, and it will be binding on them.



To allow prospective Bidders reasonable time to take any amendments into account in preparing their bids, the Bank may at its sole discretion extend the deadline for the submission of bids based on the nature of the amendments.

1.3.11 Deadline for Submission of Bids

All Bids should be submitted through the supplier portal.

Please note:

- Soft Copies for each proposal are to be provided in PDF through the sourcing portal.
- **Any bid received by the Bank after the deadline date and time as specified in the supplier portal will be rejected.**

1.3.12 Responsiveness of Proposals

The responsiveness of the proposals to the requirements of this RFP will be determined. A responsive proposal is deemed to contain all documents or information specifically called for in this RFP document. A bid determined not responsive will be rejected by the Bank and may not subsequently be made responsive by the Bidder by correction of the non-conforming item(s).

1.3.13 Bid Evaluation and Comparison of Bids

Technical proposals will be evaluated and will form the basis for bids comparison. All tender responses will be evaluated in three phases:

- a. Preliminary evaluation that will determine administrative compliance.
- b. Detailed technical evaluation to determine technical compliance and support responsiveness of the vendor (This may include presentations and reference checks)
- c. Financial evaluation to consider pricing competitiveness and the financial capability of the vendors.

Once the bids are opened, bid evaluation will commence. In the event that the bank may need to visit client site, vendors will be notified in writing. The bank may also make surprise unannounced visits to the vendors offices to verify any information contained in the bid document. All visits are at the discretion of the bank. Vendors may also be called upon to make brief and short presentations and/or demos on their technical solutions before a panel constituted by the bank.

Technical proposals will be evaluated based on the criteria in the online portal and summarized in **section 2 – Scope of Work below**.

Financial bids of firms whose technical proposals are found to be non-qualifying in whatever respect will not be opened.



1.3.14 Cost Structure and non-escalation

The bidder shall, in their offer (Financial Proposal), detail the proposed costs. **No price escalation under this contract shall be allowed.** The Bank shall not compensate for any costs incurred in the preparation and submission of this RFP.

1.3.15 Taxes and Incidental Costs

The prices and rates in the financial offer will be deemed to be **inclusive of all applicable taxes and any other incidental costs.**

1.3.16 Currency for Pricing of Tender

All bids in response to this RFP should be expressed in **KES** or **USD**. Expressions in other currencies shall not be permitted. The portal shall calculate the currency conversion to Kenya's official currency i.e KES.

1.3.17 Correction of Errors.

Bids determined to be substantially responsive will be checked by the Bank for any arithmetical errors.

Errors will be corrected by the Bank as below:

- Where there is a discrepancy between the amounts in figures and in words, the amount in words will govern, and
- Where there is a discrepancy between the unit rate and the line total resulting from multiplying the unit rate by the quantity, the unit rate as quoted will govern.

The price amount stated in the Bid will be adjusted by the Bank in accordance with the above procedure for the correction of errors.

2.0 SECTION 2 – SCOPE OF WORK

2.1 SPECIFIC OBJECTIVES

KCB intends to select a partner who will demonstrate solid, practical experience and capacity in providing Project Management Services for Temenos Transact (T24) Reimplementation Project to R26. The vendor should have at least 10 years in provision of Project Management Services based on the PMI/PRINCE 2 Agile methodologies and best practices to a diverse clientele with at least 3 reference sites where the partner has conducted similar engagements. The partner MUST also be well versed with Temenos Implementation Methodology (TMI) applied for T24 implementation projects.

The project implementation shall be as in a phased approach in the order below. The phases will not necessarily be in a sequential manner.

Phase	Subsidiary Instance	Current T24 Version	Project Period
1	KCB Bank Tanzania	T24 R14	2026/2027
2	KCB Bank Uganda	T24 R14	2027/2028
3	KCB Kenya/South Sudan/Burundi	T24 R14	2028/2030
4	BPR Bank Rwanda	T24 R21	2030/2031

The partner will provide leadership, project management, and governance, risk management, vendors coordination, and delivery assurance to ensure:

- On-time and on-budget delivery
- Project Delivery Technical Excellence
- Data Migration with integrity and security
- Effective stakeholder engagement and coordination
- Sound quality assurance & testing delivery
- Effective user training and operational readiness
- Regulatory compliance
- Sustainable post-implementation outcomes

The vendor should be able to successfully deliver the following, but not limited to the below:

1) Project Planning & Governance

- Lead cross-functional teams to develop and validate the project plan

- Establish project governance, reporting structures, and escalation mechanisms
- Verify feasibility of timelines, scope, budget, and resource plans

2) Project Execution & Control

- Monitor day-to-day project activities and ensure adherence to plan
- Manage schedules, budgets, dependencies, and deliverables
- Actively manage risks, issues, and scope changes
- Identify resource gaps, infrastructure constraints, and interdependencies

3) Stakeholder & Vendor Management

- Coordinate internal stakeholders across KCB Bank Group Subsidiaries.
- Oversee implementation partners and vendors to ensure contractual compliance
- Provide executive-level reporting on progress, risks, and milestones

4) Quality Assurance & Testing, Deployment & Go-Live

- Oversee functional and non-functional test strategy and test execution in collaboration with QA and Testing workstream leadership.
- Manage the operational acceptance testing (OAT) including Dress Rehearsals and Business Continuity Management (BCM) testing and reporting.
- Ensure Technical, business and line organization participation in testing
- Oversee production deployment, go-live, and production handover
- Manage post-go-live stabilization

5) Communication, Change Management & Training

- Institute robust change management process for change readiness, system cutover and transition.
- Develop and implement communication strategy and plan for all stakeholders across the project delivery life cycle.
- Identify decision-makers and subject matter experts and change agents across the organization for leveraging and coordination for change management.
- Assess the training plans and methodologies for appropriateness, oversee all levels of trainings, assessments and reporting, and ensure the training objectives are met.

