SELECTION OF CONSULTANT

REQUEST FOR PROPOSALS

RFP No: KCIC/2023/159

SUPPLY, INSTALLATION AND COMMISSIONING OF MANAGEMENT INFORMATION SYSTEMS (MIS)

CLIENT: KENYA CLIMATE INNOVATION CENTER

COUNTRY: KENYA

PROJECT: KCIC MIS

ISSUED ON: 9th November 2023

Contents

1 Introduction

1.1 Request for Proposal

This document constitutes a formal Request for Proposal (RFP) for the supply of a management information system (MIS) package for KCIC.

The response should include all relevant functional software requirements for the MIS. All queries should be sent to procurement@kenyacic.org

1.2 Contact Details

All inquiries and correspondence should be addressed to procurement@kenyacic.org with the subject MIS RFP

1.3 Confidentiality of Information

All information contained in this RFP is confidential. This will be the same for all information included by suppliers in their responses.

1.4 Completion and Submission

KCIC is not liable for any costs incurred by you in the preparation of your response to this RFP. The preparation of your responses will be made without obligation by KCIC to acquire any of the items included in your proposal, to select any supplier's proposal, or to discuss the reasons why your proposal is accepted or rejected.

It should also be understood that if the proposal is accepted it will form part of the contract which will be negotiated subsequently. However, in selecting a supplier to supply products or services, KCIC will neither endorse nor suggest that the supplier's product is the best or only solution.

Furthermore, any supplier must undertake not to make any reference to KCIC in any literature, promotional material, brochures, or sales presentations without the express written consent to KCIC.

1.5 Response Administration

Suppliers must meet the following administrative requirements in submitting their RFP response:

All RFP responses must be completed and submitted to KCIC no later than **5:00 p.m. on Thursday 30th November 2023.** All responses must be submitted through the email address procurement@kenyacic.org

The technical and financial proposal must be submitted as separate documents in English, in MS Word, or PDF format. The financial proposal should quote fees as well as reimbursable costs, any other cost, and VAT(where applicable) in Kenya Shillings. The subject should clearly read "*The supply, installation, and commissioning of management information system (MIS) package*"

The proposal must remain valid for 90 days after the submission date. During this period, your company is expected to retain- at its own cost, the professional staff proposed for the assignment. KCIC will do its best to complete negotiations within this period. If KCIC wishes to extend the validity period of the proposals, your company shall be consulted to agree on the extension.

All inquiries relating to the TOR shall be communicated in written form to; procurement@kenyacic.org

2 Background Information

2.1 Introduction

Kenya Climate Innovation Center (KCIC) provides holistic, country-driven support to accelerate the development, deployment, and transfer of locally relevant climate and clean energy technologies. Kenya Climate Innovation Center KCIC provides incubation, capacity-building services, and financing to Kenyan entrepreneurs and new ventures that are developing innovative solutions in renewable energy and energy efficiency, water management, agribusiness, waste management, and commercial forestry to address climate change challenges. Kenya Climate Innovation Center (KCIC) invests in businesses working in agribusiness, commercial forestry, renewable energy, water, and waste management sectors. Our focus is on working with early-stage and growth-stage Small and Medium Enterprises (SMEs) in the private sector whose commercial growth and success will have a positive impact on target markets, communities, and the environment in Kenya.

Kenya Climate Innovation Centre (KCIC) is looking for a consultant to supply, install and commission a Management Information System (MIS).

2.2 Main Objective

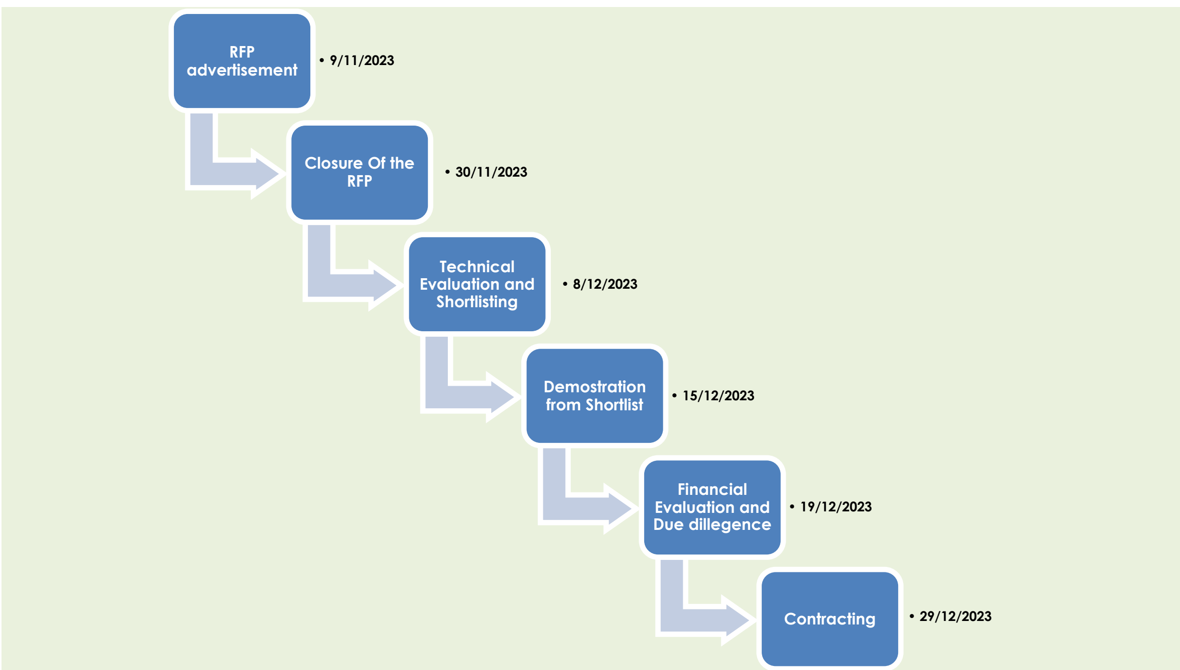
The main objective is to design and implement a Management Information System (MIS) solution that includes a suite of software applications and tools designed to streamline KCIC's internal business processes to optimize its business operations. The solution(s) will encompass various functional areas, including but not limited to finance, human resources, procurement management, customer relationship management, monitoring and evaluation, investment and grants portfolio management, resource mobilization, admin operations management, knowledge management, IT support/helpdesk management and partnership management and reporting. The solution (s) is intended to include a variety of components, such as databases, software, and user interfaces, all of which work together to gather, process, store, and analyze data for management and donor reporting.

2.3 Objectives of the Consultancy

The primary purpose of this consultation is to drive the development and successful execution of the MIS project. The selected firm will provide demonstrated competence in information systems, project management, and software development to the project. Therefore, KCIC is looking for a supplier who can provide the entire range of software services outlined in this Request for Proposal document.

2.4 Timing

The following schedule has been set for the selection process



2.5 Expected Deliverables and Key Timelines

1. Project inception report
2. System requirement specification (SRS)
3. Complete source code (where applicable) The source code sharing is mandatory if the system is developed specifically for KCIC
4. Operational and acceptance test plan
5. Technical documentation
6. Training
7. Training material
8. Final report

2.6 Evaluation of User Requirements

The requirements included in this TOR, such as the system function requirement and the Request for Proposal, are quite explicit. However, if requested by the KCIC, the vendor must be prepared to re-assess additional specific requirements and provide precise specifications in the form of a Software Requirement Specification (SRS) for the MIS as part of the project deliverable.

3 Bid Evaluation Criteria

The criteria on which proposals will be assessed a as follows:

3.1 Preliminary evaluation criteria

	Item Description	Yes/ No
1.	Company Registration Certificate	
2.	PIN	
3.	CR12	
4.	Tax Compliance Certificate	
5.	Valid Business Registration Permit	
6.	Service/product certification	
7.	2 years Audited Accounts	
8.	Team CV and testimonials	
9.	Reference letters	

These are mandatory requirements.

3.2 b) Technical Evaluation Criteria

	Item Description	**Maximum Score**
1.	Years of Experience	5
2.	Company Profile	5

3.	Supplier stability The following information will be examined when assessing the stability of a supplier: ●Financial soundness ● Commitment to the product in terms of allocating the required financial, human, and temporal resources to design, implement, and maintain the solution. Furthermore, the supplier is open to taking feedback and is making improvements to the MIS to increase its performance and usability ● Total number and locations of installations ● Size and location of organization ● Availability of references from existing, installed customer base ●Local establishment and support ●Telephone and on-site support offered ● Installation assistance offered ● System enhancement support ●Policies with regard to system maintenance and upgrades	5
4.	Firm experience in the industry	5
5.	Team qualification and Experience	
	a)Project manager/coordinator	5
	b)Solution developers and software engineers	5
	c)Support staff	5

6.	Understanding of the scope of assignment	10
7.	Proposed methodology approach	20
	Work Plan	5
8.	Timelines	5
Demonstration		
9	Software design The following details will be assessed with regard to overall software design; ●Software flexibility ● Platform flexibility ● Interfaces and linkages ●Programming language utilized and use of database ●Security features ●Reliability. ●System scalability ●Integration and Interoperability	10
	System Functionality The following system functionality will be assessed: ●Functional fit ● Ease of use ●Look and feel ●Entry and processing speed ● Amount of modification required to the standard product	10

	●Is the solution proven?		
10	Overall quality of the proposal submitted and the attitude displayed by the vendor.	5	
Total Score		**100**	

Only bidders who attain 70% will proceed for the financial evaluation.

3.3 Financial Evaluation Criteria

The financial evaluation will be examined and will be based on the lowest quote, the evaluation will be based on each of the following details;

- Software
- Support
- Maintenance
- Modifications
- Licenses
- Upgrades

3.4 General

- The overall quality of the proposal submitted
- Attitude displayed during the process. The level of professionalism demonstrated by a supplier includes elements such as responsiveness, punctuality in presenting essential documentation, clear, open communication, flexibility and adaptation, past performance and reputation, level of collaborative attitude displayed, and adherence to deadlines.

3.5 Qualifications and Experience

The firm will be evaluated based on a quality-cost-based evaluation process using the following criteria;

- Specific experience of the consultancy firm related to the assignment
- A legally registered entity in Kenya with requisite professional experience
- The Company must have at least ten (10) years of experience in delivering similar large projects, Prior experience should include a full range of activities from the Management Information System implementation projects within the non-profit making sector organizations

- Compliance of the bidders to the requirements specification provided by KCIC;
- Company profile;
- Demonstrated ability to deploy and manage staff and experts with relevant experience
- The vendor should be able to provide references and case studies from past projects that demonstrate their success in system implementation of a comparable nature.
- Ability to work under pressure and meet deadlines.
- The vendor must demonstrate a strong commitment to data security, including compliance with industry-specific regulations (e.g., GDPR).
- Referee's view

3.6 Adequacy of the Proposed Approach, Methodology, and Work Plan

- Technical Approach and Methodology
- Work plan
- Organization and staffing
- Responsiveness to ToRs; and

3.7 Qualifications and Competence of the Experts for the Assignment

a) Project Manager/Coordinator

- A Bachelor's or Master's degree in Information Technology, Business Administration, or a related field, a Project management certification (e.g., PMP, Prince2) is preferred.
- A master's level in project management/business administration is preferred
- Expert technical knowledge in complex management information systems with at least ten (10) years of experience in system development and deployment
- Ability to provide direction and leadership in terms of interface design, development, and testing effort for the back-end and user interfaces
- Ability to liaise with subject matter experts to improve development methodology, process improvement, and mapping
- Experience in working closely with the Technical Expert to ensure solution architecture and standards are being followed by the KCIC team
- Experience in working closely with the business to ensure ongoing business requirements are clearly specified
- Ability to identify and resolve issues that impact the integrity of solution designs
- Ability to compile key deliverables of a development lifecycle (e.g., requirements definition, document business and system processes, test plans, etc.), conduct fit-gap analysis, match user requirements to

SharePoint functionality, compile technical specifications and conduct integration and user acceptance testing activities

- Experience with leading the software delivery life cycle, including production test and release management processes
- Experience in setting up documentation standards at all levels, including solution design level, code level, and configuration/customization level
- Track record of high-worth projects with proven effectiveness
- Excellent human relations, coordination, planning, and teamwork
- Strong international exposure through professional and personal experience
- Good presentation and communication skills
- Good analytical and report-writing skills

Function of Project Manager/Coordinator

- Effectively communicate relevant project information to KCIC management
- Resolve and/or escalate issues in a timely fashion
- Facilitate team and stakeholders' meetings effectively
- Ensure that timelines for the Project are expeditiously implemented
- Ensure the timely preparation of work plans and progress reports
- Identify resource needs and assign individual responsibilities
- Manage day-to-day operational aspects of a project and scope
- Ensure project documents are complete, current, and stored appropriately
- Minimize exposure and risk on the project
- Highlight and mitigate risks when necessary
- Manage the process of change effectively
- Contract and Financial Management
- Manage project deliverables and milestones

b) Solution Developers and Software Engineers

- A degree in related disciplines e.g., Software Engineering, Computer Science, Information Science, Computer Engineering, or any relevant field. Understanding management information systems is critical
- At least five (5) years of experience in implementing related solutions
- Significant portfolio in User Interface Design
- Strong experience in leading the design/creative component of a solution
- Strong international exposure through professional and personal experience
- Good conceptual and critical thinking
- Good presentation and communication skills.

