

TERMS OF REFERENCE (ToR)

Consultancy services for Monitoring the Implementation of Computerized Integrated Financial Management Information System (IFMIS) of BREB & PBSs for Institutional Strengthening of Bangladesh Rural Electrification Board

I. INTRODUCTION

The Bangladesh Rural Electrification Board (BREB) is a semi-autonomous body implementing the Rural Electrification (RE) Program in Bangladesh since 1978 under the Power Division of the Ministry of Power, Energy and Mineral Resources, the People's Republic of Bangladesh. BREB is responsible for planning, financing, and installation of electricity distribution network throughout the rural areas of the country. BREB constructs the distribution network and hands it over to the Palli Bidyut Samities (PBSs) or the rural cooperatives for performing the commercial operation including billing and collection, as well as operating and maintaining the system. Currently 77 PBSs are in commercial operation. BREB currently owns and operates about 2, 77,037 Km. distribution lines, 662 Nos. of 33/11 KV Sub-stations to serve more than 11 million consumers through 77 PBSs throughout the country.

II. BACKGROUND

BREB is the only organization which provides electrification to the rural areas of Bangladesh. Over the past years, the volume of works of the organizations has increased tremendously. Most of the processes at BREB however are done manually on paper-based systems. Preparation of Accounts, Reports and other related documents are not using any computerized system. A Computerized Integrated Financial Management Information System (IFMIS) needs to be developed at BREB. All back end office processes like Financial Management, Accounting, Asset Management, Human Resource Management, Inventory Management, Equipment and Material Procurement, Project monitoring etc., would be integrated through the IFMIS package. The PBSs have different software for accounting systems, which will need to be integrated with the IFMIS. The system needs to be robust enough to be integrated with Enterprise Resource Planning (ERP) system that might be introduced at the BREB/PBS system at some point in the future.

The BREB has undertaken a Technical Assistance Project under Rural Electricity Transmission and Distribution (T&D) project of IDA (Credit No.: 5381 BD). Part of the proceeds of the Project will be used to engage a consultancy service for monitoring the implementation of “**Integrated Financial Management Information System (IFMIS) of BREB & PBSs**”.

Objective/ purpose of the assignment

BREB intends to hire the services of a highly qualified Expert in the field of Information Technology with sufficient experience in setting up of IFMIS, to advise BREB in selecting them of suited and experienced company to implement IFMIS in BREB. The objective of this assignment is to support the design and implementation of IFMIS at BREB/PBSs. The individual consultant will advise BREB from conceptualization of the concept to conducting appropriate need assessment and designing TOR for implementation, and towards technical and financial closure for IFMIS based Information Technology (IT) solution. The Consultant is required to study the feasibility of the IFMIS solution, determine infrastructure requirements, prepare budgetary estimates, Functional requirement specifications (FRS), preparing Request for Proposal (RFP) for selection of the firm for implementing the IFMIS, and provide support to BREB in selection of the Firm for implementing the IFMIS project, and assist during implementation through technical and financial closure of the activity.

Scope of Work

The broad scope work shall cover the following activities, phased into three distinct components:-

1. Pre-implementation - preparation of roadmap and TOR and selection of IFMIS partner.
2. Implementation- change management, implementation monitoring etc.
3. Post Implementation – post implementation audit, Financial and technical Closure etc.

Conducting Assessment of Processes

- Study organizational hierarchy, department, roles and responsibilities of personnel/officials within BREB and with the PBSs.
- Study the existing capacities in terms of available manpower, skills and competencies in
- Study the existing procedures/processes within the organizational functions such as Human Resources, Payroll, Finance, Asset Management, Maintenance Management, Materials Management and Procurement, Energy Chain Management, Project Management and any other business processes.
- Study the procedures in place to manage the available data of the above mentioned
- Functions, whether manual-entry, automated, combination of manual and automated, involvement of outsourcing, whether in hard-copy/ soft-copy etc.
- Understand the challenges being faced currently in the various business functions listed above.
- Study the key entities that play a role in the business processes of the above mentioned functions.