6) Multi-Country & Language Requirements

- Provide bilingual (French/English) resources for French-speaking countries

- Ensure effective coordination across multi-country environments

7) Governance, Reporting & Assurance

- Produce regular programme status reports, dashboards, and executive summaries.
- Provide clear visibility of progress, risks, issues, and decisions required.
- Support Steering Committee and executive decision-making forums.
- Provide independent delivery assurance and recommendations for corrective action.
- Maintain comprehensive programme documentation and audit trails.

2.2 SKILLS AND EXPERIENCE SPECIFICATION

The bidder is to respond to the specific technical skills, competence, and experience as outlined below.

TECHNICAL AREA	DESCRIPTION
<p>Academic Qualifications</p>	<p>The proposed project managers MUST have:</p> <ul style="list-style-type: none"> • Bachelor’s degree in computer science / computer technology/ Information Technology or related qualifications. • Masters Degree on Business Administration, Information Technology / Information Systems/ Project Planning and Management will be added advantage.
<p>Professional Certifications – Project Management</p>	<p>The candidates proposed by the bidder to provide this service MUST have Project Management Professional certifications from any of the recognized bodies listed below:</p> <ul style="list-style-type: none"> • Project Management Institute (PMI): PMP certification, CAPM (entry-level), and PMI-ACP (Agile). • AXELOS: PRINCE2 Foundation and Practitioner certifications, highly popular in the UK and internationally.

	<ul style="list-style-type: none"> • Scrum Alliance: Certified ScrumMaster (CSM), essential for Agile roles. • Association for Project Management (APM): Project Management Qualification (PMQ). • Other Bodies: Includes Lean Six Sigma for process improvement and the BVOP Certified Project Manager for senior professionals.
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Core Project Management Skills	
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<p>Programme and Project Delivery</p>	<p>The bidder MUST demonstrate end-to-end core banking upgrade delivery experience (initiation → post-go-live stabilization).</p> <p>The bidder MUST demonstrate proven delivery of large-scale, mission-critical banking programmes.</p> <p>The bidder MUST demonstrate strong command of Waterfall, Agile, and Hybrid delivery models.</p> <p>The bidder MUST demonstrate ability to manage multi-stream programmes (Core, Channels, Data, Integration, Infra, Security etc).</p> <p>The bidder MUST demonstrate experience in managing big bang, parallel runs and phased rollouts.</p> <p>The bidder MUST demonstrate deep understanding of cutover planning and execution.</p> <p>The bidder MUST demonstrate having delivered</p>
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<p>Planning & Controls</p>	<p>The bidder MUST demonstrate advanced programme planning, scheduling, and dependency management.</p> <p>The bidder MUST demonstrate strong budget, cost tracking, and forecasting expertise.</p> <p>The bidder MUST demonstrate high level experience in Benefits tracking and realization management.</p> <p>The bidder MUST demonstrate experience in Change control and scope management.</p>
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Risk, Issue & Dependency Management	<p>The bidder MUST demonstrate ability to proactively identify and mitigate core banking risks.</p> <p>The bidder MUST demonstrate management of vendor, data migration, and cutover risks.</p> <p>The bidder MUST demonstrate strong experience in RAID (Risks, Assumptions, Issues, Dependencies) management.</p> <p>The bidder MUST demonstrate experience managing regulatory and go-live risks.</p>
T24/Temenos-Specific Experience (Critical)	
T24 Core Banking Knowledge	<p>The bidder MUST demonstrate hands-on experience managing T24 CBS upgrades (R## versions).</p> <p>The bidder MUST demonstrate knowledge of T24 architecture, Implementation models (Multi company/book) and modules.</p> <p>The bidder MUST demonstrate understanding of the T24 customizations and local developments including managing Temenos release notes and upgrade impact assessments.</p> <p>The bidder MUST demonstrate knowledge and experience in managing Data Migration for T24 Core Banking system migration.</p>
Temenos Delivery Model	<p>The bidder MUST demonstrate experience working with:</p> <ul style="list-style-type: none"> ○ Temenos as vendor ○ Independent Implementation Partners (IIP) ○ Hybrid Temenos + Partner models <p>The bidder MUST demonstrate understanding of Temenos implementation methodology.</p> <p>The bidder MUST demonstrate project delivery and workstream structure for effective delivery.</p> <p>The bidder MUST demonstrate ability to challenge Temenos delivery plans and estimates.</p>