Functions of Solution Developers and Software Engineers

- Solid understanding of the concepts of user experience, user interface design principles, and conceptual design.
- Expert knowledge in front-end and back-end Technologies.
- Knowledge of management information systems and systems integration.
- Strong knowledge of the field of expertise with good analytical skills, ability to understand complex problems and to deliver appropriate solutions.
- Good spoken and written communication skills, including the ability to liaise with technical staff and present information in a clear and concise style.
- Good interpersonal skills and ability to establish and maintain effective working relations in a multicultural, multi-ethnic environment with sensitivity and respect for diversity.

4 General System Requirements and Constraints

4.1 Implementation Support

KCIC will require vendor support during the implementation of the selected systems to complement internal resources in the IT department. The successful and timely installation of the new solution is critical to KCIC. Given the organization's structure and KCIC's goal to "digitize and centralize" business processes, special emphasis will be placed on this area of the MIS response, and providers are encouraged to be as comprehensive as possible. As a result, the supplier must describe the level of responsibility, level of support, and cost of the resources that may be offered in the following areas:

4.2 Software Support

The table below describes the desired level of support for the system to KCIC. It is the basis for determining the quality and level of support to be given by the system vendor. Where it is not possible to comply with these requirements, alternatives should be sorted and clarified to KCIC.

Support stage	Software Support (Application Software)
Availability	Full support: 24 x 7 x 365
Initial Response	Immediate telephonic response and support for usage related and other minor problems. Dial-in support for corruption handling, minor bug fix, etc. On-site support within 24 hours for major problems and immediate support in case of emergency.

Major Repair	Immediate on-site support for database recovery and data synchronization after crash, performance tuning, etc. Bug fix or update for all critical functions.
Guaranteed Operations	Solution Providers will provide all technical support necessary to meet all critical processing cycles
Conversion	Loading system tables, developing conversion programs, data entry, and technical support.
Ongoing Support	The supplier shall respond to the system proposal if it can comply with the following levels of support desired by our client.
Testing	Provide on-site functional and technical support.
Training	Functional and technical training in operating and using the application software, this may include onsite training within various KCIC regional offices, namely Kiambu, Machakos, Meru, Isiolo, Uasin Gishu, Bungoma, Kisii, Kilifi and Nairobi. Follow-up training for major changes in system releases.
Software & Documentation	As part of ongoing support, automatically upgrade the system on any new releases and provide any updates of technical and functional manuals
Post Implementation	Indicate the type of post-implementation support that will be provided. If any on-site Vendor personnel support (full-time) would be provided, furnish the details of the same
Installation	loading of application software, testing of databases, and initial file sizing.
Modifications	Provide design development and testing of custom modifications, as required. Also, provide support for custom modifications in all future releases.
Warranty	Warranty period should be for at least 2 years from the date of final acceptance. The final acceptance will be three months from the date of live operation of the complete system in production

	environment, with no pending deliverables by the vendor. Indicate the nature of support after the warranty is over.

4.3 Technical Constraints

The supplier's proposed solution should entail a full replacement of the existing applications software. It is expected that up to «Total User» users on one site will access the system concurrently, with a total network population of «Concur User» concurrent users. In the majority of cases, access should be through a PC which will facilitate the use of the office automation functions.

The supplier should state whether a user is per session. The technical answer should be stated in layman's terms, using minimal 'techno-speak' as feasible. Include a diagrammatic explanation of the proposed solution if necessary.

4.4 Training

The consultant will be expected to provide comprehensive training to all the system users. This will involve creating user manuals and conducting physical training sessions to ensure that all users in the Nairobi office and the regional business incubation hub (BIH) offices are comfortable with the system and capable of utilizing its features effectively. Post-deployment support and re-training will also be the consultant's responsibility to ensure the system is effectively used.

4.5 Knowledge Transfer

The firm will provide a thorough knowledge transfer to the KCIC's in-house IT team to enable them to manage, maintain, and update the system after the contract period. This will include technical documentation of the system's architecture, code, and functionalities, along with hands-on training.

5 Response Content and Structure

5.1 Structure of the Response

The response should have the following general structure:

1. Introduction (profile, relevant documents, CV, credentials,)
2. Management Information Solution executive summary
3. Understanding of Requirements
4. Proposed Solution
5. Technology Stack and Architecture
6. Completed application software matrix
7. Completed equipment and operating software matrix

8. Integration and Data Migration
9. Customization and Configuration
10. Compliance and Security
11. Implementation Plan
12. Completed supplier profile matrix
13. Training and implementation details
14. Maintenance and support
15. Cost and Pricing
16. References and Case Studies for previous similar assignments
17. Contractual terms
18. Appendices on other items of significance

Any response not adhering to this structure will be rejected.

5.2 Management Information Summary

The management information solution summary should contain the summary cost and software information detailed in Sections 10.1 and 11.1 together with the perceived strengths of the proposal, and the reasons for proposing the configuration specified.

Suppliers may provide a further breakdown of the cost they have summarized if they feel it would be useful.

Suppliers should indicate any areas of their proposed solution which are particularly price sensitive whereby slight relaxation of KCIC's requirements would achieve a significant cost saving.

5.3 Application Software Matrix

Where suppliers have indicated that bespoke work is required, a brief synopsis of the work, the estimated cost, and the estimated delivery date should be provided for each area. If, alternatively, the supplier believes that their system offers a different approach to solving the business requirement, this should be described as where possible, KCIC seeking to avoid modifying the software.

If a supplier is short-listed, details of the development methodology to be employed will be required.

5.4 Supplier Profile Matrix

Suppliers are required to complete Section 9 by themselves.

5.5 Maintenance and Support

Details of the support that KCIC will give must be specified covering:

- Implementation support

- User training
- Software updates and support
- Software modifications
- Software bespoke upgrades

1.1.1. Post-Implementation Support

The selected firm or consultant will provide ongoing support and maintenance for a specified period after the system's deployment. This will include troubleshooting, system updates, performance tuning, and adaptation to any changes in the KCIC workflow or regulatory requirements.

6 Contractual Terms

6.1 Contracts

The responder should insert in this section copies of their relevant standard contracts for:

- Supply of software
- Maintenance of software
- Mode of licensing where applicable

Suppliers should note that the final contract will make reference to the responder's RFP, and any subsequent correspondence between the supplier and KCIC.

The supplier should also indicate:

- Whether any areas of the contract are not open to negotiation
- Extras not included in the quoted price
- Price limitation provisions
- Period for which prices quoted will hold for maintenance and support services
- Guarantee for no price increase above a certain percentage
- Right of the user to withdraw from the contract if the rate of increase exceeds a certain percentage.
- Protection of KCIC against:
    - Systems not performing as specified
    - Breaking of conditions. E.g., Maintenance call-out times frequently exceed the stated time
    - Quality of service
    - Cost changes
    - Time delays.

6.2 Payment Terms

The payment terms agreed will be those acceptable to KCIC and the supplier. It is likely that the terms will be tied to delivery and acceptance of the system.

7 Timetable

The supplier and KCIC will agree on a timetable for the implementation. The responder should give assurances as to their adherence to this timetable, including a detailed definition of roles and responsibilities, where appropriate.

7.1 Project Duration

The selected firm must work on the above-mentioned scope in accordance with the agreed project timeline. The firm must complete the defined job within the agreed deadline. The contract will last six (6) months.

The project is anticipated to be completed on or before 15th April 2024.

8 Bespoke Work

Should it be necessary for bespoke software to be written, confirmation from the supplier is required that ownership of the bespoke software will be passed to KCIC.

8.1 Source Code

The supplier should state whether KCIC will have direct access to the source code, or whether the code will be lodged with an independent third party, such as the National Computing Centre, under an escrow agreement.

8.2 Details of Other Items of Specification

Responders should provide details of any significant matters which are not covered above provide details of any significant matters which are not covered above

9 Supplier Details

Supplier name	
Address	
Telephone number	
Email	
Completed by	
Date	
How many years has the company existed in its current form?	
Who are the key shareholders/owners?	
Is the company based and registered in Kenya?	

10 Application Software

Provide details for application software to support «Concur User» concurrent users. Also, indicate for each specific requirement described whether the package you are proposing has standard features to meet the requirements outlined. Include any comments that you feel may help KCIC in evaluating your response.

If more than one software package is needed to provide functionality as per the KCIC requirement, please complete the following table.

One software package	Yes/No
Indicate the number of software packages and	

how they will be integrated if more than one is required.	
Integration of packages needed?	Yes/No

10.1 Proposed Application Solutions

	Application Software Requirements	**Proposed Solution** **(Package name, version)**	**Description** **(Software ownership rights, programming language, database)**	**Number of installations in the last two years**
1.	Finance And Grants Management			
2.	Investment Portfolio Management			
3.	Client Relationship Management			
4.	Human Capital Management			
5.	Administration, Logistics and Operations Management			
6.	Knowledge Management			

7.	Partnership And Resource Mobilization Management			
8.	Monitoring And Evaluation Management			
9.	IT helpdesk and incident management system			
10	Other Additional Modules (Provide necessary details)			

Provide the above details for any other application software package contained in the response.

11 Costs and Configuration Details

KCIC requires cost details for «Concur User» concurrent users of the proposed application. The total network users should be assumed to be «Total User» concurrent users.

Please state the structure of the **software licensing policy**, for example, Modular, Server Engine, Per Seat, Transaction based, or Hardware dependent. Indicate the cost implications of moving up into the higher price range.

11.1 Application Software Costs

	Application Modules (Packages)	Initial cost (Kshs.)	Recurring Cost (Kshs.)
1.	Finance and grants		
2.	Investment portfolio management		
3.	Client relationship management		
4.	Human Capital Management		

5.	Administration, logistics and Operations management		
6.	Knowledge management		
7.	Partnership and resource mobilization management		
8.	Monitoring and evaluation management		
9.	Other Additional modules (please list)		
10	IT helpdesk and incident management system		
11.	Any other cost		
	Total		

Provide cost details of any application software modules proposed that are not listed above.

11.2 Other Information Required

11.3 Specialty Functionality

Please highlight any specialty function or features within the solution package that you believe KCIC may benefit from. For example, these may be:

- Seamless integration of the existing mailing system with the proposed packages
- Seamless use of the Internet for communications with suppliers and customers.
- Cloud-based package that doesn't require physical server infrastructure

11.4 Technology and Architecture

For the benefit of KCIC explain in layman's terms the technology and architecture used in the proposed application. For example, if the proposed solution uses client/server technology, monolithic, or micro server architecture, outline where the data processing is carried out, (on the server or PC client) to say, for example, execute an aged debt report.

11.5 Reference Sites

Provide contact details for at least 5 reference sites whom KCIC could contact if required. These sites should be operating a similar configuration to that proposed to KCIC.

Include reference information for similar assignments accomplished in the last two years, as well as signed copies of recommendation letters.

	Company name	Contact Person	Email Address	Telephone Number	Nature of Assignment previously undertaken	Can the User/ Group Chairman be contacted directly?
1.						
2.						
3.						
4.						
5.						

11.6 Implementation

Provide an outline project plan covering the main stages of implementation for the proposed system.

