

**REQUEST FOR EXPRESSIONS OF INTEREST**  
**AFRICAN DEVELOPMENT BANK**  
**Avenue Joseph Anoma, 01 B.P. 1387, Abidjan, CÔTE D'IVOIRE**  
**Programming and Budget Department (SNPB)**  
**E-mail: [a.maquengo@AFDB.ORG](mailto:a.maquengo@AFDB.ORG) / [b.mugova@afdb.org](mailto:b.mugova@afdb.org)**  
**Telephone: (+225) 20 26 2728 / (+225) 20 26 3446**

**Expressions of interest are being requested for: Consultancy for DEFINITION OF BUSINESS, REPORTING AND TECHNICAL REQUIREMENTS/SPECIFICATIONS FOR AN INTEGRATED CORPORATE BUDGET AND PERFORMANCE REPORTING DASHBOARD FOR THE BANK.**

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1. The Programming and Budget Department (SNPB) of the African Development Bank is responsible for resource allocation, budget management and execution, and coordinating corporate performance monitoring. It has been implementing several budget reforms aimed at strengthening the strategic alignment of resources, improving flexibility in the management of work programmes and budget, and establishing a framework for accountability and performance monitoring. Part of its key functions is to report on the achievements made on corporate key performance indicators (KPIs) and targets to Senior Management and the Board of Directors. The Budget Department (SNPB)'s performance monitoring and reporting team is responsible for monitoring and reporting on both institutional and complex levels KPIs to the Board through the Quarterly Budgets and Performance Reports.
2. The Programming and Budget Department (SNPB) hereby invites Consulting Firms to indicate their interest in the following Assignment: **Consultancy for Definition of Business, Reporting and Technical Requirements/Specifications for an Integrated Corporate Budget and Performance Reporting Dashboard for the Bank.**
3. The services to be provided under the Assignment include: The services required under this assignment is required to design an integrated online (web-enabled) Dashboard for monitoring and reporting of the bank's delivery on its institutional Key performance Indicators as well as Budget Performance. The dashboard will provide easy access to and use of real time integrated lending, non-lending and Budget information by the decision makers to track the implementation progress on the Bank's strategic goals. Specifically, it will be designed to support performance monitoring, reporting, learning and information sharing about the periodic implementation status of the KPIs as well as outputs and outcomes of the bank's achievements in relation to the Hi5s agenda of the Bank. The dashboard has to enable integration of all the Key Performance Indicators (KPIs) onto a SINGLE platform. This will involve integration with the existing SAP and BW for information display to the Bank's top management. The online system must allow for quantitative and qualitative data entry in both of the bank's working languages (English and French). The system must also facilitate data analysis and generation of user- friendly customized reports.
4. The key objectives of this consultancy are to:
  - Define Business reporting requirements for an integrated online (web-based) Performance Monitoring and Reporting Dashboard accessible to different stakeholders in the bank across two official working languages and with varying levels of access, to enhance the ability of bank to monitor results periodically;

- Design the system requirements for the Dashboard to enable the tracking of and reporting on budget and work programme performance in line with the Bank's strategic goals and identified Business needs;
  - Define roles and responsibilities for the system users at Headquarters, regional offices and country offices of the Bank.
5. The **Programming and Budget Department (SNPB)** invites Consulting Firms to indicate their interest in providing the above-described services. Interested eligible Consulting Firms or associations of Consulting Firms shall provide information on their qualifications and experience demonstrating their ability to provide the services (documentation, references for similar services, experience in comparable Assignments, availability of qualified staff, etc.).
  6. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the Bank's **Procurement Policy and Procedures for Recruitment of Corporate Consultants**. Please, note that interest expressed by a Consulting Firm does not imply any obligation on the part of the Bank to include it in the shortlist.
  7. The estimated duration of services is **6 (six) months** and the estimated starting date is *1<sup>st</sup> July 2018*
  8. Interested Consulting firms may obtain further information at the address below during the Bank's working hours: **Monday to Friday from 8:00 to 17:00 hours**.

Expressions of interest must be received at the address below no later than **21st June 2018 at 17:00 hours** local time and specifically mentioning **Consultancy for Definition of Business, Reporting and Technical Requirements/Specifications for an Integrated Corporate Budget and Performance Reporting Dashboard for The Bank**.

