



## Terms of Reference

# Project Management for the Innovation Hub Implementation

### 1. Background

In March 2018, FSDT got an approval from the Investment committee to implement the Innovation Hub in Tanzania as part of the creation of an innovation ecosystem. The Hub will be a one-stop shop that will connect local stakeholders/innovators and provide them with valuable information/data, support, and expertise that will accelerate solutions through innovation that drive financial inclusion. The rationale for establishing the Hub stems from the gaps identified in the financial system and real sectors which suggest the lack of innovation among financial services providers and absence of support structures to allow for the young and entrepreneurial FinTech to actively engage and participate in the sector and bring disruption in the financial system.

### 2. Objective

The main objective of the assignment is to recruit a qualified consultant who will manage the implementation of the hub, this will include managing/overseeing the:

- **Project Management** - Refine and develop a detailed project implementation plan (roadmap), and defining, maintaining, and managing the project processes, overall project managing the hub implementation including project tracking
- **Hub Stakeholder Management** - this includes ensuring all the agreements are being signed prior initiating the hub implementation, following up and managing all stakeholders to ensure contractual obligations are being met during the implementation, when needed supporting the recruitment process of the initial hub staff both permanent and temporary;
- **Hub Operational Setup** - this includes the operational model for the hub is finalized on time, ensuring the administration function of the hub is operational before hub launch, securing of hub location and appropriate contracting;
- **Hub Physical Setup** - ensuring the hub is implemented as per approved design, ensuring all timelines are being met by the interior and exterior designer, quality assurance of the physical work at the hub location to ensure the standards are met
- **Communication Readiness** - working closely with the FSDT's communication team and hub management to ensure the communication plan is aligned to the hub implementation plan

### **3. Scope of Work**

We are planning to engage the consultant to manage the hub implementation project. The key tasks of the consultant include; but are not limited to:

- Responsible for coordination, implementation, execution and completion of specific projects pertaining to the launch of the innovation hub, ensuring consistency with overall strategy, commitments and goals.
- Facilitate interactions with stakeholders and organizations that support or create a favourable environment for the hub implementation and develop relationships with partners/stakeholders
- Work with colleagues on the design and implementation of the innovation hub based on the approved model
- Assist in developing project work plans and budgets to responsibly manage project resources
- Refine and develop a detailed project implementation plan (roadmap), defining, maintaining, and managing the project processes
- Overall in-charge of the hub implementation project including project tracking
- Coordinate and ensure successful and timely delivery and full implementation of assigned sub-projects/activities
- Assist with other tasks and provide support to implementing stakeholders
- Manage the initial infrastructure development process of the innovation hub to ensure high quality and on target delivery
- Provide regular updates and reports to FSDT and hub management on project progress

### **4. Conduct of work**

The consultant will report to FSDT. The FSDT will provide its own dedicated Staff to support and relevant project documents including the original project implementation Plan and model, Project Appraisal Report (PAR) for the Hub.

### **5. Deliverables of the Assignment**

- Progress Reports (Weekly, monthly and quarterly)
- Execution plan (Approach towards delivery of the task)
- Detailed Project Implementation Plan

### **6. Timetable**

The consultant is expected to perform the entire work within the hub implementation period (approximated not to be more than 4 months) after contract start date covering all activities such as team planning and mobilization, entry meetings with FSDT and hub management/stakeholders, execution/field work, exit meetings, report writing, obtaining formal responses from hub management/partners, and ensuring the launch of the hub as per agreed timelines

### **7. Payment Schedule**

The payment schedule will be based on deliverables aligned to the project implementation plan

## 8. Profile of the Consultant

### Knowledge and Experience

- At least five years of experience in complex project management of similar project activities, this applies to an individual or people specifically nominated rather than to a firm;
- At least a bachelor's degree in Project management, Business, Engineering or related fields;
- Non-conflicting interest in startups and the innovation sector in Tanzania;
- Project management experience or demonstrated skills in prioritization, organization, and efficient resource utilization. Exhibits attention to detail in executing projects;
- Able to communicate effectively both orally and in writing in English to a variety of audiences by expressing facts, ideas, or directions in an accurate, clear, and organized manner;
- Experience with organizing projects or events from ideation and planning to implementation and post-program evaluation;
- Strong interpersonal skills, Able to cultivate good working relationships with colleagues and partners: interface, negotiate with internal and external stakeholders;
- Background in tech startups, international experience or public speaking would be advantages;
- Some experience in project management within the Tanzania market.

### Skills and Abilities

- Strong project management skills demonstrated by having management similar projects in similar markets.
- Fluency in both English.
- Strong English language writing and communication skills and demonstrated by experience with report writing for similar projects

## 9. Proposals - Format and Scope

Consultant should submit technical and financial proposals (two separate documents) for undertaking this assignment.