12 General Procurement Conditions

A. CONTRACT AND INTERPRETATION

1. Definitions	1.1 In this procurement, the following terms shall be interpreted as indicated below.
	(a) contract elements (i) "Contract" means the Contract Agreement entered into between KCIC and the Supplier, together with the Contract Documents referred to therein. The Contract Agreement and the Contract Documents shall constitute the Contract, and the term "the Contract" shall in all such documents be construed accordingly. "Contract Agreement" means the agreement entered into between the KCIC and the Supplier using the Form of Contract Agreement. (ii) "Implementation Schedule" means the Implementation Schedule Sub-section of the Technical Requirements. (iii) "Contract Price" means the price or prices defined in the Contract Agreement. (iv) "Bidding Documents" refers to the collection of documents issued by KCIC to instruct and inform potential suppliers of the processes for bidding, selection of the winning bid, and Contract formation, as well as the contractual conditions governing the relationship between the Purchaser and the Supplier.
	(v) "Purchaser" means the person purchasing the Information System, in this case the Kenya Climate Innovation Center. (vi) "Supplier" means the person(s) whose bid to perform the Contract has been accepted by the KCIC and is named as such in the Contract Agreement.
	(b) scope

	(i) "Information System," also called "the System," means all the Information Technologies, Materials, and other Goods to be supplied, installed, integrated, and made operational (exclusive of the Supplier's Equipment), together with the Services to be carried out by the Supplier under the Contract. (ii) "Subsystem" means any subset of the System identified as such in the Contract that may be supplied, installed, tested, and commissioned individually before Commissioning of the entire System. (iii) "Information Technologies" means all information processing and communications-related hardware, Software, supplies, and consumable items that the Supplier is required to supply and install under the Contract. (iv) "Services" means all technical, logistical, management, and any other Services to be provided by the Supplier under the Contract to supply, install, customize, integrate, and make operational the System. Such Services may include, but are not restricted to, activity management and quality assurance, design, development, customization, documentation, transportation, insurance, inspection, expediting, site preparation, installation, integration, training, data migration, Pre-commissioning, Commissioning, maintenance, and technical support. (v) "Software" means that part of the System which are instructions that cause information processing Subsystems to perform in a specific manner or execute specific operations. (vi) "System Software" means Software that provides the operating and management instructions for the underlying hardware and other components. Such System Software includes, but is not restricted to, micro-code embedded in hardware (i.e., "firmware"), operating systems, communications, system and network management, and utility software. (vii) "General-Purpose Software" means Software that supports general-purpose office and software development. Such General-Purpose Software may include, but is not restricted to, word processing, spreadsheet,

	generic database management, and application development software. (viii) "Application Software" means Software formulated to perform specific business or technical functions and interface with the business or technical users of the System. (ix) "Standard Software" means Software identified as such in the Contract Agreement and such other Software as the parties may agree in writing to be Standard Software. (x) "Source Code" means the database structures, dictionaries, definitions, program source files, and any other symbolic representations necessary for the compilation, execution, and subsequent maintenance of the Software (typically, but not exclusively, required for Custom Software).
	(d) activities (i) "Installation" means that the System or a Subsystem as specified in the Contract is ready for Commissioning. (ii) "Pre-commissioning" means the testing, checking, and any other required activity that may be specified in the Technical Requirements that are to be carried out by the Supplier in preparation for Commissioning of the System (iii) "Commissioning" means operation of the System or any Subsystem by the Supplier following Installation, which operation is to be carried out by the Supplier as provided in the contract. (iv) "Operational Acceptance Tests" means the tests specified in the Technical Requirements and Agreed and Finalized Project Plan to be carried out to ascertain whether the System, or a specified Subsystem, is able to attain the functional and performance requirements specified in the Technical (vi) "Operational Acceptance" means the acceptance by the Purchaser of the System (or any Subsystem(s) where the Contract provides for acceptance of the System in parts).

2. Settlement of Disputes	2.1 If any dispute of any kind whatsoever shall arise between the KCIC and the Supplier in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity, or termination, or the operation of the System (whether during the progress of implementation or after its achieving Operational Acceptance and whether before or after the termination, abandonment, or breach of the Contract), the parties shall seek to resolve any such dispute or difference by mutual consultation.

B. SUBJECT MATTER

3. Scope of the System	3.1 Unless otherwise expressly limited in the Technical Requirements, the Supplier's obligations cover the provision of all Information Technologies, Materials and other Goods as well as the performance of all Services required for the design, development, and implementation (including procurement, quality assurance, assembly, associated site preparation, Delivery, Pre-commissioning, Installation, Testing, and Commissioning) of the System, in accordance with the plans, procedures, specifications, drawings, codes, and any other documents specified in the Contract and the Agreed and Finalized Project Plan.
	3.2 The Supplier shall, unless specifically excluded in the Contract, perform all such work and / or supply all such items and Materials not specifically mentioned in the Contract but that can be reasonably inferred from the Contract as being required for attaining Operational Acceptance of the System as if such work and / or items and Materials were expressly mentioned in the Contract
4. Time for Commencement and Operational Acceptance	4.1 The Supplier shall commence work on the System within the period specified in the contract.

5. Supplier's Responsibilities	5.1 The Supplier shall conduct all activities with due care and diligence, in accordance with the Contract and with the skill and care expected of a competent provider of information technologies, information systems, support, maintenance, training, and other related services, or in accordance with best industry practices. In particular, the Supplier shall provide and employ only technical personnel who are skilled and experienced in their respective callings and supervisory staff who are competent to adequately supervise the work at hand.
	5.2 The Supplier shall be responsible for timely provision of all resources, information, and decision making under its control that are necessary to reach a mutually Agreed and Finalized Project Plan.
	5.3 The Supplier shall acquire in its name all permits, approvals, and/or licenses from all local, state, or national government authorities or public service undertakings in the Purchaser's Country that are necessary for the performance of the Contract. 5.4 The Supplier shall comply with all laws in force in the Purchaser's Country. The laws will include all national, provincial, municipal, or other laws that affect the performance of the Contract and are binding upon the Supplier.
	5.5 The Supplier shall, in all dealings with its labor and the labor of its Subcontractors currently employed on or connected with the Contract, pay due regard to all recognized festivals, official holidays, religious or other customs, and all local laws and regulations pertaining to the employment of labor. 5.6 Any Information Technologies or other Goods and Services that will be incorporated in or be required for the System and other supplies shall have their Origin.
6.0. Purchaser's Responsibilities	6.1 The Purchaser shall ensure the accuracy of all information and/or data to be supplied by the Purchaser to the Supplier, except when otherwise expressly stated in the Contract.

	6.2 The Purchaser shall be responsible for timely provision of all resources, information, and decision making under its control that are necessary to reach an Agreed and Finalized Project Plan.

C. PAYMENT

7.0 Contract Price	7.1 The Contract Price shall be as specified in the Contract Agreement.
	7.2 The Contract Price shall be a firm lump sum not subject to any alteration, except: (a) in the event of a Change in the system, (b) in accordance with the price adjustment formula that may be agreed between the contracting parties.
	7.3 The Supplier shall be deemed to have satisfied itself as to the correctness and sufficiency of the Contract Price.
8.0 Terms of Payment	8.1 The Supplier’s request for payment shall be made to the Purchaser in form of an invoice describing, as appropriate, the System or Subsystem(s), Delivered, Pre-commissioned, Installed, and Operationally Accepted.
	8.2 No payment made by the Purchaser herein shall be deemed to constitute acceptance by the Purchaser of the System or any Subsystem(s). 8.3 Payments shall be made promptly by the Purchaser, but in no case later than Thirty (30) days after submission of a valid invoice by the Supplier. 8.4 All payments shall be made in the currency (ies) specified in the Contract Agreement.

D. INTELLECTUAL PROPERTY

9.0. Copyright	9.1 The Intellectual Property Rights in all Standard Software and Standard Materials shall remain vested in the owner of such rights.

	9.2 The Purchaser agrees to restrict use, copying, or duplication of the Standard Software and Standard Materials. 9.3 The Purchaser's contractual rights to use the Standard Software or elements of the Standard Software may not be assigned, licensed, or otherwise transferred voluntarily except in accordance with the relevant license agreement.
10. Software License Agreements	10.1 Except to the extent that the Intellectual Property Rights in the Software vest in the Purchaser, the Supplier hereby grants to the Purchaser license to access and use the Software, including all inventions, designs, and marks embodied in the Software.
	Such license to access and use the Software shall: (a) be: (i) nonexclusive; (ii) fully paid up and irrevocable (iii) valid throughout the territory of the Purchaser's Country (iv) subject to additional restrictions (if any). (b) permit the Software to be: (i) used or copied for use on or with the computer(s) for which it was acquired (if specified in the Technical Requirements and/or the Supplier's bid), plus a backup computer(s) of the same or similar capacity, if the primary is(are) inoperative, and during a reasonable transitional period when use is being transferred between primary and backup; (ii) used or copied for use on or transferred to a replacement computer(s), (and use on the original and replacement computer(s) may be simultaneous during a reasonable transitional period) provided that, if the Technical Requirements and/or the Supplier's bid specifies a class of computer to which the license is restricted and unless the Supplier agrees otherwise in writing, the replacement computer(s) is(are) within that class;

	(iii) if the nature of the System is such as to permit such access, accessed from other computers connected to the primary and/or backup computer(s) by means of a local or wide-area network or similar arrangement, and used on or copied for use on those other computers to the extent necessary to that access; (iv) reproduced for safekeeping or backup purposes; (v) customized, adapted, or combined with other computer software for use by the Purchaser, provided that derivative software incorporating any substantial part of the delivered, restricted Software shall be subject to same restrictions as are set forth in this Contract;
11. Confidential Information	11.1 Except if otherwise specified, the Purchaser and the Supplier ("the Receiving Party") shall each keep confidential and shall not, without the written consent of the other party to this Contract ("the Disclosing Party"), divulge to any third party any documents, data, or other information of a confidential nature ("Confidential Information"):
	(a) furnished directly or indirectly by the Disclosing Party in connection with this Contract; or (b) where the Supplier is the Receiving Party, generated by the Supplier in the course of the performance of its obligations under the Contract and relating to the businesses, finances, suppliers, employees, or other contacts of the Purchaser or the Purchaser's use of the System, whether such information has been furnished or generated prior to, during, or following termination of the Contract ("Confidential Information").
	11.2 The Purchaser shall not, without the Supplier's prior written consent, use any Confidential Information received from the Supplier for any purpose other than the operation, maintenance and further development of the System. Similarly, the Supplier shall not, without the Purchaser's prior written consent, use any Confidential Information received from the Purchaser for any purpose other than those that are required for the performance of the Contract.

E. Supply, Installation, Testing, Commissioning, and Acceptance of the System

F. Guarantees and Liabilities

22. Operational Acceptance Time Guarantee	22.1 The Supplier guarantees that it shall complete the supply, Installation, Commissioning, and achieve Operational Acceptance of the System (or Subsystems, if specified in the Contract) within the time periods specified in the Implementation Schedule in the Technical Requirements Section and/or the Agreed and Finalized Project Plan pursuant.
23. Intellectual Property Rights Warranty	23.1 The Supplier hereby represents and warrants that: (a) the System as supplied, installed, tested, and accepted; (b) use of the System in accordance with the Contract; and (c) copying of the Software and Materials provided to the Purchaser in accordance with the Contract do not and will not infringe any Intellectual Property Rights held by any third party and that it has all necessary rights or at its sole expense shall have secured in writing all transfers of rights and other consents necessary to make the assignments, licenses, and other transfers of Intellectual Property Rights and the warranties set forth in the Contract, and for the Purchaser to own or exercise all Intellectual Property Rights as provided in the Contract. Without limitation, the Supplier shall secure all necessary written agreements, consents, and transfers of rights from its employees and other persons or entities whose services are used for development of the System.

13 General System Requirements

14 Technical Functional Requirements

The technology functional requirements specify the specific capabilities or features that KCIC expects the management information system solution, or technology, to provide in order to meet the needs of its end-users. These specifications form the basis for the design and development process.

These technical functional requirements form the backbone of a standard Information Management System, ensuring that it can effectively handle, process, and secure data within KCIC.