For the attention of:

**Mr. Augusto MAQUENGO**  
**Principal Budget Officer, SNPB2**  
African Development Bank  
Avenue Joseph Anoma, 01 B.P. 1387, Abidjan,  
CÔTE D'IVOIRE  
E-mail: [a.maquengo@AFDB.ORG](mailto:a.maquengo@AFDB.ORG)  
Telephone: (+225) 20 26 2728 / (+225) 20 26 3446

## ANNEX 1: TERMS OF REFERENCE

### **Consultancy for Definition of Business, Reporting and Technical Requirements/Specifications for an Integrated Corporate Budget and Performance Reporting Dashboard for the Bank.**

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#### **1. Overview**

**Goal:** The goal of this assignment is to establish all the necessary reporting, business and systems requirements for the creation of a reference online (web based) dashboard model for Key Performance Indicator (KPI) reporting using an application that will make the reports also readily accessible on Android phones/iPads

**Type of Contract:** Consulting Firm

**Duration of Contract:** Six (6) Months (July 2018 to Dec 2018)

**Summary:** The consulting firm is required to design an integrated online (web-enabled) Dashboard for monitoring and reporting of the bank's delivery on its institutional Key performance Indicators as well as Budget Performance. The dashboard will provide easy access to and use of real time integrated lending, non-lending and Budget information by the decision makers to track the implementation progress on the Bank's strategic goals. Specifically, it will be designed to support performance monitoring, reporting, learning and information sharing about the periodic implementation status of the KPIs as well as outputs and outcomes of the bank's achievements in relation to the Hi5s agenda of the Bank. The dashboard has to enable integration of all the Key Performance Indicators (KPIs) onto a SINGLE platform. This will involve integration with the existing SAP and BW for information display to the Bank's top management.. The online system must allow for quantitative and qualitative data entry in both of the bank's working languages (English and French). The system must also facilitate data analysis and generation of user- friendly customized reports.

#### **2. Background and Context of the Assignment**

The Programming and Budget Department (SNPB) of the African Development Bank is responsible for resource allocation, budget management and execution, and coordinating corporate performance monitoring. It has been implementing several budget reforms aimed at strengthening the strategic alignment of resources, improving flexibility in the management of work programmes and budget, and establishing a framework for accountability and performance monitoring.

Part of its key functions is to report on the achievements made on corporate key performance indicators (KPIs) and targets to Senior Management and the Board of Directors. The Budget Department (SNPB)'s performance monitoring and reporting team is responsible for monitoring and reporting on both institutional and complex levels KPIs to the Board through the Quarterly Budgets and Performance Reports.

The Department coordinates and prepares three types of reports:

1. Statutory reports
2. Day to day budget management reports
3. Ad hoc reports

**The statutory reports** for Management and the Board on Bank performance are comprised of: (i) Monthly BDIR reports; (ii) Quarterly budget and Work programme performance report; (iv) Mid-Year Budget and work program Performance Report, (v) Annual retrospective review of the administrative and capital expenditure budgets and performance reports and; (vi) Capital Budget Implementation Report. **The day to day budget management reports** are standard budget reports generated and communicated to cost centers regularly, usually monthly, to track the evolution of budget execution and cost accounting. In addition, various **ad hoc reports** and budget analysis are produced as and when requested by Management. These reports require collection, consolidation and analysis of data from various departments in the bank.

### **3. Rationale for the Development of a Dashboard**

Within the context of the reforms to strengthen accountability for budget resources through an enhanced performance monitoring and reporting framework, the Programming and Budget department is seeking to develop a robust, user-friendly, easily accessible, web-based and Integrated Corporate Performance Dashboard. The dashboard will assist management to easily track and assess outcomes realized from utilizing budgetary resources towards achieving the Bank's Ten Year Strategy through the High 5 Agenda as well as to monitor key Institutional performance and process efficiency indicators.

Currently, the bank has been facing challenges of having a centralized information hub that can assist management and staff to easily generate reports, view performance and monitor indicators in various areas of its business.

These challenges include the following: (i) Lack of an integrated systems platform for reporting and monitoring (ii) Data Issues with gaps between the data in SAP and the data required for reporting on outputs and outcomes and their associated indicators in various reports; (iii) The SAP system does not contain all the data the users need to report on and there is lack of standard data entry forms, data collection, and data validation rules for report generation which results in sparse and incomplete records; (iv) Lack of project data that explains portfolio performance ratings. The current ratings stored in SAP are not supplemented with indicators that elaborate reasons behind performance; (v) Manual generation of reports in hard copy form which become obsolete with time and cannot be tracked over a period of time (vi) Uncontrolled report generation time frames, which results sometimes in delayed reports due to manual report approval cycles that are usually lengthy.

To address the issues identified above, SNPB plans to recruit a consultant to develop the business and technical requirements for the implementation of an automated data analysis and reporting solution. An integrated dashboard for reporting would greatly enhance the department's reporting of the Bank's performance in a timely and comprehensive manner. It will also ensure performance information is readily available to all persons who need it, thereby enhancing the performance culture.