	The bidder MUST demonstrate experience managing Temenos SRs, defects, and patches.
BANKING AND DOMAIN EXPERTISE (Mandatory)	
Banking Operations	<p>The bidder MUST demonstrate deep understanding of:</p> <ul style="list-style-type: none"> ○ Retail, Corporate, SME, and Treasury operations. ○ End-of-Day (EOD), Close-of-Business (COB) and End-of-Month (EOM) processing. ○ Interest calculation, fees, accounting and financial reconciliation. <p>The bidder MUST demonstrate understanding of product lifecycle in core banking.</p>
Regulatory and Compliance Awareness	<p>The bidder MUST demonstrate experience delivering projects in regulated banking environments</p> <p>The bidder MUST demonstrate Understanding of:</p> <ul style="list-style-type: none"> ○ Central Bank regulations ○ Data privacy and protection requirements ○ Audit and compliance expectations <p>The bidder MUST demonstrate experience in supporting regulatory reviews and audits.</p> <p>The bidder MUST demonstrate familiarity with UAT sign-off and regulatory acceptance.</p>
Technical and Integration Oversight Skills	<p>The bidder MUST demonstrate of understanding of CBS integration architectures</p> <p>The bidder MUST demonstrate experience managing integrations with:</p> <ul style="list-style-type: none"> ○ Channels (Internet, Mobile, ATM, POS) ○ Payment systems (RTGS, ACH, SWIFT) ○ AML / Fraud systems ○ ERP / GL systems <p>The bidder MUST demonstrate knowledge of:</p> <ul style="list-style-type: none"> ○ APIs, ESBs, and middleware ○ Batch and real-time interfaces <p>The bidder MUST demonstrate experience in overseeing data migration strategy development and execution.</p> <p>The bidder MUST showcase familiarity with non-functional requirements:</p> <ul style="list-style-type: none"> ○ Performance ○ Availability ○ Security

	<ul style="list-style-type: none"> ○ Scalability
Testing & Quality Management Experience	<p>The bidder MUST demonstrate experience managing core banking testing lifecycles:</p> <ul style="list-style-type: none"> ○ SIT ○ UAT ○ Performance & Volume Testing ○ Parallel Run <p>The bidder MUST demonstrate strong understanding of QA & Testing strategy and software testing life cycle management.</p> <p>The bidder MUST demonstrate experience in managing defect triage and severity classification including quality gate definition and enforcement.</p> <p>The bidder MUST demonstrate understanding and experience with Dress Rehearsals, developing effective DR strategy and managing of DR execution, reporting and issues/defects resolution.</p> <p>The bidder MUST demonstrate familiarization with go/no-go decision frameworks</p>
Cutover, Go-Live & Stabilization	<p>The bidder MUST demonstrate experience managing CBS cutover and go-live i.e. Development of Detailed cutover runbooks, Fallback and rollback strategies</p> <p>The bidder MUST demonstrate experience in managing Hypercare and post-go-live stabilization and Production incident triage.</p> <p>The bidder MUST demonstrate skills in coordination of business, IT, vendors, and regulators during go-live with verified sample examples in reference sites.</p>
Governance & Reporting	<p>The bidder MUST demonstrate experience in designing and operation of programme governance frameworks, executive and board-level reporting, KPI and milestone tracking.</p> <p>The bidder MUST demonstrate experience in running in program SteerCo and Independent delivery assurance.</p>
Vendor and Delivery Management	<p>The bidder MUST demonstrate experience in managing Temenos and multiple Implementation partners including 3rd parties.</p> <p>The bidder MUST demonstrate experience in handling contract and SLA management.</p>

	<p>The bidder MUST demonstrate experience in conducting vendor performance management and remediation process.</p> <p>The bidder MUST demonstrate experience in managing offshore/ nearshore delivery teams.</p>
Tools & Reporting	<p>The bidder MUST demonstrate proficiency in programme management tools (e.g., MS Project, Azure Board, Jira) and strong in reporting using PowerPoint, Excel, Power BI etc.</p> <p>The bidder MUST demonstrate experience in defining delivery KPIs and dashboards including documentation and artefact quality management.</p>

2.3 PROJECT DELIVERY AND METHODOLOGY

The bidder is to respond to the specific requirements as outlined below:

Areas	Description
Vendor Experience & Reference Sites	<ul style="list-style-type: none"> • Provide details of experience in similar services provided to organizations of the same size. • Details of the bidder’s proposed methodology and approach for providing services to the Bank with specific reference to the scope of work. • Provide details of at least three references (name and region) where similar services have been successfully offered in large organizations/banking/ financial institutions within the last five years. Additionally, provide contact details for each reference site. • The bidder MUST indicate the site, duration of the Project Management engagement, including deliverables and impacts to the organizations. • The bidder MUST provide the lessons learned from each site/project.
Implementation Methodology & Approach	<ul style="list-style-type: none"> • The bidder MUST showcase the frameworks and methodologies used to deliver project management services indicating key milestones. • The bidder MUST demonstrated the best practices and methodology

	<p>used to undertake the following in the PM lifecycle phases:</p> <ul style="list-style-type: none"> ○ Project Initiation Phase ○ Project Planning Phase ○ Project Execution Phase ○ Project Control Phase ○ Project Close Out Phase
Project Team Capacity	<ul style="list-style-type: none"> ● The bidder MUST demonstrate their team’s capability by indicating the number and times similar services have been offered by individual members of the project team and the roles undertaken. ● The bidder MUST indicate the total project team and resources capacity as disposal to the bank indicating their roles, domain expertise and years of experience.
Project Team Structure & RACI Matrix	<ul style="list-style-type: none"> ● The bidder MUST indicate the project delivery team structure with clear roles and escalation Matrix ● The bidder MUST indicate a clear RACI Matrix across all the players for the key activities in the Project Management Life Cycle (PMLC).
Project Resources Testimonials	<ul style="list-style-type: none"> ● The bidder MUST attach testimonials citing relevant experience of successful services offered by the proposed resources and the roles played. (Attach evidence for the respective area of interest). Attach detailed resumes of all the proposed resources. ● The resumes for the project management team proposed to provide the service. ● Provide evidence of certifications and registration by professional bodies
Resource Availability & Elasticity	<ul style="list-style-type: none"> ● The bidder shall confirm the ability to mobilize resources to commence project management services within 2 weeks of issuance of the award letter from KCB. ● The bidder MUST confirm ability to scale up resources within 1 week of request in response to changing project demands. ● The bidder MUST confirm the mitigation strategy to handle resources attrition to minimize negative impact on projects delivery.
Productivity & Performance Indicators	<ul style="list-style-type: none"> ● The bidder MUST demonstrate ability to implement a framework of productivity measurement and tracking. ● The bidder MUST clearly define objective and measurable performance indicators across the PMLC and how these would be