No.	Requirement	Description
1.	**User-Friendly Interface**	Intuitive and user-friendly interface for easy navigation and data input.
2.	**Role-Based Access Control (RBAC)**	Implement role-based access control (RBAC) to restrict system access based on user roles and responsibilities. Enforce strong authentication mechanisms (e.g., passwords, multi-factor authentication) for user authentication. Define policies for account lockouts, password complexity, and expiration in line with KCIC IT policies and procedures.
3.	**Multi-Platform Accessibility**	Accessibility across various devices and operating systems (desktops, laptops, tablets, mobile phones).
4.	**Data management**	Support for capturing various data formats (text, images, videos, etc.). Validation and data cleansing tools to ensure data integrity. Define strategies for data storage, retrieval, and management. This includes choosing appropriate database technologies, data modeling, and implementing data validation and normalization.
5.	**Data Storage and Retrieval**	Robust database structure for efficient storage and retrieval of large volumes of data. Indexing and querying mechanisms for quick data access.
6.	**Data Integration and Interoperability**	Enable seamless integration with other systems and applications within the organization. Support standard data exchange formats (e.g., XML, JSON) and APIs for interoperability. Ensure that the new system can integrate seamlessly with software, databases, and third-party services. This facilitates data flow and communication between different components of the technology ecosystem.
7.	**Data Security and Privacy**	Implement encryption mechanisms to protect data both in transit and at rest. · No personally identifiable information may be exposed within and outside the system without proper authorization as the privacy of the user data must be dealt with utmost priority; · Any attempt to breach the security will be recorded with all the relevant data; · If the system is accessed in a time not defined by the Administrator, e.g in the case of production deployment, all options will be locked and the user will not be able to use the system; · Reports can be retrieved for all audit logs. Ensure compliance with data privacy regulations (e.g., GDPR).

8.	**Application Security**	· User's system-based authentication should be implemented based on the requirements; · The system should be completely secure and guaranteed with the incorporation of industry-standard proven data encryption techniques and methodologies. Those encryption techniques should be audited in a timely manner to detect gaps and updated with the latest patches, to ensure that the mechanisms are fitted with the latest security features; · Configuration and other sensitive system-level artifacts should be securely stored; · The access control security function shall provide a facility for the system administrator to suspend an existing user's access rights for a specified period or indefinitely.
8.	**Data Backup and Recovery**	Provide automated and regular backup procedures to safeguard against data loss. Establish recovery processes to restore the system in case of failures or disasters. Implement measures to handle failures gracefully, such as redundancy, failover mechanisms, and regular backups for disaster recovery
9.	**Data Versioning and Change Tracking**	Enable version control to track changes made to data over time. Maintain a change log to record modifications, including user, time, and nature of changes.
10.	**Search and Retrieval Capabilities**	Offer advanced search functionalities with filters and metadata-driven search options. Enable full-text search capabilities for unstructured data.
11.	**Data Quality and Validation**	Implement data validation rules to ensure accuracy, completeness, and consistency of information. Provide data cleansing tools to correct and standardize inconsistent or erroneous data.
12.	**Scalability and Performance**	Design the system to handle increasing data volumes and user loads without compromising performance. Implement optimization techniques for efficient resource utilization.
13.	**System Monitoring and Reporting**	Set up monitoring tools to track system performance, resource utilization, and potential issues. Generate reports on key performance indicators (KPIs) and system health.
14.	**User Training and Support**	Provide training resources and support for users to effectively utilize and maintain the system.

		Offer documentation and help features within the system for user assistance.
15.	**Integration Capability**	The MIS should be capable of integrating seamlessly with other systems. This means that it should have the necessary APIs and compatibility to share data and functionalities with other software solutions. The database should be capable of integrating with other systems to allow data sharing and synchronization. This would require the design and development of suitable APIs and data transfer protocols.
16.	**Security Patch Management**	Establish a process for the timely installation of security patches and updates to mitigate vulnerabilities.
17.	**Security Logging and Monitoring**	Implement robust logging mechanisms to record security events, including login attempts, system changes, and access to sensitive data. Set up continuous monitoring and alerts for unusual or suspicious activities.
18.	**Security Policies and Procedure**s	Enforce security policies and procedures that align with KCIC IT policies and procedures as well as industry best practices and regulatory requirements.
19.	**Data Backup**	Define automatic system backup schedules for different types of data (e.g., daily, weekly, monthly) Establish data retention policies to ensure compliance with legal and regulatory requirements.
20.	**Collaboration and Sharing**	Tools for collaborative work, document sharing, and version control.
21.	**Audit Trail**	Capture detailed logs of all significant system activities, including user interactions, system changes, and access to sensitive data. **Timestamps and User Identification** Each entry in the audit trail includes timestamps and identifies the user or system component responsible for the activity. **Integrity of Audit Trail** Implement measures to protect the integrity and confidentiality of the audit trail, preventing unauthorized modification or deletion. **Compliance with Regulatory Standards:** Ensure that the audit trail functionality complies with relevant industry-specific or legal requirements.

22.	**Optimization**	Optimize resource utilization to minimize operational costs, including considerations for cloud usage, licensing, and ongoing maintenance Optimize the system's performance to ensure responsiveness, minimize latency, and maximize throughput. This includes optimizing code, database queries, and network communications
23	**Usability**	Design the system to work effectively on different devices and platforms (e.g., desktops, tablets, smartphones, various operating systems). This may involve responsive design or the development of platform-specific applications.
24	**Customization**	Limit customizations to the software to hold down implementation costs, to support standardization of business practices, and to preserve the ability to upgrade to new versions as they are released. Replace the current application systems in all its versions and variations in the most appropriate manner with a proven solution(s) that utilizes current and mainstream technology.
25	**System Hosting Options**	Explore and present feasible and reliable, secure and cost-effective hosting options.
26	**Database Security**	Strong security measures should be implemented to protect the data in the database. This includes encryption, regular backups, and secure access controls.

15 Finance and Grants Accounting

General objective

KCIC seeks a solution that is aimed at providing support to the finance function of Kenya Climate Innovation Center (KICC) and integrating it with other functions of the organization. The system will also address other perceived deficiencies of the existing system, providing an open-source, cross-platform, scalable, and user-friendly accounting management solution.

Core functionality

The following functionality is recognized as being the backbone of the system because by itself it forms, at the most basic level, an accounting and grants management system.

15.1 Finance and Grants System Functional Requirements

Category	Functional Requirement	Description	Report Required	Ranking
General Ledger	Reporting capability	• Allow project tracking and reporting capabilities for multi-year projects and activity-based grants. • Provide for automated monthly and year-end closing entries.	General Ledger with detailed ledger as per chart of accounts	Essential
Global	Undo Functionality	This module provides the general features of a system that will allow the end user to use the system. It provides additional help and support required by users to both operate and troubleshoot the functions of the system. The more integrated this is into the system as a whole, the better. • The system must allow the user to undo any text input made into the system but before being processed. This does not apply to transactions.	N/A	Essential
	Audit trail and control	**A user modification of any account must be logged. This is required for security and traceability.** **Requirements:** • The identification of the of the user who made the change • The date and time of the modification • The name of the account • The modification made • Maintain an audit trail of all financial transactions for accountability and transparency.	A report on the Audit Trail	Essential

		● Implement financial controls to prevent fraud and ensure accuracy		
	Save	The system must continuously save its data, and should not require the user to manually save. If the system crashes or closes unexpectedly, no data must be lost. **Requirements:** 1. The system must perform all save functionality automatically, without user command. 2. All changes in the system must be saved immediately	N/A	Essential
	Multi-Currency Support	This applies to any number that represents a currency Handle transactions in multiple currencies for organizations operating internationally **Requirements:** 1. All numbers that represent a currency amount, must store up to 12 significant figures, fixed at two decimal points.	N/A	Essential
	Copy and paste	**Requirements:** 1. The system must allow all input and reported text and numbers to be copied to the desktop clipboard. 2. The system must allow all valid and compatible encoded text to be pasted in any input field.	N/A	Essential
	Import/Export Function	This allows the user to import data from other software and export data to other software	N/A	Essential
	Backup management	KCIC may wish to store off-site backups of the data from the system. The system must allow the user to export the system data to be stored on a separate disk (Essential)	Back up report	Essential

		2. The system must allow the user to import previously exported backup data (Essential) 3. The system must provide an interface to export the system data as described above (Essential) 4. The system must provide an interface to import system data as described above (Essential) 5. The system must allow periodic exports to be automatically performed (Optional) 6. Backup files should be in readable file format, using plain text and standard compression formats. (Essential)		
	Auto completion	Auto completion enables faster data-entry by anticipating what the user wishes to type and offering to complete the word or phrase automatically. This applies to fields that require restricted input such as customer and debtor names, account names and codes.	N/A	Desirable
Company	Essential company details/Interfac e	The user must be able to view and edit all company details Information specific to the accounting needs of the company needs to be maintained. This includes holding information such as company name, tax rates (if any), financial year end dates, as well as maintaining a 'chart of accounts. The chart of accounts is one of the most fundamental aspects of any accounting system, listing and categorizing all the accounts in the general ledger. Different types of businesses have different needs, in terms of accounts, and it is important to properly customize the 'chart of accounts'.	Company details report	Essential
Chart of Accounts	Account Type	Every account must be one of the following types 1. Current Asset 2. Non-Current Asset	Chart of Accounts	Essential

		3. Current Liability 4. Non-Current Liability 5. Revenue 6. Expense 7. Proprietorship		
	Create new account	Create new account	List new accounts created during specified period	Essential
	Account reporting structure	At least 4 levels, namely: 1. Account Type-e.g., Assets, liabilities 2. Account category-Accounts payable, Receivables, Donor's income 3. Expenses classification by Cost center/thematic area/ Delivery area 4. Expense classification by expense type e.g., office rent, training, international travel, Local travel 5. Income by Donor, Project or Events	N/A	Essential
	Account numbers	1. The system must accept any positive integer for an account number, ranging from zero (0) to at least one million (1,000,000). 2. All account numbers must be unique.	N/A	Essential
Supplier &Creditors list	Import supplier list	This module handles transactions relating to cash purchases and credit purchases. As with the Customers module, the system will also provide functionality to simplify and enhance the process of recording creditor transactions. The system must have the ability to; ● To import the supplier's list from existing system	Supplier's list	Desirable

		● The system must maintain a list of creditors and provide functionality to create, update, delete and view the list.		
General Journal	Transactions	The General Journal provides the connection between physical financial transactions and an accounting system. All financial transactions are recorded into their relevant accounts via the general journal. In fact, with both a General Ledger and a General Journal, we have the most basic accounting system, with an ability to record all the transactions of the business. 1. The system must allow a set of at least 2 entries to be entered, and marked as a single transaction. 2. If a transaction leads to a difference in the sum of credits and debits, the system must reject the transaction and rollback the accounts to their state before the transaction took place. 3. Each transaction must have a transaction ID 4. All entries within a transaction must have the same transaction ID. 5. The date of the transaction must be recorded 6. Must allow the user to enter a description for the transaction 7. The type of tax applicable (if any).	General Journal report by journal numbers and dates	Essential
	General Journal Interface	- The system must provide an interface for allowing the user to manually enter transactions	N/A	Essential
Bill	Bill Functionality	To record cash and credit purchases	N/A	Essential

Banking	Banks	The accounting system needs to manage cash-flows, and a separate interface much like the creditor and debtors will be required. This module will also allow the user to complete bank reconciliations. - The system must allow for the creation of numerous bank accounts. - The system must also store the date the user last completed bank reconciliation and the closing balance of the bank account at the time. In addition to the attributes of a regular account, a bank account stores: 1. Institution 2. Bank's account number 3. IBAN 4. Account limits 5. Account type (credit, cheque, savings, trust) 6. Comments 7. Closed flag(if a bank account has been closed and is not active) 8. Date of last reconciliation or no date if never reconciled 9. Closing balance of the account at last reconciliation	Cash book, deposits list, payments list	Essential
Staff accounts	Staff/Travel Advances	The system should be able to perform aging analysis on the outstanding/unretired advances and generate a report on the same.	Ageing analysis report	Essential
	Institution details	The system must allow the institutional details to be shared for multiple accounts. This prevents the user from having to enter the details of an institution more than once.	N/A	Essential

	List of bank accounts functionality	The system must be able to produce a list of bank accounts, orderable by: 1. Account number 2. Account name 3. Account balance 4. Institution 5. Account type (credit, cheque, savings, trust)	Bank account details	Essential
	List of transactions	The system needs to show a list of transactions for a given bank account, which may be useful for reconciling with a statement from an institution. **Requirements:** The following needs to be displayed for each transaction: 10. Date 11. Corresponding transaction account (in double entry accounting) 12. Amount of transaction, shown in a column appropriate to the nature of the transaction: that is, either credit or debit 13. Any taxes appropriate to each transaction. 14. Running balance	Transactions list	Desirable
	Bank reconciliation	A bank reconciliation statement allows the user to reconcile all of the transactions in a bank account according to his/her record with the bank Statement provided by the banking institution. **Requirements:** The system must provide a bank reconciliation report.	Bank Reconciliation Statement	Essential