All proposals must be submitted electronically to;

FSDT Procurement  
c/o Deloitte Consulting Limited  
[procurement@fsdt.or.tz](mailto:procurement@fsdt.or.tz)

Any queries relating to this TOR should be submitted in writing to the same address. A clarification meeting with bidders will be scheduled one week before the deadline of proposal submission.

The deadline for queries is 2 days before the proposal submission deadline date. The deadline for submissions is 1600 Tanzanian time on **Wednesday 23 May 2018**. Please note that there will be a clarification meeting on **18<sup>th</sup> May 2018 from 14:00 hours to 16:00 hours** at FSDT offices.

### 9.1 Technical

The technical proposal should focus on the approach to the work, as well as relevant experience. Consultant is invited to comment on the ToR's and suggest amendments. Any capabilities, reference projects and detailed CV should be appended. Reference projects should (where appropriate) detail the length of time since the consultant performed the duty, key tasks performed in an assignment, total project amount, geographical location and contact person(s). The CV must be no more than five pages containing the relevant and required information only.

### 9.2 Financial

Financial proposal should focus on consultant fees based for the entire project (until completion) based on man-days per each deliverable

This will be a fixed priced contract. Financial proposals should be quoted in US dollars set out in the following format:

<b>Activity</b>	<b>Days</b>	<b>Daily Rate</b>	<b>Total (US\$)</b>
Overall Project Management	45		
Travel and other Reimbursable			
Total Cost (without Travel & other reimbursable)			
<b>Total Expenses</b>			
<b>Total Cost</b>			

Travel expenses and other out of pocket expenses will be guided by the FSDT policy. Travel will be determined by a detailed work plan that will be approved by FSDT. The actual time spent on working outside the main office should be included in the person-days, but the location and therefore the final expense budget will be agreed with FSDT before the start of field work.

This consultancy will be subject to local taxes financial proposals will be evaluated on a basis net of any local taxes.

**Note:**

- Anticipated efforts for overall project management is 45 days for the four (4) months
- Payments will be done based on actual number of days utilized.

## 10. Evaluation and Selection

Overall, the preferred bidder will be selected on the basis of presenting the most economically advantageous tender. This means that bidders will be evaluated on a combination of technical and financial criteria. In this case the ratio between technical and financial scores will be 70/30.

The technical component of each proposal will be scored first using a grid that assesses a number of key attributes. This is set out below.

## Technical Proposals Scoring Grid

<b>Evaluation and Selection Criteria</b>	<b>Max Marks</b>
Experience of the nominated consultants in:	
• Undertaking similar complex projects	20%
• Understanding of the Hubs and the innovation sector	20%
Relevant Professional Qualification (Certification in Project Management)	15%
Previous work experience of the nominated consultants in Tanzania	10%
Understanding of and adherence to the ToR's, response to and comments on them, including any suggested amendments (with justifications)	20%
Clear and concise methodology in approaching the assignment	15%
<b>Total marks</b>	<b>100%</b>

To be considered further, a minimum total technical score of 70/100 is required. Only financial proposals from bidders scoring at least that level will then be evaluated.

The total financial cost in US\$ will be weighted according to the formula:

- $(\text{Lowest total financial cost} / \text{Bidder's total financial cost}) \times 0.3$
- Total technical marks weighted by a factor of 0.7.

The weighted technical and financial scores for each proposal that passes the minimum technical threshold will then be added to produce a total score. The preferred bidder will be the one producing the highest total combined score.

**Only successful bidders will be informed of the results of the evaluation process.**

## **11. Other Matters**

### **Duration of the Assignment for the consultant**

The consultant is expected to start the assignment as soon as the contractual sign-off is finalised. The assignment will take three (3) months to accomplish (hub to be launched)

#### **11.1 Confidentiality**

All information contained in the terms of reference and attachments is provided on a strictly confidential basis solely for the use of Tenderers in connection with a competition for the supply of services for the above contract. It is a condition of this competition that Tenderers (and any sub-contractors) shall:

- take all reasonable measures to protect this confidentiality and avoid the unauthorized use, disclosure, publication, or dissemination of confidential information;
- not use this information other than for the purposes of preparation of a tender, and shall disclose it only to officers, directors, or employees on a specific need to know basis; and
- not disclose, publish or otherwise reveal any of the information contained herein except with the specific prior written authorization of FSDT.

## 11.2 Conflict of Interest

Tenderers (and any sub-contractors) must disclose in their tender details of any circumstances, including personal, financial and business activities that will, or might, give rise to a conflict of interest, if they were awarded this contract. Where Tenderers identify any potential conflicts, they should state how they intend to avoid such conflicts. FSDT reserves the right to reject any tender which, in its opinion, gives rise, or could potentially give rise to, a conflict of interest.

## **12. Taxation**

The Consultants will be responsible to pay withholding tax and all other tax liabilities as per Tanzanian Tax laws. Any such tax amounts shall be the responsibility of the consultant and should be included in the financial proposal in the form of fees exclusive of taxes, taxes and fees inclusive of taxes.