	measured and tracked.
Project Delivery Model	<ul style="list-style-type: none"> The bidder MUST demonstrate the capacity to deliver the Project Management Services with majority of the project resources working on site. The proposed resources MUST be dedicated to KCB Group.
Dependencies And Pre-Requisites	<ul style="list-style-type: none"> The bidder MUST clearly indicate any dependencies and pre-requisites necessary for successful delivery of programs and projects engagement and the rationale thereof.
Project Management Methodology & Experience	<ul style="list-style-type: none"> The bidder MUST provide at least 3 key projects, with detail presentation, where they have successfully managed a similar size project with details of the project implementation methodology, delivery structure and governance adopted in those projects.
Contracting Model	<ul style="list-style-type: none"> The bidder MUST indicate the various contracting/engagement models they have, indicate the preferred option and corresponding justifications.

2.4 Overall Responsibility

- The Bidder is obliged to work closely with the Bank's staff, act within its own authority, and abide by directives issued by the Bank that are consistent with the terms of the Contract.
- The Bidder will abide by the job safety measures and will indemnify the Bank from all demands or responsibilities arising from accidents or loss of life, the cause of which is the Bidder's negligence. The Bidder will pay all indemnities arising from such incidents and will not hold the Bank responsible or obligated.
- The Bidder is responsible for managing the activities of its personnel, or subcontracted personnel, and will hold itself responsible for any misdemeanors.
- The Bidder shall appoint an experienced counterpart resource to handle this requirement for the duration of the Contract. The Bank may also demand a replacement of the manager if it is not satisfied with the manager's work or for any other reason.
- The Bidder shall take the lead role and be jointly responsible with the Bank for producing a finalized project plan and schedule, including identification of all major milestones and specific resources that the Bank is required to provide.
- The Bidder will not disclose the Bank's information it has access to, during the engagement, to any other third parties without the prior written authorization of the Bank. This clause shall survive the expiry or earlier termination of the contract.

2.5 Pricing

All costs will be filled in through the sourcing portal. **The bidder is also required to attach their breakdown supporting the costs filled out in the portal.** The attachment is mandatory as the bank will use this to verify that all costs have been included.

Costs (USD or KES inclusive of all applicable taxes where necessary) and Man/Day estimates, where applicable. The costs for foreign firms should be inclusive of withholding taxes. Where the awarded bidder is foreign, **the bank shall deduct applicable withholding tax and provide a tax certificate for onward claiming in bidder's resident country.**

All costs provided should address the following and Man/Day estimates, where appropriate, broken down by:

- 2.5.1 Professional fee will be broken down per subsidiary as listed in the portal. The bidder is required to provide a breakdown in their financial proposal attachment clearly indicating the various resource types, the man days rate and applicable man day per each resource. This format should follow for each subsidiary instance implementation. The implementation fees MUST include all activities that will be undertaken during the entire project up until go live, e.g migration services, testing services, development and build services etc. as per scope given in section 2 of this document. You will be required to put indicative number of months and rate per months per each instance implementation in the portal.
- 2.5.2 Expenses will be broken down per subsidiary just as that of implementation fees. You will be required to put number of resources and cost per resource in the portal. The bidder will also need to provide details in their financial proposal document in terms of number of flight tickets, number of accommodation nights, rate of per diem, number of visa applications and details of local transportation. Any other expenses must be clearly tabulated in the bidder's financial proposal and built in the cost per resource.
- 2.5.3 Post go live support for 3 months. In your financial proposal, please detail the number and the roles of the proposed resources for post go live support and the model of delivery.

The use of Kenya shilling currency is highly recommended. If using any other currency apart from Kes i.e. USD the portal will recalculate your cost using pre-determined currency conversion rates. The quoted prices should be valid for a minimum of 90 days.



The bank does NOT make ANY advance payments and only pays against signed off project deliverables e.g. requirements gathering, UAT etc. as such, you will be required to provide your payment milestone taking note of the above.

2.6 Delivery

Delivery and performance of the Services shall be made by the successful Bidder in accordance with the time schedule as per Proposal and subsequent Agreement.

2.7 Delayed Delivery and Installation Caused by the Supplier

If at any time during the performance of the Contract, the Bidder should encounter conditions impeding timely delivery and performance of the Services, the Bidder shall promptly notify the Bank in writing of the fact of the delay, its' likely duration, and its cause(s). As soon as practicable after receipt of the Bidder's notice, the Bank shall evaluate the situation and may at its discretion extend the Bidder's time for performance, with or without liquidated damages, in which case the extension shall be ratified by the parties by amendment of the Contract.

