

TERMS OF REFERENCE (TOR)

Consultancy Services for Business Requirements Development, Vendor Selection, and Implementation Oversight of an Integrated Lease Management System for PASS Leasing Company Limited

1. Background

PASS Leasing Company Limited (PASS Leasing) provides leasing solutions to support businesses and individuals in acquiring productive assets. To enhance operational efficiency, improve customer service, strengthen portfolio management, automate business processes, improve reporting capabilities, and support informed decision-making, PASS Leasing intends to acquire and implement an Integrated Lease Management System.

To ensure successful acquisition and implementation of the system, PASS Leasing seeks to engage a qualified and experienced Consultant to assist in the development of business requirements, preparation of procurement documentation, evaluation and selection of a suitable vendor, and provision of independent technical and project management oversight throughout the implementation process.

2. Purpose of the Assignment

The purpose of this consultancy is to provide independent technical, ICT, business analysis, procurement, and project management expertise to support PASS Leasing Company Limited in:

- Reviewing existing business processes and identifying system requirements.
- Developing a comprehensive Business Requirements Document (BRD).
- Developing functional and technical specifications for the Integrated Lease Management System.
- Evaluating and recommending the most suitable vendor and solution.
- Supporting contract negotiations with the selected vendor.
- Monitoring and evaluating system implementation activities.
- Ensuring successful deployment, knowledge transfer, and operationalization of the system.

3. Objectives of the Assignment

The specific objectives of the consultancy are to:

- Review and analyse PASS Leasing's existing business processes and operational requirements.
- Develop a comprehensive Business Requirements Document (BRD).
- Define functional, technical, reporting, integration, security, and compliance requirements for the Integrated Lease Management System.
- Conduct technical evaluation of vendor proposals and recommend the most suitable solution and implementation partner.
- Support contract negotiations and project mobilization.

- Monitor and evaluate implementation progress against agreed scope, quality, timelines, and budget.
- Assess system customization, configuration, integration, testing, security, and data migration activities.
- Support User Acceptance Testing (UAT) and Go-Live readiness assessments.
- Ensure effective knowledge transfer and capacity building for PASS Leasing staff.
- Conduct a post-implementation review and recommend improvements where necessary.

4. Scope of Work

4.1 Business Process Review and Requirements Analysis

The Consultant shall:

- Assess existing business processes and identify operational challenges and automation opportunities.
- Map current ("As-Is") business processes.
- Develop optimized future-state ("To-Be") business processes.
- Identify business, operational, reporting, compliance, and regulatory requirements.
- Assess integration requirements with existing and future systems.

4.2 Development of Business Requirements Document (BRD)

The Consultant shall:

- Develop a comprehensive Business Requirements Document (BRD) covering:
 - a. Functional requirements.
 - b. Non-functional requirements.
 - c. Business process requirements.
 - d. User roles and access controls.
 - e. Workflow and approval requirements.
 - f. Reporting and dashboard requirements.
 - g. Security requirements.
 - h. Regulatory and compliance requirements.
 - i. Integration requirements.
 - j. Data migration requirements.
- Facilitate stakeholder review and validation of the BRD.
- Obtain formal approval of the BRD from PASS Leasing management.

4.3 Functional and Technical Specifications Development

The Consultant shall:

- Translate the approved BRD into detailed functional and technical system specifications.

- Define system architecture requirements.
- Define implementation and support requirements.
- Establish system performance, security, and availability standards.

4.4 Vendor Evaluation and Selection

The Consultant shall:

- Review vendor submissions and proposals.
- Evaluate technical and financial proposals.
- Conduct detailed technical assessments of proposed solutions.
- Assess vendor experience, implementation methodology, support capabilities, and references.
- Facilitate vendor demonstrations and proof-of-concept sessions where applicable.
- Develop and apply evaluation scoring criteria.
- Prepare a Vendor Evaluation Report.
- Recommend the most suitable vendor and solution.
- Support PASS Leasing during contract negotiations.

4.5 Project Planning and Implementation Oversight

The Consultant shall:

- Review and validate the implementation methodology and project plan.
- Assess project governance arrangements.
- Monitor implementation progress against agreed milestones.
- Review project risks and mitigation plans.
- Provide project management advisory support throughout implementation.

4.6 System Configuration, Customization, and Integration Review

The Consultant shall:

- Evaluate system configuration and customization activities.
- Review integration with internal and external systems.
- Assess compliance with approved business requirements.
- Evaluate system security and controls.
- Verify that all agreed functionalities are delivered.

4.7 Data Migration Assessment

The Consultant shall:

- Review and assess data migration plans.

- Verify the quality and completeness of migrated data.
- Ensure data migration procedures comply with best practices.
- Assess data integrity and reconciliation outcomes.

4.8 Testing and Quality Assurance

The Consultant shall:

- Review test strategies, plans, and scripts.
- Monitor System Integration Testing (SIT).
- Monitor User Acceptance Testing (UAT).
- Verify that defects are properly documented and resolved.
- Assess system readiness for production deployment.