Assessment of existing IT infrastructure

- Study the available IT infrastructure being used and to be created by BREB and the PBSs along with their user departments and functionalities.
- Study the usage of various existing and future software applications and identify the challenges faced at various levels.
- Study various aspects of existing and future applications like licensing, possibility of integration, application maintenance procedures, operating system, databases, architecture, any enhancement plans that are being undertaken etc.
- Study the functionalities/processes that are supported by the existing and future applications.
- Study the hardware available at BREB and PBS offices and assess possibilities to leverage the existing capacities more effectively in future.

Conducting “To-Be Design”

- Based on the detailed assessment conducted in the As-Is Assessment phase, the consultant should develop the proposed IFMIS functionality architecture based on the following objectives:
- Meeting BREB’s requirement for a state of the art data centre facility at the BREB head quarters with appropriate linkages with the PBS systems.
- Implementing the technology design based on leading industry standards while addressing the need for scalability and flexibility without undermining the data integrity and transparency required for enabling the processes. The design should be flexible to allow for integrating the systems/modules to the ERP system when implemented in the future.
- Leveraging various existing and planned components of IT solutions.
- Ensuring integration as necessary with various existing and planned IT solutions.
- Finalize, in consultation with BREB, the likely IFMIS modules to be adopted viz Financial Management, HR Management, Asset Management, Maintenance Management, Materials Management and Procurement Management, Energy Chain Management, Project Management, etc. Consultants have to ensure that there is no duplication of any work *vis-a-vis* BREB/PBSs with any other projects and initiatives undertaken by BREB and the PBSs.
- Consultant will discuss with BREB on the other critical requirements of the IFMIS solution (ex. Training, Change Management), and formulate a strategy for addressing these requirements.

- Consultant will develop the licensing requirements of the IFMIS solution based on usage requirements of BREB/PBSs.
- Consultant will discuss and finalize the scope of the implementation, and the approach for phased implementation

Designing IT Infrastructure

- The existing IT infrastructure as well as the infrastructure planned under any other scheme for BREB Headquarters, other offices of BREB, and the PBS offices shall be assessed before defining additional requirements of IT infrastructure.
- Consultant shall take into consideration the redundant telecommunication connectivity which is existing, and suggest the requirements for the proposed IFMIS system.
- Consultant shall estimate and develop the specifications for all the IT infrastructure components required for deploying the information systems across the headquarters and other offices of BREB, including:
 - I. Desktops, Hardware, Network requirements and peripherals
 - II. Servers
 - III. Storage Devices
 - IV. Network Devices
 - V. Network Connectivity vi. Security Devices
 - VI. Software
 - VII. Asses the office space and furniture requirements for the Data Centre and other relevant places.

Assistance in Procurement of the IFMIS partner

- The Consultant shall prepare the Request for Proposal (RFP) document for selection of the IFMIS partner.
- The consultant shall support BREB in evaluation of the RFP and be part of the evaluation committee if needed.
- The Consultant shall assist in negotiations with successful bidder and in finalizing the contract with the selected bidder

Assistance in formation of BREB's Project Team

- Consultant shall assist BREB in identifying and forming the team consisting of program lead, process owners of different business functions, subject matter experts, technical team, and data migration team. Ensure that BREB has expertise to view summary data and go for selective data mining, hyperlink to additional data and use analytical tools as and when required.
- Consultant shall assist BREB to identify the single-point-of-contact for each module for the effective coordination with the implementation team during the project phases. Consultant shall assist BREB to identify BREB's Project Team Members across all geographic locations under scope. Form a competency center comprised of key management from both IT and line management functions.
- Provide formal business intelligence (BI) training to BREB and the PBSs.