2.8 Bid Effectiveness

It is a condition of the bank that the vendor guarantees the sufficiency, and effectiveness of the solution proposed to meet the bank requirements as outlined in this document. The Bank will hold the vendor solely responsible for the accuracy and completeness of the solution proposed and information supplied in response to this tender, and were the vendor to be awarded the tender, they would implement the solution without any additional requirements from the bank.

2.9 Payment Terms

The bank will NOT make any payments in advance and will pay based on deliverables. The Bank will issue an LPO for all the equipment and/or services ordered. **Payment will be done within 45 days after receipt of undisputed invoice(s) and upon delivery completion, that is, after delivery, testing installation and acceptance of the equipment and/or services supplied.**

The bank will not accept partial deliveries, and neither will the bank make partial payments unless agreed by both parties. Payment for equipment and/or services will only be made once the entire ordered equipment and/or services are delivered, installed, and commissioned.

2.10 Staffing

The Supplier will provide the relevant staff and tools to carry out all the required work under this tender. At least two certified experts (2 in general certification and specialized) and a back-up person are required in the technical areas.



A project/account manager is also required to coordinate and account for all the Supplier's activities throughout the contract period.

2.11 Responsibility as an Independent Contractor

The Supplier agrees to take overall responsibility for any services rendered regardless of whether third parties engaged by the Supplier or the Supplier themselves carry them out.

2.12 Proof of Concept (PoC) – Where Applicable

The bank may require proof of concept of the proposed solution as evidence that it is viable and capable of achieving requirements. All costs related to the Proof of Concept will be borne by the bidder. Prior to PoC, bidders are required to sign Non-Disclosure Agreement (NDA) and Data Protection Agreement (DPA).

2.13 Delays Caused by the Supplier

If at any time during the performance of the Contract, the Bidder should encounter conditions impeding timely delivery and performance of the Services, the Bidder shall promptly notify the Bank in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the Bidder's notice, the Bank shall evaluate the situation and may at its discretion extend the Bidder's time for performance, with or without liquidated damages, in which case the extension shall be ratified by the parties by amendment of the Contract.

During the time of delay occasioned by Supplier KCB may require the vendor to take alternative action and meet all the costs associated with ensuring the bank remains protected to the level that would otherwise be provided by the proposed and duly accepted Product.

2.14 Warranty (where applicable)

The successful bidder shall provide at **least 12 months** Warranty for the software and ensure it is free from any sort of defects and shall perform as per expectations. The successful bidder shall provide an option for on-going warranty support beyond the warranty period. Failure to this the supplier will pay damages to the tune of the cost of the solution.

2.15 Representation

The Supplier represents and warrants that it is entitled to respond to this RFP and that it is fully entitled to the proposed Product by way of reseller licensing or ownership and has the right to sell and/or license the Product as provided in their RFP response and shall hold KCB harmless from action for infringement of patents and/or copyrights.

2.16 Support Requirements (where applicable)

The Supplier should provide and sign an Annual Maintenance Contract and provide support for the solution for the first year at no cost.

The Supplier should provide updates, upgrades toll-free technical assistance 24/7/365.

The Supplier should provide a summary of the resources (support personnel and otherwise) devoted specifically to technical issues, involving notification technology, as well as support procedures.

The technical support resource(s) should ideally be physically located / based in Kenya

The Supplier should offer various modes of communication channels for support and be available preferably 24/7/365. The methods of support include:

- i. Online chat
- ii. Phone and
- iii. E-mail

The Supplier support website should offer the following various support specific tools:

- i. Video tutorials
- ii. Online user manual
- iii. Archive data search
- iv. FAQs



SECTION 3 – GENERAL CONDITIONS OF CONTRACT

3.1. Introduction

Specific terms of contract shall be discussed with the bidder whose proposal will be accepted by the Bank. The resulting contract shall include but not be limited to the general terms of contract as per the **draft Master Service Agreement template attached in the sourcing portal**. The resulting contract shall include but not be limited to the general terms of contract as stated below from 3.2 to 3.13.

3.2. Award of Contract

Following the opening and evaluation of proposals, the Bank will award the Contract to the successful bidder whose bid has been determined to be substantially responsive and has been determined as the best evaluated bid. The Bank will communicate to the selected bidder its intention to finalize the draft conditions of engagement submitted earlier with his proposals.

After agreement has been reached, the successful Bidder shall be invited for signing of the Contract Agreement to be prepared by the Bank in consultation with the Bidder.

3.3. Application of General Conditions of Contract

These General Conditions as per the draft Master Service Agreement template attached in the sourcing portal shall apply to the extent that they are not superseded by provisions in other parts of the Contract that shall be signed.

3.4. Bid Validity Period

Bidders are requested to hold their proposals valid for ninety (90) days from the closing date for the submission.

3.5. Non-variation of Costs

The prices quoted for the service and subsequently agreed and incorporated into the contract shall be held fixed for the contract period.

3.6. Delays in the Bidder's Performance

Delivery and performance of the solution shall be made by the successful Bidder in accordance with the time schedule as per Agreement.

If at any time during the performance of the Contract, the Bidder should encounter conditions impeding timely delivery and performance of the Solution, the Bidder shall promptly notify the Bank in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the Bidder's notice, the Bank shall evaluate the situation and may at its discretion extend the Bidder's time for performance, with or without liquidated damages, in which case the extension shall be ratified by the parties by amendment of the Contract.