	Funds Reconciliation	A funds reconciliation statement allows the user to reconcile all of the MONETARY transactions in a bank account according to his/her record with the utilization of funds. **Requirements:** The system must provide a funds reconciliation report.	Funds reconciliation report	Essential
Reporting	Provide Standard Financial Statements, Cost Center Expense Reports, Revenue Reports, Account Detail Report, Trial Balance etc.	• Ability to provide real time reporting and inquiry. • Ability to report for any selected time period (monthly, quarterly, multi-year, prior year, etc.) • Ability to report to screen, to printer or to file. • Comprehensive Ad-Hoc Report Writer • Ability to create comprehensive financial reports by management and funding sources at grant and contract, activity and entity-wide levels Multiple • Multiple grants and contracts with different grant years are accounted for within the overall system • Extract data and move it to personal computer software applications for further analysis and reporting (Word, Excel, etc.).	Standard Financial statements (Balance Sheet, Income &Expenditure report, Trial Balance, Cash flow statement)	Essential
Asset Register	Asset register	• Record all assets by name, category, purchased date, value, depreciation, disposal • Have the ability to provide for automatic calculation of depreciation and posting of entries to the General Ledger • Have the ability to selectively post depreciation based on asset category, account, status, or another field. • Have the option to depreciate on a variety of methods (straight line, sum of years digits, double declining balance, etc.)	Asset Register	Essential

		• Provide for depreciation comparisons, such as Last Year Amount, Year to Date Amount, Last Depreciation Amount, etc.) • Have the ability to provide the option of having depreciation data updating the General Ledger or being stored in Fixed Assets for information purposes only. • Allow the assignment of fixed asset numbers based on a ‘seed’ number so that numbers will not be skipped or duplicated • Provide sufficient location information fields, such as building, department, room, room description, address, phone • Track information related to the purchase, such as contract number, purchase order number, bid number, check number, invoice info, vendor, GL account • Allow for tracking multiple funding sources related to one asset • Allow for tracking multiple/split expense accounts related to the purchase of one asset		
POC Grant Administration	Management of grant contracts, disbursement of funds, expenditure accounting	• Ability to distribute grant applications electronically to review board. • Ability to compare current costs to budgeted costs. • Ability to establish and adjust budgets for each grant or project. • Ability to re-open previously closed grants. • Ability to allow authorized managers to access, inquire report and reconcile status of grants and all other funding sources	POC applications, contracts awarded, disbursement and expenditure report	Essential

		● Ability to flag expenditures, encumbrances, and commitments based on user-defined criteria (e.g., match exhausted, 90% expended, etc.) ● Ability to transfer expenditures amount between phases. ● Ability to record expenditure by phase. ● Ability to identify each phase by a unique user-defined ID number. ● Ability to transfer excess phase/project funds back to overall grant. ● Ability to capture eligible and ineligible cost ● Manage grant applications and awards. ● Track grant budgets, expenses, and outcomes. ● Generate reports for grantors and internal reporting.		
	Donor Management	● Manage grant applications and awards. ● Track grant budgets, expenses, and outcomes. ● Generate reports for grantors and internal reporting.		
	Compliance and Reporting	● Ensure compliance with legal and regulatory requirements. ● Generate reports for audits, tax filings, and other compliance needs		
	Income and Revenue Tracking	● Record and track all sources of income, including donations, grants, and earned revenue. ● Classify income by type and source.		
		● Create detailed budgets for each grant, including		

	Grant Budgeting and Allocation	planned expenses, revenue, and outcomes. ● Allocate expenses to specific grants and programs.		
	Compliance and Reporting	● Ensure compliance with grant requirements and reporting standards. ● Generate accurate and timely financial reports for grantors and stakeholders		
	Security and Data Privacy:	● Ensure that sensitive data is protected and in compliance with data privacy laws. ● Implement access controls to limit who can view and edit specific information.		
	Scalability and Integration:	● Ensure that the ERP system can scale with the growth of the organization. ● Integrate with other tools and systems used by the non-profit, such as CRM (Customer Relationship Management) software, email marketing platforms, etc.		
	User-Friendly Interface:	● Ensure that the ERP system is intuitive and easy to navigate for all users, regardless of their technical proficiency.		
	User Permissions and Access Control	● Implement role-based access control to ensure that only authorized personnel have access to sensitive financial information		
	Training and Support	● Provide training for staff members to effectively use the Finance and Grants System. ● Offer ongoing technical support for troubleshooting and addressing any system-related issues.		

	Travel reimbursements	Provide for automated platform form for travel reimbursements during field exercises for clients	Generate list of participants/attendance through biometric or system integration	
	Data Security and Privacy	● Ensure that sensitive financial and grant-related data is protected and in compliance with data privacy laws		
	Scalability and Flexibility	● Ensure that the system can scale as the organization grows and adapts to changing needs and requirements.		
	Tax	This module maintains the tax tables and allows the user to complete Business Activity Statements.		
Customers		This module will handle transactions relating to cash sales and credit sales. The module should maintain a separate account for each new debtor. In KCIC case the module needs to capture payments made as advances until they are accounted such amount paid as daily subsistence allowance (DSA) on travel, cash float to make purchases to be accounted, salaries advance among other advance payments. Financial transactions relevant to each debtor are recorded into their separate account. This provides for more detailed information analysis, than if only a generic 'debtor account' is maintained. Additionally, the system recognizes that every transaction with a debtor generates certain documentation such as		

		quotations and invoices. The proposed system will standardize the process by generating the required documentation and then cross reference these documents to a particular transaction. This allows for a seamless process to trace any financial transaction from beginning-to-end and vise-versa. Finally, a summary of all debtor transactions needs to be visible for a high-level view		
	Other Core Functionalities	To increase the speed, efficiency and accuracy of recording common transactions, an accounting system will provide other interfaces to the General Ledger than simply the General Journal. These interfaces provide much customized functionality for common tasks.		

16 Procurement System Functional Requirements

An effective procurement solution should be able to have the following functions:

The system should help the organization to:

- Purchase goods and services in a timely manner and be in a position to identify reasons for any delays.
- Manage the procurement process without inefficiencies and within budgets and plans.
- Keep and manage supplier records and be in a position to manage the relationship. Track progress and update on progress.
- Reduce the need for physical paper work and unnecessary movements as much as possible.
- Be in a position to track payments from the point of need identification through the process of purchase without any difficulties.
- Maintain a proper and updated audit trail for all purchases in the office.
- Generation of reports as when required with all the relevant information well captured.

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- Manage the procurement process without inefficiencies and within budgets and plans.
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- Be in a position to track payments from the point of need identification through the process of purchase without any difficulties.
- Maintain a proper and updated audit trail for all purchases in the office.
- Generation of reports as when required with all the relevant information well captured.

Need Identification

Departments to raise their needs at the beginning of the financial year- **System to have template for this**.
Online purchase requisitions which are accessible to all departments-All **staff to have access to purchase requisition forms**
Online approvals by the departmental heads- **Department heads to have authorization codes for approvals**
Procurement department to have access to procurement needs and budgets-**All staff to have shared budgets**.

Procurement Plan

Procurement department to access all other departmental plans- **Procurement office to have password to allow for viewing of all plans**.
Integration and development of one master procurement plan**-System to generate one master plan based on the departmental plans**
Online approval of the procurement plan**.-Finance manager and CEO to have access to the master plan and authorize electronically**

Purchasing

Departments to be able to raise itemized purchase requisitions online. Items should be on the procurement plan for automatic upload**. Items not in the procurement plan should be rejected.**
System to allow for approval of the requisition forms**. Electronic authorization to be embedded in the system**
System to have a queuing method for submitted requisitions and status. **Procurement officer to update data where necessary**

Service Provider selection

Shortlisting: The system should assist in shortlisting of bidders in a specified criterion. In case of call for prequalification of suppliers**, system should have a system of sorting and shortlisting the bidders.**
E-generated RFQ's to prequalified suppliers if item amount is less than Ksh.30,000. For amount above this, **bid documents should be available on the platform. System should be able to sort the requisitions into categories.**
Selection and contracting: **Platform should allow for sharing of evaluation score data with all the committee members**
Procurement reports: **The system should automatically generate procurement reports based on the input data from the evaluation committee.** Allow report to be viewed by the Finance head and the CEO.
System should have a database for all shortlisted suppliers and categorized per class of goods or services.

Contracting

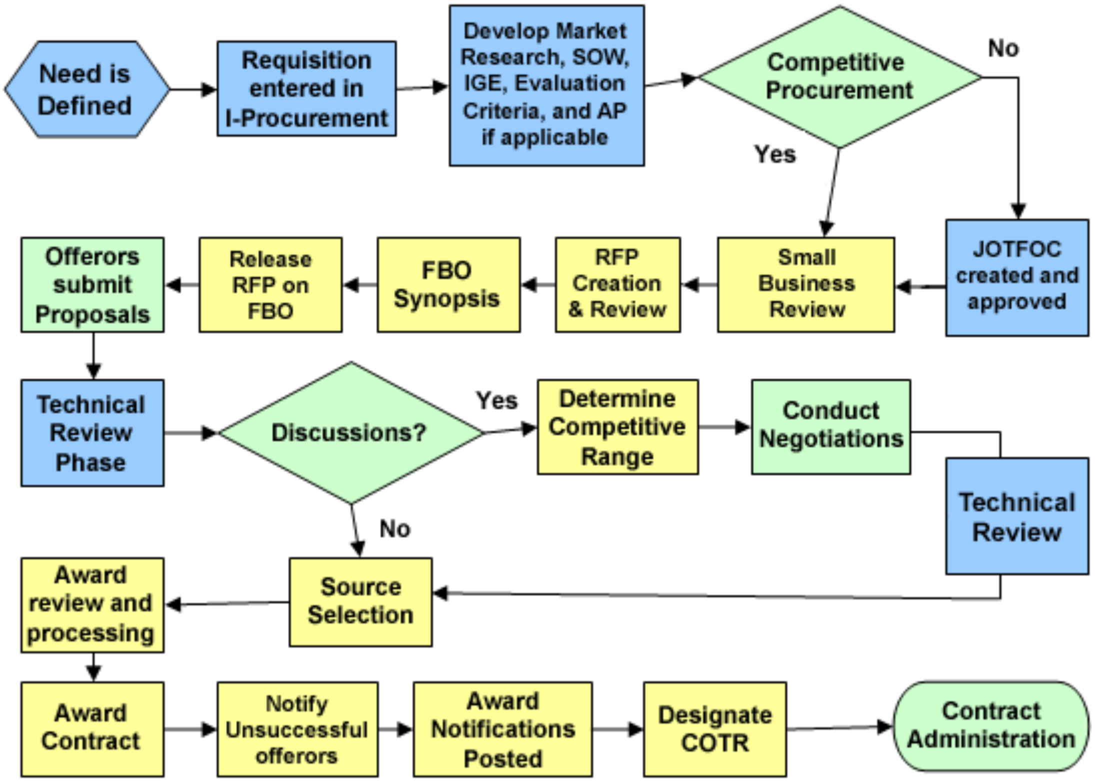
The ERP software should be able to **generate PO's and queue them**.
Online approval of the LPOs by the authorized staff.
Platform should have a way of **tracking of signatures in the approval process**
Online filing of contracts-Contracts should be filed in the system and only accessible to the finance and procurement department.