Implementation-change management, implementation monitoring etc

- Consultant shall assist BREB in program management of the IFMIS solution implementation which will be for the duration of the Pilot go-live as well as for the roll-out to all project locations.
- Consultant shall co-ordinate with various stake holders (BREB, PBSs, IFMIS Implementing Partner etc.) and would assist BREB in key decision making and review of the work being undertaken during implementation and rollout. Described in the following sections are the key activities that will be executed during this phase.
- Prepare critical examination and review of project management plan submitted by IFMIS

- Guide the organization in implementation task and facilitate the overall implementation process and help in setting up the expectations of the users at various levels.
- Assist in Preparing Implementation Approach and Review of Progress.
- Assist in identifying skill required, top management roll, project team roll, key project deliverable milestone and activities working along with IFMIS implementation vendor. Prepare Review of Blue Print document prepared by IFMIS vendor.
- Conduct workshop on BI and IFMIS for Senior Management (two workshops of half day each).
- Determine IFMIS training need proposed by IFMIS vendor for all levels of management.

Monitoring and Review

- Consultant shall assist in reviewing the progress of the implementation of the IFMIS
- Consultant shall review the conformity of the project plan in terms of schedule and milestones and provide weekly periodic status review updates to BREB.
- Consultant shall actively participate in project status review meetings with BREB and the implementing agency at various levels (ex. Steering Committee level, Project Management level) and assist in resolution of pending issues.
- Consultant shall identify and report issues that require attention of BREB.
- Consultant shall assist BREB in easy resolution of issues
- Review of Deliverables:
 - Consultant shall track and review all deliverables of the Implementation Partner and provide feedback to BREB
 - Consultant shall confirm the quality and adequacy of the deliverables as per the Contract with the implementation Partner.

Training and Change Management

- Consultants shall provide assistance in effectively strategizing and conducting the training plan and the change management plan by way of discussions with the utility and the implementing agency.

Post implementation audit, Financial and Technical Closure etc.

- Prepare Road map for post implementation management of IFMIS solutions.
- Assist in financial and technical closure, and
- Audit of IFMIS implementation

Support from BREB

BREB will provide the Consultant with:

- Information about their existing operational processes and procedures that is required for understanding these processes/practices.
- Information about the existing IT and related infrastructure.
- Adequate time with the relevant personnel for meetings and discussion, subject to due notice.
- Identification of trainees for each function;
- Reasonable space in BREB's offices while working on this assignment. Training facilities; and
- Any other data, service, facilities, etc. as mutually agreed

Conflict of Interest

The consultant or his/her firm cannot bid for the IFMIS Implementation Partner work and cannot be associated in any form or manner with the IFMIS Implementation Partner to be selected. The consultant or his/her firm cannot also be associated in any form or manner with any parallel or downstream work related to BREB/PBSs until 2 years of completion of this consulting assignment. Any such association will be deemed to be ground for immediate

termination of the contract of both the Consultant and the IFMIS Implementation Partner with appropriate punitive measures.

Consultant’s Qualifications: Experience/Qualifications

The consultant should have at least a Bachelor’s degree in Accounting/Finance/Marketing and professional accountancy qualification with adequate proficiency in Information Technology (IT) system. The Consultant must have experience in providing consultancy for implementation of packaged solution like IFMIS, Business Process Re-engineering to reputed organizations/Govt./ Project Management Units.

Minimum General Experience: 10 Years

Minimum Specific Experience: 4 Years

Duration of Services

The consultant services are expected for a total of 120 days over a period of one year.

Deliverables	Submission Date	Type
IFMIS Needs Assessment, IFMIS solution and IT Infrastructure Design, Budget for implementing IFMIS system in APGC	Within 2 months of signing contract	Report
Review and finalization the Draft TOR for FIMS implementation	Within 3 months of signing contract	Draft TOR /other documents
Monthly supervision reports on implementation of IFMIS including training.	Every month after implementation of IFMIS has started	Monthly Progress Reports
Technical and Financial Closure Report	On completion of the IFMIS implementation.	Final Report