Except in the case of “force majeure” as provided in Clause 3.14, a delay by the Bidder in the performance of its delivery obligations shall render the Bidder liable to the imposition of liquidated damages pursuant to Clause 3.8.

3.7. Liquidated damages for delay

The contract resulting from this RFP shall incorporate suitable provisions for the payment of liquidated damages by the bidders in case of delays in performance of the contract.

All services must be delivered and implemented within agreed timelines after the bank issues a purchase order. Any delay in commencement of the execution of the contract will attract a penalty which will be specified in the agreement signed by both parties.

Notwithstanding the provisions detailed in this section above, the bank reserves the right to terminate the award at any time and take corrective measures as necessary to protect the bank interests, which interest is solely determined by the bank.

3.8. Governing Language

The Contract shall be written in the **English Language**. All correspondence and other documents pertaining to the Contract which are exchanged by the parties shall also be in English.

3.9. Applicable Law

This agreement arising out of this Request for Proposal shall be governed by and construed in accordance with the laws of Kenya and the parties submit to the exclusive jurisdiction of the Kenyan Courts.

3.10. Bidder’s Obligations

The Bidder is obliged to work closely with the Bank's staff, act within its own authority, and abide by directives issued by the Bank that are consistent with the terms of the Contract.

The Bidder will abide by the job safety measures and will indemnify the Bank from all demands or responsibilities arising from accidents or loss of life, the cause of which is the Bidder's negligence. The Bidder will pay all indemnities arising from such incidents and will not hold the Bank responsible or obligated.

The Bidder is responsible for managing the activities of its personnel, or subcontracted personnel, and will hold itself responsible for any misdemeanors. The Bidder will not disclose the Bank's information it has access to, during the work, to any other third parties without the prior written authorization of the Bank. This clause shall survive the expiry or earlier termination of the contract.

3.11. The Bank's Obligations

In addition to providing Bidder with such information as may be required by the bidder to complete the project, the Bank shall,

- a) Provide the Bidder with specific and detailed relevant information concerning the contract.
- b) In general, provide all information and access to Bank's personnel:

3.12. Confidentiality

The parties undertake on behalf of themselves and their employees, agents and permitted subcontractors that they will keep confidential and will not use for their own purposes (other than fulfilling their obligations under the contemplated contract) nor without the prior written consent of the other disclose to any third party any information of a confidential nature relating to the other (including, without limitation, any trade secrets, confidential or proprietary technical information, trading and financial details and any other information of commercial value) which may become known to them under or in connection with the contemplated contract. The terms of this Clause shall survive the expiry or earlier termination of the contract.

3.13. Force Majeure

- a. Neither Bidder nor Bank shall be liable for failure to meet contractual obligations due to Force Majeure.
- b. Force Majeure impediment is taken to mean unforeseen events, which occur after signing the contract with the successful bidder, including but not limited to strikes, blockade, war, mobilization, revolution or riots, natural disaster, acts of God, refusal of license by Authorities or other stipulations or restrictions by authorities, in so far as such an event prevents or delays the contractual party from fulfilling its obligations, without its being able to prevent or remove the impediment at reasonable cost.
- c. The party involved in a case of Force Majeure shall immediately take reasonable steps to limit the consequences of such an event.
- d. The party who wishes to plead Force Majeure is under obligation to inform in writing to the other party without delay of the event, of the time it began and its probable duration. The moment of cessation of the event shall also be reported in writing.
- e. The party who has pleaded a Force Majeure event is under obligation, when requested, to prove its effect on the fulfilling of the contemplated contract.

3.14. Payments

The Bank's standard payment terms are **forty-five (45) days** after receipt of undisputed invoice(s) and upon delivery completion. Please note that **KCB shall only make payments through a KCB Account** and thus you are encouraged to open a KCB account in case you do not have one.



3.15. Way Forward

Once the bids are opened, bid analysis will commence, and vendors may be informed when their bid has been short-listed. Short listed vendors will be invited to demonstrate their proposal if need be and to plan for site visits. If the bank may need to visit a client site, vendors will be notified in writing. The bank may also make surprise unannounced visits to the vendors offices to verify any information contained in the bid document. All visits are at the discretion of the bank.

3.16. Bid Effectiveness

It is a condition of the bank that the vendor guarantees the sufficiency and effectiveness of the service model proposed to meet the bank requirements as outlined in this document. The Bank will hold the vendor solely responsible for the accuracy and completeness of information supplied in response to this tender. The bank will hold the vendor responsible for the completeness of the service model proposed and that were the vendor to be awarded the tender; they would implement the service model without any additional requirements from the bank.

3.17. Contract Provision

The bank will not make any payments in advance. The Bank will issue a Purchase Order for all the services ordered. The Purchase Order will be paid within 45 days after as agreed upon aforesaid herein. Any payments for the maintenance services will be subject to a contract to be agreed with the vendor. The bank will not accept partial deliveries, and neither will the bank make partial payments.

3.18. Buyer's Rights

The Bank reserves the right to reject any or all the tender bids without giving any reasons and the Bank has no obligation to accept any offer made. The Bank also reserves the right to keep its selection and selection criteria confidential. Bids not strictly adhering to tender document conditions may not be considered by the Bank whose decision on the matter shall be final. The vendor's terms and conditions will not form part of any contract with the Bank in relation to this tender. Bids not strictly adhering to RFP conditions may not be considered by KCB whose decision on the matter shall be final.