Contract management

Online access of contract progress shared with the user department. Progress reports should be filed electronically and accessible to the relevant departments.
Online authorizations to pay progress payments.
Goods should be checked in online and linked to the administration systemize inventory records should be automatically uploaded on signing of delivery notes and proper data entry into the system

Reports

The system should be in a position to generate reports on a need basis. The reports should have the following information clearly outlined: Items purchased within a given financial year, purchases against budgets and procurement plans, procurement processes and shortlisting criteria, procurement evaluation committee findings.
Automatic update of purchase tracker to show progress of various purchases


Need is Defined
Requisition entered in I-Procurement
Develop Market Research, SOW, IGE, Evaluation Criteria, and AP if applicable
Competitive Procurement
No
Yes
JOTFOC created and approved
Small Business Review
RFP Creation & Review
FBO Synopsis
Release RFP on FBO
Offerors submit Proposals
Technical Review Phase
Discussions?
Yes
Determine Competitive Range
Conduct Negotiations
Technical Review
No
Source Selection
Award review and processing
Award Contract
Notify Unsuccessful offerors
Award Notifications Posted
Designate COTR
Contract Administration

16.1

System Requirements to Support the Purchasing Functions

Functional Requirement	Description	Ranking
Purchasing-General	• Ability to allow departments to view a complete audit trail for requisitions, open purchase orders, invoice payments and other related information.	Essential
	• Ability to generate bid tabulations and store bid price and quantify bid data for historic comparison purpose.	Essential
	• Ability for the system to perform budget checking during requisition	Essential
	Ability to track and manage contracts from initiation to completion (e.g., update progress of bids/RFPs, bid process, track start date and completion date of projects) • System should provide checks for duplicate orders/payments/invoices	Essential
	• Prevent AP the ability to pay on an invoice if receiving has not taken place. • System should provide checks for duplicate orders/payments/invoices	Essential
	• Utilize electronic workflow to process, track, edit, review, or approve invoices/vouchers. If disapproved, provide reason code why.	Essential
	• Prevent the ability to assign a purchase order number until the purchase requisition has been approved.	Essential

	• System should display an error message when an inactive or erroneously cost center, account number, vendor ID or any other required field is entered.	Essential
	• Ability to design customized "Request for Quote", purchase request and purchase order forms	Essential
	• Ability to reconcile purchase order totals to encumbrance totals	Essential
	• Multiple data retrieval ability by vendor name, invoice number, amount, month, year, purchase order number, commodity and account code with a user-friendly search feature.	Essential
	• Ability to enable departments to perform online inquiry to check the status of quotes, requisitions and purchase orders	Essential
	• Ability to automatically flag a fixed asset request when the purchase request is created.	Essential
	• The purchasing module should interface with general ledger, accounts payable, encumbrance, inventory, project ledger, fixed assets, and grant administration.	Essential
	• Ability to maintain master vendor files, including vendor information and types of commodity/service they can bid on.	Essential
	• Prevent receipt of goods or services until purchase orders have been completed and printed by the Purchasing Department	Essential

17 Access to Finance System Functional Requirements

Access to finance Workflow

Pipeline Development

- Profile justification and reviews proposed for financing.
- Review and preparation of investment documents which include POCAIR, Matching Grant Investment Document and Repayable Grant Investment Memos
- Contracting of approved cases by the Board of Board Investment Committee.

Disbursement Review and Structuring

- Review of disbursement documents in conjuction with Team at the Central Hub and Business Incubation Hubs
- Follow up on disbursement and implemenation of disbursed Funds.
- Review of Contracts and development of addendums where necessary.

Portfolio Management

- Monitoring and Evaluation of disbursed funds to ensure prompt accounting of funds to ensure full utilization of funds compared to approvals
- Repayments follow up and development of Loan documents for clients under RBF and Repayable Grants.
- Technical asssitance facilitation for financed clients inclusive of compliance, business needs and strategic documents development
- Structuring and Restructuring of Loan Portfolio in line with business operations and business analysis

KCIC Funding process flow

Application

Enterpreneur Submits an application for consideration for financing under Straight line POC, Matching Grant or Repayable Grant

Evaluation/Reveiw

Evaluation against the Financing criteria for the different forms of financing	Review by Internal Investment Committee; Regional Investment Analyst, Investment Manager, Program manager, Director ESI

Decsion Rule

If the application is Successful the application proceeds for review at the Board Stage	If the application is not successful a decline letter is sent to the client through the Client Lead.

Board Stage

Development of Board Investment Documents for Approval by the Board Investment Committee.

Contracting

All Casess Approved for financing, contracting process begins; this is includes, feedback letters, Acceptance letters and Contracts.

Disbursement

Client Submits Conditoonal Precedence Documents	Submission of Disbursement Request for approval.	Disbursement of Funds upon achieveing all requirements

Monitoring and Evaluation

Implemantation of the project against the set milestones	Accounting of Funds	Repayament Follow Ups where necessary	Impact Assessment

No.	Functional Requirement	Description	Report Required
1.	**Account Management**	Allow users to create and manage multiple investment accounts this include; Creation of **Client investment profiles:** which include uploading due diligence reports, conditional precedence documents and investment documents **Disbursement Follows;** Develop a disbursement request for approval and track progress, this should be able to prompt for a monitoring report in case it is a tranche 2 request. Provide notifications to the team upon disbursement of funds. **Monitoring and Evaluation;** Upload reports and accounting documents for any of the disbursed funds	Funds Utilization Reports Grant Funding Aging Schedule Client Report on Repayments.
2.	**Deal / Pipeline Intake**	The system allows the submission of requests for investment.	
		The system allows companies to sign up and apply online. Application includes provision of content and uploading of relevant supporting documents e.g., company registration documents, pitch documents, strategic documents and Financials. Pitch Videos if necessary.	
		The system should show the applicants the stage of the application.	
		The system should have the functionality to manage applications using web-accessible customized forms on need basis for use externally to collect information.	
		The systems should enable customization/modification of KCIC templates such as the Project Proposals by either KCIC or the provider.	

		Companies should not be able to edit documents once submitted. They should be only able to revise/edit once the reviewer sends back	
		The system should enable the tracking of meetings held with the company during the deal sourcing process	
3.	**Deal Review and Selection**	The systems should enable the automatic selection by the system based on the criteria set (where all basic parameters should be met),	
		The system should enable Investment Manager to send feedback following review of the Investment Summary Proposal	
		For companies moving to the next stage i.e., POCAIR's, or IM's, The system should be able to generate the relevant templates based on the form of financing.	
		The system has functionality to support review of documents on the system, with scoring and comments captured for the various users and subsequently generate a report that can be assessed by the investment team and the investment committee members.	
		The system has functionality for financial statement analysis	
		The system should enable a group of people to view a batch of applications in a meeting so that they can come to a joint recommendation. The recommendations from all previous recommendation stages must be visible for each application	
		Internal Investment committee should receive an email notification when documents are sent for their review	
		The system should be able to reference documents in the inbuilt document repository as well as those attached via links to external sources e.g., network shares, cloud storage locations	

		System should clearly show documents related to the different steps of the evaluation process	
4.	**Invest**	The system should show the companies approved for investment	
		The system should enable upload of deal documents including term sheet, investment agreements and minutes of the Investment meetings	
		Every reviewer should be able to revert the process to earlier touchpoints with provision for comments and direct reroute option for non-material changes, and different routing conditions for different amendments	
		The system should send automatic reminders to the companies on the due date and should show age analysis among other parameters.	
		Project timeline as well as disbursement timeline to be generated and systematically tracked and monitored	
		The system needs to be integrated into the core ERP financial system which can handle other financial functions e.g., repayments and accounting	
		The system should have a function to set the maximum limits e.g., maximum investment value for each project	
		The systems should enable users to track and update information linked to Finance e.g., disbursements, repayments, facility fees etc.	
		All funding should be tracked, for example, by the budget allocated, amount approved, amount paid, unallocated, etc.	
		The System should enable users to see the funding instruments for each company and each payment (e.g., PoC, Repayable Grants and Matching Grants)	

		The system should be able to set the payment authorization level and process (e.g., multiple levels of reviews separated from the preparer) and see when and who prepared and approved the payment for the approved payment or disbursement	
		The system should support multiple currencies	
		The systems should be able to download and print at all stages of the payment process as an excel and a pdf format	
		The system should be able to allow the investment team to create a 100 - day work plan post investment that can be easily implemented and accessed.	
5.	**Monitoring, Evaluation and Reporting**	KCIC should be able to create a reporting form that companies can log in and complete as well as submit other supplementary files	
		The system should allow the users to save reports and also make small updates to standard reports	
		The reporting should allow KCIC to identify the total number of reports received and the status of review of the reports	
		Each client has a different timeline. Users should be able to insert expected reporting dates in accordance with the project term sheet. All dates should be tracked and linked to alert system sending email alerts.	
		Specific, defined reporting data should be easily converted to pie charts, bar graphs, spreadsheets, tables and be exportable to common analysis tools	
		The system should enable an interface for feedback between KCIC and the companies concerning the submission of the reports	
		The system should enable visualization of indicator progress towards defined targets/milestones set in a dashboard	

		The system should enable the intake of documents that can be uploaded and tagged by company as necessary (for example "evaluation report")	
		Companies should not be able to edit documents once submitted. They should be only able to revise/edit once the reviewer sends back	
		The systems should make the reporting function only available to selected users	
		The system should allow the tracking of a company's payment schedule and performance. Should be able to generate the historical data (e.g., all payments made from each client for the last 30, 90, 180 days, etc.) as well as the aging analysis (e.g., all or a certain outstanding payment to a certain project due within next 30, 90, 180 days)	
		The system should be able to generate Repayable schedules for clients, with the option of Monthly or Quarterly. The system should also be able to develop a report on accrued interest for Loan clients on a quarterly basis.	
		The system should be able to produce portfolio performance reports that can be accessed at the dashboard by Access to Finance Team.	
		The system should support creation of technical assistance work plan and or GAP analysis on a need basis to facilitate its implementation and progress tracking	
		The Platform should be able to generate a client statement Quarterly and automatically prompt the Investment manager to review and share with the clients.	
6.	**Dashboards**	Board Members and Advisors should be able to see Funding Proposals that have been assigned to them. They will not be required to see all the internal	

		review processes. They should only be able to see the documents assigned to them	
		When a user's click the project name or ID, the system should lead them to the project summary page where it outlines brief summary of the project	
		Users, there should be filter & search functions	
		The systems should enable to generate specific dashboards for the various classes of users e.g., administrator, Investment Analyst, Manager, CEO, , Board etc.	
		Companies should be able to see lists of their Investment Proposal Summary and reports when they log in – this includes submitted and work in progress documents	
7.	**Emails and notifications**	Email notification content should contain a link to the document, ID, the project name and the task to be conducted	
		The solution should allow seamless integration with KCIC email server and automatically store all communications related to the company with the subject containing specific Identification.	
		Company should be able to receive email notifications whenever reviewers send back the forms and send messages	
		Users should receive email notifications whenever reviewers make comments on reviewed documents and send messages	
		Board/advisors should receive an email notification when document is sent for their review	
		Key process steps to have deadlines and the user is warned/alerted	

8.	**Portfolio Creation and Tracking**	Enable users to create and track multiple investment portfolios	
9.	**Real-Time Data Feeds**	Integrate with financial data providers to provide real-time updates on sector trends, policy changes and compliance notifications.	
10.	**Performance Analysis**	Calculate and display the performance of portfolios, and overall investments over different time periods	
11.	**Risk Assessment and Management**	Offer risk assessment tools to evaluate the risk associated with different portfolios, allowing users to make informed decisions.	
12.	**Goal Setting and Tracking**	Allow users to set financial goals (Performing & Non performing Loans and repayable grants) and track progress toward achieving them	
13.	**Transaction Management**	Facilitate the recording and categorization of disbursements depending delayed implementation compared to the target deadlines	
14.	**Historical Data and Reporting**	Store historical investment data for analysis and generate comprehensive reports on portfolio performance per thematic area, value chain or sector based on the region.	
15.	**Security and Data Privacy**	Implement robust security measures to protect sensitive financial information in compliance with privacy regulations	
16.	**Compliance with Investment Regulations**	Ensure that the tool adheres to relevant investment regulations and complies with industry standards.	

17.	**Multi-Currency Support**	Allow users to manage investments in multiple currencies, with support for currency conversion and exchange rates	
18.	**Audit Trail**	**User Activity Logging:** Record details of all user activities within the tool, including logins, logouts, and specific actions taken (e.g., trades, and account modifications). **Date and Time Stamps:** Capture accurate date and time information for each action to establish a chronological order of events. **User Identification:** Associate each action with a specific user or system account, providing clarity on who performed the action. **Action Descriptions:** Provide clear and concise descriptions of the actions taken, including what was modified, created, or deleted. **Affected Data:** Specify the specific data or records that were involved in each action, such as securities traded, portfolio changes, or account details. **Transaction Details:** Include information on transactions, such disbursement and repayments. **Audit Trail Search and Retrieval:** Allow users to search and retrieve audit trail records based on various criteria (e.g., user, date, action type).	