#### 4. Purpose and Objectives of the Assignment of the Consultant

The overall purpose of this consultancy is to support the bank to improve the current systems for monitoring and reporting on corporate performance, through the design and development of an integrated online (web-based) Performance Monitoring and Reporting Dashboard.

The key objectives of this consultancy are to:

1. Define Business reporting requirements for an integrated online (web-based) Performance Monitoring and Reporting Dashboard accessible to different stakeholders in the bank across two official working languages and with varying levels of access, to enhance the ability of bank to monitor results periodically;
2. Design the system requirements for the Dashboard to enable the tracking of and reporting on budget and work programme performance in line with the Bank's strategic goals and identified Business needs;
3. Define roles and responsibilities for the system users at Headquarters, regional offices and country offices of the Bank.

#### 3. Details of the Assignment

The terms of reference outlined in this document are a high-level description. It will be the role of the consultant to propose the specific and comprehensive low-level technical requirements for each of the components of the assignment.

The proposed Dashboard will have three specific levels of information display as follows:

- **Operational Dashboards.** These will be used to display detailed information to front-line workers and their supervisors. The metrics to be used in Operational Dashboards are core operational processes and are often updated on an intra-day basis.
- **Tactical Dashboards:** These will be used by managers and business analysts to display the performance of projects and planning rather than processes. The metrics are updated daily or weekly and are more summarized.
- **Strategic Dashboards:** These will be used by the Bank's Senior Management to monitor corporate performance against strategic objectives. The metrics are updated weekly or monthly

In summary, the Consultant will be expected, among other duties in relation to the assignment to:

- Establish requirements for the Integrated Dashboard in consultation with all key stakeholders and user departments of the Bank, including the IT department;
- Identify possible linkages with data collected and managed at national and regional levels and available IT infrastructure; and facilitate a discussion on realizing the links;
- Facilitate consultations on internet connectivity requirements at all levels (national, regional and global);
- Define roles and responsibilities for the system administrators and users; and
- Develop and present a prototype model for the Dashboard designed within the existing data collection software of the Bank (SAP, BW and others) anchored on the Bank's IT infrastructure.

#### 4. Reporting During the Assignment

The Consultant will be expected to deliver the following:

- **Inception Report** – the consultant should produce an Inception Report within 15 days after the contract is signed. It should identify those that will be consulted and should propose methodology for the assignment, including specific questions that will be researched to carry out the required assessments. The report should also include a work plan with timelines for all the tasks that the consultant will undertake during the assignment.
- **Prototype Report** – The consultant shall present a report proposing the system requirements and a prototype model based on the consultant choice of applications i.e: Excel power views, Tableau or others. The report will be presented for validation by a reference committee.
- **Completion Report** – upon completion of the assignment, the consultant should submit a final completion report. The report should include an outline all work undertaken and any follow-ups and/or recommendations.

#### 5. Implementation Schedule

A detailed project implementation schedule would be finalized and agreed upon at the time of signing of the contract between the Bank and Consulting Firm.

#### 6. Required skills and experience Educational Qualifications:

Lead developer for interested consulting firms should have:

- At least ten years' experience in developing IT solutions and providing IT support and maintenance services
- The proposed Consultant shall have technical and functional implementation experience in different IT Platforms out of which one of them shall be: PowerBI and Tableau, Visual Studio 2015, ASP.NET MVC 5 with 6, C #, JQuery / JavaScript, Windows Communication Foundation (information exchange via SOAP and REST), 6.1.3 Entity Framework, Microsoft SQL Server 2014, Internet Explorer 10 / Edge, Data driven Applications, SAP, etc., business analysis and other IT domains.
- Proven professional experience in developing and managing databases within the banking sector - Previous experience in setting up performance dashboards for Multilateral Development Institutions will be an advantage
- Proven professional experience in web technologies, including the development and deployment of web-based information systems
- Good understanding of Results Based Management Concepts.

#### 7. Duration

The assignment period is not expected to exceed **06 months**.

The commencement date is expected to be **15th July 2018**.

#### 8. Location

The work will be carried out at Bank's headquarter at Abidjan, Ivory Coast.

## 9. Reporting

The consultant will report to the Manager of Budget Execution and Coordination Division.

## 10. Deadline for submissions:

The submissions must reach the following address by **24:00 GMT on 21st June 2018**: [a.maquengo@afdb.org](mailto:a.maquengo@afdb.org) and copied to [b.mugova@afdb.org](mailto:b.mugova@afdb.org). Late proposal tenders will not be accepted in any circumstances and will not be assessed. Timely delivery of submissions is the responsibility of tenderers and the African Development Bank will not in any circumstances accept liability for late or unsuccessful delivery of proposal submissions.