Canvassing is prohibited and will lead to automatic disqualification.

3.19. Responsibility as an independent contractor

The vendor agrees to take overall responsibility for any services rendered; regardless of whether third parties engaged by the vendor or the vendor himself carry them out

3.20. Delivery

The delivery timelines shall be as specified in the scope of work, bank will not accept any partial deliveries.



3.21. Risk of Loss

The supplier covers all risks of loss and damage to any equipment for the implementation of the solution, until the equipment has been delivered to the premises of KCB. Once the equipment /solution has been installed and tested, the responsibility is transferred to KCB.

SECTION 4 – ANNEXURE

Annexure 1: Step by Step on How to Submit A Bid

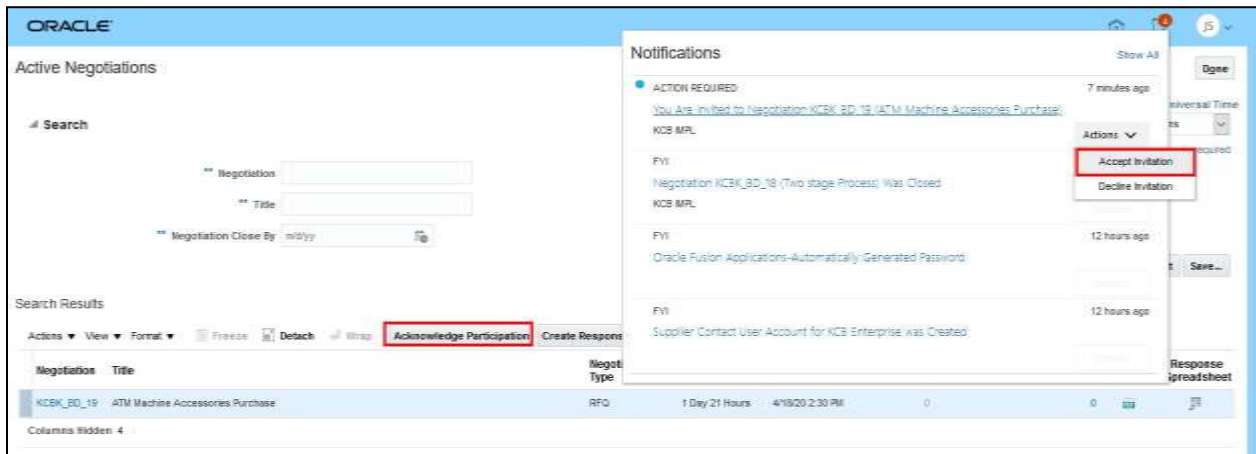
Supplier Response to an invitation to submit a bid:

Step 1: Login into the Supplier portal using supplier user account details.

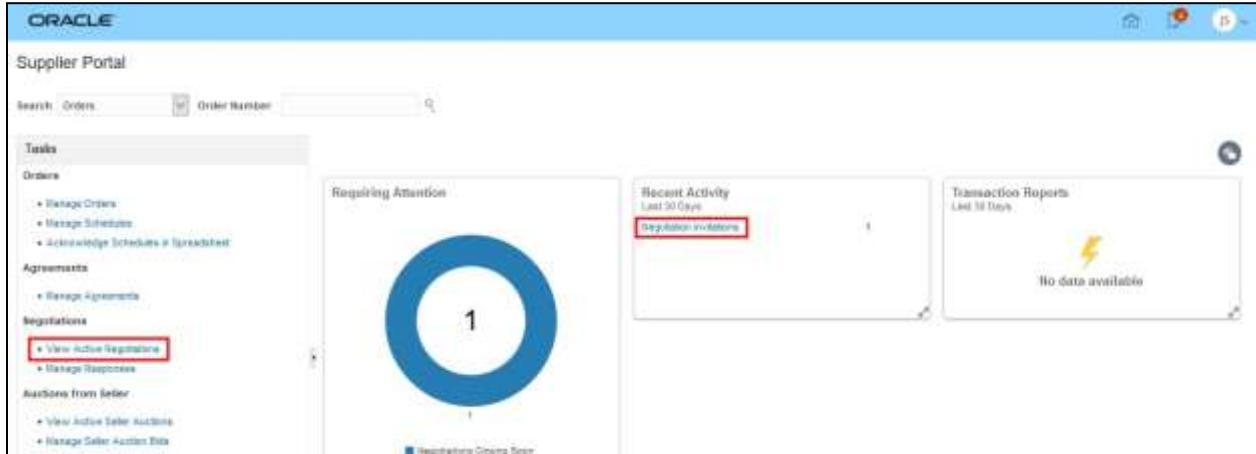
Step 2: Navigation -> Supplier Portal -> Supplier Portal.



Step 3: Supplier will accept the negotiation invitation and acknowledge the participation.