		Export and Reporting: Provide the capability to export audit trail data in various formats (e.g., CSV, PDF) for compliance reporting and analysis. **Data Retention and Archival:** Define a policy for retaining audit trail data to meet regulatory requirements, and implement archival processes for long-term storage. **Access Controls for Audit Trail:** Implement access controls to ensure that only authorized personnel can view or manage audit trail records. **System Alerts and Notifications:** Send alerts or notifications to designated administrators or compliance officers for specific types of events or suspicious activities. **Integration with Compliance Systems:** Integrate with broader compliance systems or risk management platforms to enhance monitoring and reporting capabilities. **Anomaly Detection:** Implement mechanisms to detect unusual or suspicious activities that may require further investigation. **Data Privacy and Security:** Ensure that sensitive audit trail data is handled and stored securely and that it complies with data privacy regulations. **Compliance Reporting:** Generate reports to demonstrate compliance with relevant industry regulations and internal policies.	

		Authentication and Authorization Logs: Record details of user logins, including successful and failed attempts, to track access to the system. **Record Integrity Verification:** Implement measures to ensure the integrity and non-repudiation of audit trail records. **Audit Trail Review and Analysis Tools:** Provide tools for compliance officers and auditors to efficiently review and analyze audit trail records. **Cost Basis and Tax Reporting:** Include information on cost-basis calculations, tax implications of transactions, and reporting related to tax compliance. **Scalability and Performance Optimization:** Ensure that the audit trail component can handle a growing volume of data and maintain performance	
19.	**Securing and Access control**	**User Authentication and Authorization:** Require strong, multi-factor authentication for user access. Implement role-based access controls (RBAC) to restrict access based on user roles and responsibilities. **Encryption:** Use robust encryption protocols (e.g., SSL/TLS) to secure data transmission over networks. Implement encryption for data at rest to protect stored information.	

		Secure Data Storage: Utilize secure databases and storage systems to protect sensitive financial data. Implement access controls and encryption for stored data. **Secure APIs and Integrations:** Ensure that APIs and integrations used to connect with external systems are secured through authentication and encryption. **Secure Development Practices:** Follow secure coding practices to mitigate vulnerabilities and prevent common security issues. Conduct regular security code reviews and testing. **Security Logging and Monitoring:** Maintain detailed logs of all system activities, including user actions, login attempts, and system events. **Data Backup and Recovery:** Establish regular backup procedures to ensure data can be recovered in case of accidental deletion, corruption, or cyberattacks. **Regulatory Compliance:** Ensure compliance with relevant financial regulations and industry standards **Data Privacy and GDPR Compliance:** Comply with data privacy regulations such as GDPR, including providing mechanisms for data access, portability, and deletion. **Access Revocation:** Have mechanisms in place to promptly revoke access for users who no longer require it (e.g., terminated employees).	

		Change Management and Version Control: Implement a change management process to track and approve system changes, ensuring they do not introduce security vulnerabilities.	
20	**User Interface**	The end-user interfaces could be web interface or Graphic User Interface (GUI) based. The Implementor should account for access from remote locations with weak internet connections. Portfolio Management Solution user interactions should as well be feasible via mobile devices running on Android, Apple iOS, and Windows. Wherever possible, data should be available for entry from a drop-down list. There should be field-level validation of the data being entered. In case of an error in data type, the error message should be customized to KCIC specification. It should be possible for the system administrator to restrict certain values for entry to specific users. It should also be possible for the users to retrieve data entered incorrectly and change the same subject to defined security procedure.	
21.	**Single Point Data Entry Guidelines**	The system should be capable of reusing the data once captured, to ensure the integrity of data. The system should be able to automatically capture data from other retained legacy/process control systems through integration. There should be a single set of data which once created should be available for use by all users, thereby eliminating the need for multiple data entries and ensuring data consistency across the system. This applies not only to the	

		transaction-level data but also to all master data, which may be shared across functions.	
22.	**Centralized / Common Master Data Guidelines**	The solution envisaged by KCIC assumes a centralized master data repository to be shared by all the units based on their requirements. A centralized/Common master data repository means that there would be only one set of master data across the organization capable of maintenance from any or all units with a centralized approval workflow. The master will have data common to all units as well as data specific to a unit. d. While managing data, the system must provide adequate control and security for addition, modification, deletion, and validity. The values will be assigned to individual units based on their requirements.	

No.	Requirement	Description	Reports Required
1.	**User access and control**	The system should support multiple user roles (e.g., admin, manager, staff) with varying levels of access and permissions. Data encryption and secure communication protocols.	Report of all logins
2.	**Trip Management**	Create, edit, and delete trip details including destinations, dates, and purpose. Assign staff members to specific trips and manage their schedules.	Capture on booked trips and notification on cancellations
3.	**Document Management**	Securely store and manage important documents like permits, licenses, and insurance certificates, log books Etc.	Update tracker on the proper documentation per hub
4.	**Communication Tools**	Built-in messaging system for staff communication regarding trips, schedules, and any other operational matters.	Prompt Notification
5.	**Dashboard and Reporting**	An intuitive dashboard providing an overview of key operational metrics, such as active trips, pending approvals, and fleet status.	Prompt Notifications
6.	**Trip Booking**	Allow staff to request trips, specifying details like date, destination, purpose, and number of passengers.	-Report on number of trips per staff and purpose - Activity report
7.	**Approval Workflow**	Implement a workflow for trip approvals, including routing for manager approval.	Managers should get Notification of Approvals on time.

8.	**Travel Itinerary**	Provide a clear itinerary for approved trips, including pick-up/drop-off times and locations.	Prompt Notifications
9.	**Notification System**	Notify staff of trip approvals, changes, or cancellations via email, SMS, or in-app notifications.	Prompt Notification both through emails and SMS to both user and the driver to avoid inconveniences that might arise.
10.	**Real-time Tracking**	Allow tracking of in-progress trips for safety and logistical purposes.	In-app to update on safety and logistics
Fleet management			
11.	**Vehicle Information**	Maintain a database of all vehicles, including make, model, year, registration details, and capacity.	Report on vehicle specifications
12.	**Maintenance, Diagnosis and Inspection**	Schedule and track regular maintenance and inspections for each vehicle. Vehicle health monitoring (engine status, battery, etc.). Maintenance scheduling and reminders.	Report on update status for regular service and maintenance
13.	**Vehicle Allocation**	Assign vehicles to specific trips based on availability, capacity, and requirements.	Date and route used.
14.	**Fuel management and Mileage Tracking**	Record and monitor fuel consumption and mileage for each vehicle. Fuel consumption monitoring and reporting. Fuel card integration for purchasing and tracking fuel expenses. Alerts for abnormal fuel consumption patterns.	Fuel utilization report Monthly Fuel consumption analysis.
15.	**Safety and**	Ensure that all vehicles meet safety and compliance standards,	Date of expiry of RSL, Drivers

	Compliance	and provide a mechanism to track and address any issues.	licenses, Inspection dates and fuel Management System.
16.	**Driver Information**	Maintain a database of drivers, including licenses, certifications, and contact information.	Information on drivers' employment dates, contract expiry and validity of their driving licenses.
17.	**Expense Management**	Track and approve/reject expense reports related to travel and operations. Generate reports for budgeting and auditing purposes.	Expense reports on travel operations Capture concept notes for each trip
18.	**Integration and Scalability**	Ability to integrate with other business systems (e.g., ERP, CRM). Scalability to accommodate a growing fleet.	
19.	Mobile Accessibility	Support for mobile devices to allow access on the go. Mobile app for drivers to receive instructions, report issues, etc.	Prompts Notifications
20.	**Customer Support and Training**	Access to a support system for troubleshooting and assistance. Training resources and documentation for users	Report on mechanical difficulties and action taken
21.	**Cost Management**	Cost tracking for vehicle operations, maintenance, fuel, etc. Tools for budgeting and cost optimization. User Interface and User Experience (UI/UX): Intuitive and user-friendly interface for easy navigation. Customizable dashboard for each user role.	Utilization report on each vehicle

Stationary Inventory			
22.	**Item Entry and Categorization**	Users should be able to add new items to the inventory. Items should be categorized (e.g., office supplies, printer toner, paper) for easy search and retrieval.	Tracker for office supplies, stationary printer toners and cartridges
23.	**Item Details**	Users should be able to view details of each item, including its name, description, unit price, quantity on hand, reorder point, supplier information, etc.	Records on item specifications
24.	**Inventory Tracking and Monitoring**	The system should track the dates that items come in The system should track item quantities in real-time. It should provide alerts when an item's quantity falls below a specified reorder point	Report should capture the dates, items and quantities
25.	**Supplier Management**	Users should be able to add, edit, and delete supplier information. Each supplier entry should include details like name, contact information, lead time, etc.	Reports on supplier information should not be deleted or edited for future references whereby previous supplier details should be captured for references for future supply especially for quality products.
26.	**Purchase Requisition Generation for Items below Kshs. 10,000.00**	Users should be able to generate purchase requisition based on low inventory levels or specific requests. The system should automatically populate supplier information and item details Capture receipts of items purchased	Report on items purchased and supporting documents

27.	**Order Approval Workflow**	There should be a process for requesting and approving purchase orders, possibly involving multiple levels of authorization depending on the value of the order	Authorization alert to be sent to the person authorization.
28.	**Receipt and Verification of Orders**	The system should allow users to record when orders are received and verify that the items received match the order	Records of delivery notes
29.	**Usage Tracking**	Users should be able to record when items are used or issued to various departments or employees. The system should update the inventory quantities accordingly.	Report should capture who the items are issued to and the frequency of issuance
30.	**Reporting and Analytics**	Generate reports on various aspects such as usage patterns, reorder frequency, cost analysis, etc. Provide visual representations like graphs or charts for easy interpretation	Procurement process
31.	**History and Audit Trail**	Maintain a log of all inventory-related activities, including who performed them and when.	Report of who did what and what was requested
32.	**Notification System**	Provide notifications for low inventory, pending orders, order approvals, etc., through email, SMS, or in-app alerts.	Report on low inventory item
33.	**Data Backup and Security**	Ensure that data is regularly backed up to prevent loss in case of system failure. Implement security measures to protect sensitive information.	The system should track the documents uploaded each month
34.	**Integration with Other Systems**	Allow integration with accounting software for expense tracking, or with an ERP system for seamless operations.	
35.	**Support and Maintenance**	Provide a mechanism for users to seek help or report issues. Regular updates and bug fixes should be part of the system	An automatic code should be provided to users to

		maintenance	enable them log into the system
Administrative Management System			
31.	**Bulletin Board**	Staff Schedules for the week or month, booking of venue, organizing for meeting, trainings, and events. Posting of ongoing events and meetings **End result** To see the availability of all the staff in the organization in terms of scheduling for meetings	Meeting schedules by staff , department and location Events schedule
32.	**Meeting Room Bookings**	Admin to schedule meetings Allow staff to login and see which rooms are free and request for booking	
33.	**Offices repairs and Maintenance**	To log any defects that arise at the Hubs.	Report on date reported, challenges experienced during the repair and any milestones
34.	**Travel Management**	Facilitate staff travel through requisition of taxi, air tickets, hotel reservations, Per diem and Daily Subsistence Allowance (DSA) Submit concept note for field travel, trainings, mission, workshop and other related events. Define mission purpose, duration, requested support Nature of trip, date, approval from supervisor, name of employee , department	Travel requisitions report Taxi requisitions by staff and time period Training reports Travel expenses report Back to office report and field visit report

19 Resource Mobilization and Partnership System Functional Requirements

Resource Mobilization Process Flow

Assessment and Planning	Identify the organization and programs goals, objectives, and resource needs · Assess the current resource situation and identify gaps. Develop a resource mobilization strategy that aligns with the organization's mission and vision
Resource Identification	Determine the types of resources needed, such as financial, human, in-kind, or volunteer resources. Take stock of the resources already within the organization
Stakeholder Identification	Identify key stakeholders and partners who can provide support. Develop a stakeholder engagement plan to build relationships with potential donors, sponsors, and supporters
Resource Development	Create fundraising campaigns or initiatives to generate financial resources. Seek out grants, donations, sponsorships, and other financial support. Seek collaboration with other organization
Proposal and Application Development	Prepare grant proposals, sponsorship packages, and applications for funding opportunities.Ensure proposals are tailored to the specific requirements of each funding source.
Review and Submission	Review and refine proposals and applications to ensure quality and alignment with the organization's objectives. Submit proposals within the deadlines specified by funding sources
Funding Acquisition	Monitor the progress of funding applications.Follow up with funders and partners as needed to clarify details or provide additional information.Secure commitments and agreements. Establish systems for tracking and managing the resources received
Evaluation and Impact Assessment	Measure and report on the impact of the resources on your organization's goals and objectives

19.1 Partnership Management

Assessing the needs

In the exploratory phase, those who initiate the partnership should define what they want to achieve with a partnership, and how it should be handled. This requires that they:

- Identify an objective that can be achieved best by a partnership;
- Make a general assessment of the benefits and risks of the partnership;
- Identify a suitable type of partnership and the type(s) of partner needed;
- Appoint (a) coordinator(s) of the process

The latter will then lead a structured process in which the initiators:

- Design a strategy for approaching and working with partners;
- Inform staff and define in-house responsibilities;
- Assess the organizational resources needed: staff, funds, equipment and last but not least: time.