4.9 Go-Live Readiness Assessment

The Consultant shall:

- Assess operational readiness.
- Verify completion of all implementation milestones.
- Evaluate support arrangements and business continuity measures.
- Provide recommendations regarding production deployment.
- Prepare a Go-Live Readiness Assessment Report.

4.10 Training, Change Management, and Knowledge Transfer

The Consultant shall:

- Assess training materials and training delivery.
- Review change management activities.
- Evaluate user preparedness and adoption.
- Ensure adequate transfer of technical and operational knowledge to PASS Leasing staff.

4.11 Post-Implementation Evaluation

The Consultant shall:

- Conduct post-implementation reviews.
- Assess achievement of project objectives and expected benefits.
- Evaluate vendor performance.
- Identify lessons learned and improvement opportunities.
- Prepare a Final Evaluation and Project Closure Report.

5. Deliverables

The Consultant shall submit the following deliverables:

1. Inception Report and Detailed Work Plan.

2. Business Process Review Report.
3. Business Requirements Document (BRD).
4. Functional and Technical Requirements Specification.
5. Request for Proposal (RFP) Document.
6. Vendor Evaluation Framework and Scoring Matrix.
7. Vendor Evaluation and Selection Report.
8. Contract Negotiation Support Report.
9. Project Governance and Implementation Review Report.
10. Periodic Implementation Monitoring Reports.
11. Data Migration Assessment Report.
12. User Acceptance Testing (UAT) Evaluation Report.
13. Go-Live Readiness Assessment Report.
14. Training and Knowledge Transfer Assessment Report.
15. Post-Implementation Evaluation Report.
16. Final Consultancy Report.

6. Duration of the Assignment

The consultancy assignment is expected to be completed within **6 Months** from the date of contract signing.

7. Reporting Arrangements

The Consultant shall report directly to the designated Project Steering Committee.

The Consultant shall provide periodic progress reports and presentations as may be required by PASS Leasing management.

8. Required Qualifications and Experience

8.1 Educational Qualifications

The Consultant must possess:

- A Bachelor's Degree in Information and Communication Technology (ICT), Computer Science, Information Systems, Software Engineering, Information Technology, or a related field.
- A Master's Degree in ICT, Information Systems, Project Management, Business Administration, or a related discipline will be an added advantage.
- A recognized Project Management certification or an equivalent qualification.

8.2 Technical Competencies

The Consultant must demonstrate:

- Strong knowledge of ICT systems acquisition and implementation.
- Experience in enterprise application systems.
- Knowledge of leasing management systems, loan management systems, ERP systems, or financial services applications.
- Experience in system integration, data migration, cybersecurity, and ICT governance.
- Expertise in business process analysis and business requirements development.
- Experience in procurement and vendor evaluation for ICT systems.

8.3 Experience

The Consultant shall have:

- A minimum of ten (10) years of relevant experience in ICT systems implementation, advisory, or consulting services.
- Proven experience in developing Business Requirements Documents (BRDs) and technical specifications.
- Experience in evaluating and selecting ICT solution vendors.
- Successful completion of at least three (3) similar assignments involving enterprise systems procurement and implementation.
- Experience in managing or overseeing software implementation projects using recognized project management methodologies.
- Experience in the financial services, leasing, banking, microfinance, or related sectors will be an added advantage.
- Experience working in Tanzania or East Africa will be an added advantage.

9. Evaluation Criteria

Criteria	Weight (%)
Academic Qualifications	15
ICT Systems and Business Analysis Experience	25
Project Management Certification and Experience	15
Experience in Vendor Evaluation and Selection	15
Experience in Similar Assignments	20
Methodology and Work Plan	10
Total	100

10. Confidentiality

The Consultant shall maintain absolute confidentiality regarding all information, documents, data, and records obtained during the course of the assignment and shall not disclose such information to any third party without the prior written consent of PASS Leasing Company Limited.

11. Ownership of Deliverables

All reports, documents, data, specifications, analyses, recommendations, and other outputs produced under this consultancy shall become the exclusive property of PASS Leasing Company Limited.

12. Mandatory Requirements

The Consultant must:

- Hold a degree in ICT, Computer Science, Information Systems, Software Engineering, Information Technology, or related discipline.
- Possess a valid Project Management certification
- Have at least ten (10) years of relevant ICT consulting and systems implementation experience.
- Demonstrate experience in Business Requirements Document (BRD) development.
- Demonstrate experience in ICT procurement, vendor evaluation, and contract negotiation support.
- Have successfully completed at least three (3) similar assignments involving enterprise systems selection and implementation oversight.
- Demonstrate strong stakeholder management, communication, and report-writing skills.

PASS Leasing Company Limited reserves the right to accept or reject any proposal and is not bound to award the assignment to the lowest-priced bidder.

“Kwa zana za kilimo na viwanda”