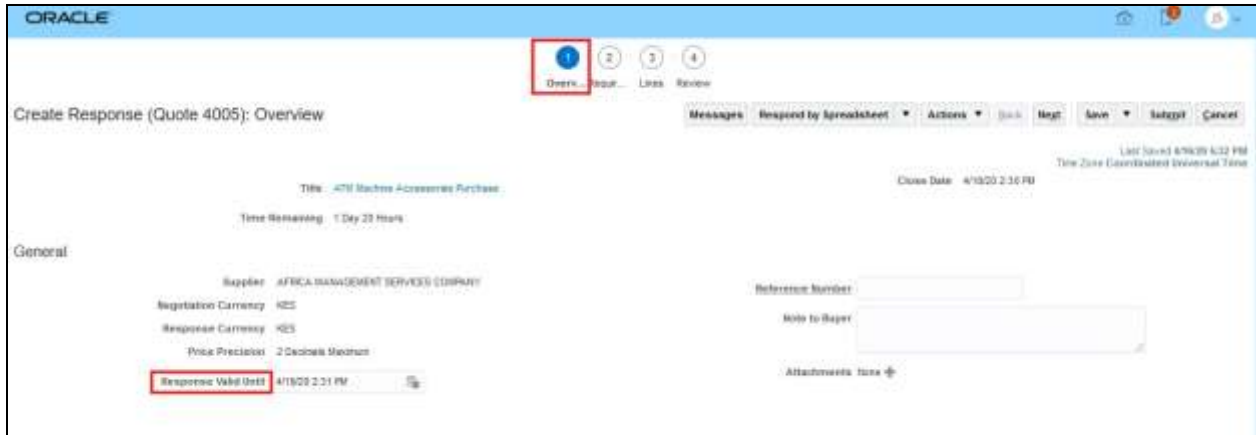


Step 4: Go to Task Pane -> Response -> View Active Response



Step 5: Click on Create response button to start responding the questionnaire.

Step 6: In Overview page, select the response valid date, note to buyer information and attach supporting documents if required.



Step 7: Start responding (answering) all questions and attach the supporting documents if required in requirement page.



Comments

3. Please attach your health and safety policy

a. Yes
 * Response Attachments: [agorahelpreport 1.zip](#)

b. No

4. Please attach your environmental & sustainability policy

a. Yes
 * Response Attachments: [agorahelpreport 5.zip](#)

b. No

5. Does your company have a code of conduct/ethics policy? If so, please attach a copy

a. Yes
 * Response Attachments: [agorahelpreport 6.zip](#)

b. No

6. Evidence of any quality assurance accreditation that your company holds e.g. ISO 9001 certifications, if no accreditation held, please provide a description of your current quality system

a. Yes
 b. No

Comments

7. Attach your company profile

Step 8: Click next to move lines page to response the item price against the requirement

ORACLE

1 2 3 4
 Overview Page Lines Review

Create Response (Quote 4005): Lines

Messages Respond by Spreadsheet Actions Back Reg. Save Submit Cancel

Country - Kenya 288kg

Last Saved 4/16/20 5:38 PM
 Time Zone Coordinated Universal Time

Time Remaining: 1 Day 23 Hours

Close Date: 4/16/20 2:33 PM

Line	Description	Alternate Line Description	Create Alternate	Required Details	Category Name	Start Price	Response Price	Total Score	Response Quantity	UOM	Line Amount	Promised Delivery Data
1	CL9 COMPUTER		+		102.1021	18,000.00	17,564.68		49	Each	175,000.00	4/16/20
2	FIXED ASSET IMPROVEMENT...		+		102.1021	900.00	883.00		3	Pack of 100	4,250.00	4/16/20

Rows Selected: 1 Columns Hidden: 7

Grand Totals
 All response lines except alternate lines are included.
 Response Amount: 479,260.00

Step 9: Click next to move review page to validate and review all the information before submitted the response.

Step 10: Click Submit button to submit the response.



The screenshot shows the Oracle Procurement 'Review Response' page for Quote 4005. The page title is 'Review Response: Quote 4005'. The currency is Kenyan Shilling (KES) and the title is 'AT&T Machine Accessories Purchase'. The close date is 4/15/20 2:38 PM. The time remaining is 1 Day 20 Hours. The page has a navigation bar with 'Overview', 'Requirements', and 'Lines'. The 'General' section contains the following information:

Supplier	AFRICA MANAGEMENT SERVICES COMPANY	Reference Number	None to Buyer
Negotiation Currency	KES	Attachments	None
Response Currency	KES		
Price Precision	2 Decimal Maximum		
Response Valid Until	4/15/20 2:31 PM		

Step 11: Same way you can capture all the supplier response.

The screenshot shows the Oracle Procurement 'Active Negotiations' page. A 'Confirmation' dialog box is open, stating: 'The response 4005 to negotiation KCBP_80_11 was submitted.' The dialog has an 'OK' button. The background page shows search filters for 'Negotiation', 'Title', and 'Negotiation Close By'. The search results table is empty, showing 'No results found' and 'Columns Hidden: 4'. The table headers are:

Negotiation	Title	Negotiation Type	Time Remaining	Close Date	Your Responses	Will Participate	Unread Messages	View PDF	Response Spreadsheet
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Annexure 2: References

References of similar services

Note:

The Firms should submit the references in this format as part of the proposal.

No	Name of Firm/Company	Contract reference and brief description:	Date contract awarded/Period.	Date contract Completed / in progress	Customer contact name and phone number	Value of Contract: (KES/USD)
1						
2						
3						
4						
5						

Please note that this information should be included in the technical proposal of the bid.

Incomplete / insufficient information will lead to disqualification of the bid.



Annexure 3: Company Brief Summary

Company Name	
Core Business	
Years of experience	
Physical Location of offices	
Key Contact - Include contact details	
Geographical spread	
No. of Staff	
Area of Specialization	
Names of Directors and shareholding structure	
Solution Partner Status if not owner of the solution	
List of at least four reference sites including Sites	
Company Turnover for the Last three Years	