Partners Identification

In the selection of partners, KCIC would look for:

- Complementary strengths (skills, know-how, funds, access) relevant to the project;
- History, performance and standing (in the country and the sector);
- Adequate capacities for the partnership;
- Willingness to share responsibilities and resources

Exploratory Meeting

The exploratory meetings should:

- Familiarize prospective partners with each other's strengths, organizational capacities and working methods, and generally increase mutual understanding and trust;
- Give each partner a clear idea of likely benefits and obligations;
- Broadly assess sustainable development effects for the economy as a whole, preferably on the basis of multiple scenarios;
- Stimulate (and test) involvement and commitment;
- Lead to more concrete understanding of how the partners complement each other and what they can achieve together, resulting in a basic agreement on whether to proceed or not.

Formalizing a partnership

Once the basic agreement to go ahead with the partnership has been reached, the partners have to reach consensus about:

- A common vision and definite objectives;
- Complementary roles of the partners (including possibly core and "satellite" partners);

- Capacity building in individual partner organizations to ensure successful implementation of the partnership (if needed);
- A work plan with concrete projects, targets and time schedules for each partner;
- The integration of sustainability issues;
- Commitments (staff and know-how, equipment, funds: sources, allocations to activities, legal issues);
- Accountability of partners;
- Gains for partners (material and non-material: profits, know-how) and contributions to sustainable development in general;
- Handling of changes and external risks;
- Handling of conflicts; ending the partnership;
- Leadership in the partnership and management structure (managers; support staff);
- The format of (a) formal agreement(s) on the above.

The partnership agreement

KCIC standard agreement should deal with basic issues listed below:

- Objectives;
- Activities foreseen to attain the objectives;
- Time frame for activities;
- Sustainability issues;
- Partners, their responsibilities and contributions to programme/activity resources;
- Benefits for each partner and for the economy as a whole;
- Procedures for decision making;
- Reporting requirements (reporting on what, how, when, for whom) and information sharing;
- Overall partnership management and operational management (focal point in each partner organization);
- Monitoring and evaluation mechanisms, dealing with changes in the partnership;
- Handling of conflicts;
- Legal issues.

Monitoring and evaluation

To keep track of the progress of the partnership, a monitoring system must be created. Two basic elements of such a system are:

Regular activity records. These should be kept by the partnership manager

Work-in-progress meetings. These can be organized at fixed intervals, in response to specific internal or external developments and around milestones

Ending a partnership

Partners should therefore agree on a way of handling this when formalizing the partnerships.

Resource Mobilization Work Flow

Assessment and Planning:

- Identify KCIC's goals, objectives, and resource needs.
- Assess the current resource situation and identify gaps.
- Develop a resource mobilization strategy that aligns with KCIC's mission and vision.

Resource Identification and Inventory:

- Determine the types of resources needed, such as financial, human, in-kind, or volunteer resources.
- Create a detailed list of resources required for each project or program.
- Take stock of the resources you already have within the organization.
- Identify potential internal sources of funding and support.

Stakeholder Engagement:

- Identify key stakeholders and partners who can provide support.
- Develop a stakeholder engagement plan to build relationships with potential donors, sponsors, and supporters.

Resource Development:

- Create fundraising campaigns or initiatives to generate financial resources.
- Seek out grants, donations, sponsorships, and other financial support.
- Encourage volunteer participation and in-kind donations.
- Explore partnerships and collaborations with other organizations.

Proposal and Application Development:

- Prepare grant proposals, sponsorship packages, and applications for funding opportunities.
- Ensure proposals are tailored to the specific requirements of each funding source.

Review and Submission:

- Review and refine proposals and applications to ensure quality and alignment with the organization's objectives.
- Seek the approval of senior management
- Submit proposals within the deadlines specified by funding sources.

Funding Acquisition:

- Monitor the progress of funding applications.
- Follow up with funders and partners as needed to clarify details or provide additional information.
- Secure commitments and agreements.

Resource Management:

- Establish systems for tracking and managing the resources received.
- Allocate resources to specific projects or programs as planned.

Acknowledgment and Reporting:

- Acknowledge and express gratitude to donors and supporters.
- Provide regular reports on the use of resources and the impact of their contributions.

Evaluation and Impact Assessment:

- Continuously assess the effectiveness of your resource mobilization efforts.
- Measure and report on the impact of the resources on KCIC's goals and objectives.

Adapt and Improve:

- Use feedback and lessons learned to refine the resource mobilization strategy.
- Adapt KCIC approach based on changing organizational needs and external factors.

Sustainability and Long-Term Planning:

- Develop a sustainable resource mobilization plan that goes beyond immediate needs.
- Plan for long-term financial stability and growth.

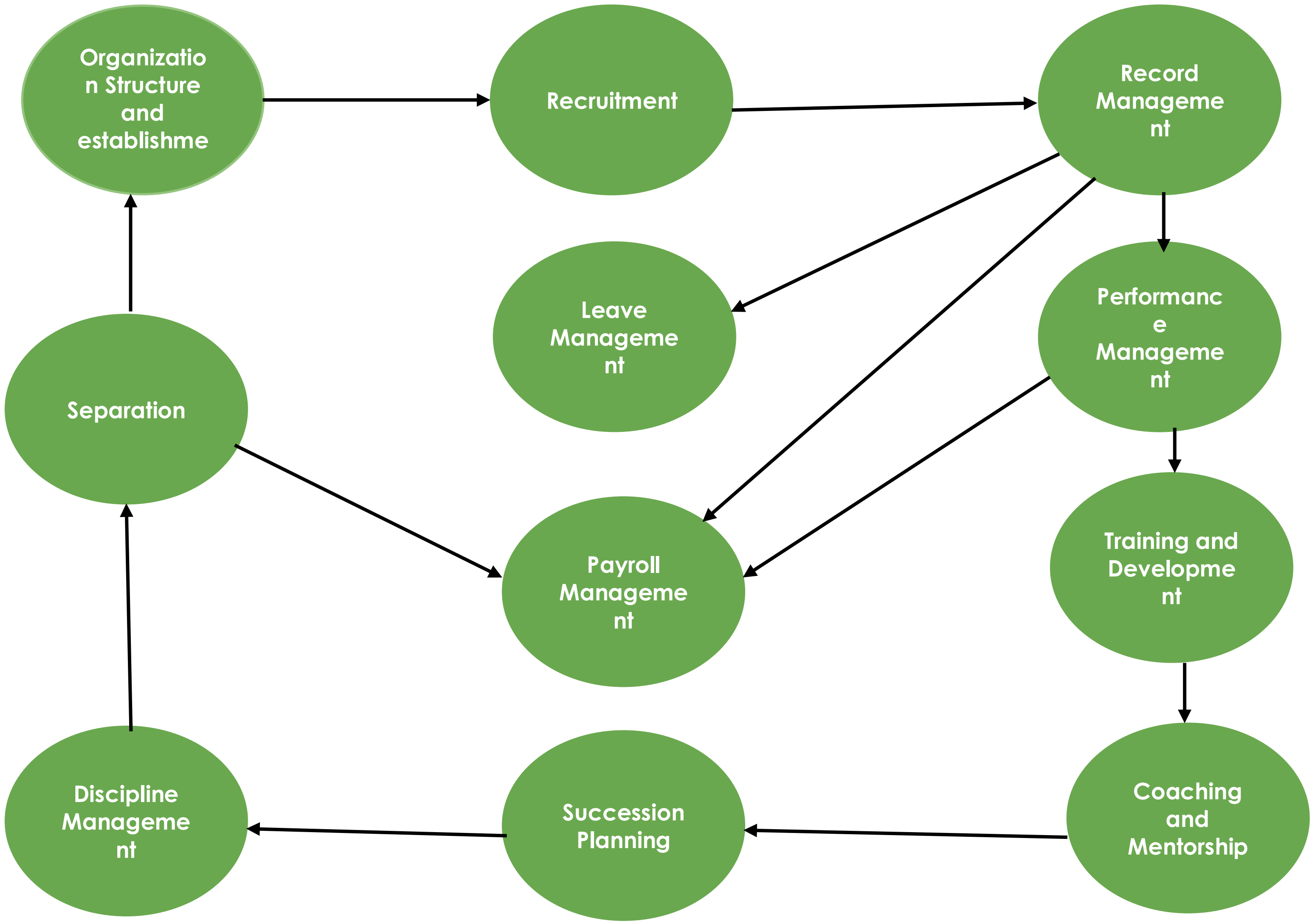
No.	Requirement	Description	Reports Required
1	**User Authentication and Authorization**	Users should be able to create accounts and log in securely. Different user roles (Admin, Manager, Contributor, etc.) with specific access rights should be defined.	
2	**Integration and Scalability**	Integrate with other relevant systems (e.g., financial software, CRM systems). Ensure the system is scalable to accommodate growth in data volume and user base. Remember, these requirements serve	
3	**Security and Data Protection**	Implement data encryption and other security measures to protect sensitive information. Regularly backup data to prevent loss or corruption.	
4	**Compliance and Reporting**	Monitor compliance with legal and regulatory requirements related to fundraising and financial management. Generate audit trails and maintain a detailed record of all transactions and activities for auditing purposes.	
5	**Document Management**	Store and organize documents related to fundraising campaigns, grants, partnerships, and events. Ensure secure access control and version tracking for documents.	
6	**Communication and Engagement**	Send targeted emails to donors, supporters, and stakeholders to keep them informed and engaged. Integrate with social media platforms to share updates, campaigns, and events.	
7	**Event Management**	Plan and organize fundraising events, manage attendee registrations, and track event-related finances. Evaluate the success of events based on attendance, funds raised, and participant feedback.	

8	**Resource Allocation and Budgeting**	Allow for the creation and management of project budgets. Define rules and criteria for allocating funds to various projects or initiatives.	
9	**Partnership Management**	Record and track details of partnerships, including partner organizations, objectives, responsibilities, and milestones. Monitor the effectiveness and impact of partnerships.	
10	**Grant Management**	Facilitate the submission of grant applications, including necessary documentation and project proposals. Implement a review and approval process, along with tracking the disbursement of grant funds. Monitor and report on the progress and outcomes of projects funded by grants.	
11	**Fundraising Campaign Management**	Allow users to create, edit, and manage fundraising campaigns. Set campaign goals, target amounts, start and end dates, and associated causes. Monitor progress towards campaign goals in real-time.	
12	**Dashboard and Reporting**	Users should have access to a customizable dashboard displaying key metrics, recent activities, and alerts. Generate reports on fundraising progress, partnership status, and financial performance.	
13	**Donor Management**	Ability to create and manage donor profiles with contact information, history of contributions, preferences, and communication history. Track and categorize donors based on type (individual, corporate, institutional) and level of engagement.	
14	**Knowledge Identification**	The System to help with discovering the knowledge that KCIC possesses all over the organization, Uncover hidden knowledge by looking at patterns and relationships within data and text Intelligence gathering, data mining (finding patterns in large bodies of data and information), and text mining (text analysis to search for knowledge, insights, etc. Searching through the large sum of data and	Essential

		choosing the applicable information	
15	**Mapping Knowledge**	Map all knowledge repositories within KCIC to facilitate accessibility by all	
16	**Knowledge Capturing**	Capturing and documenting information Collecting qualitative and quantitate data	
17	**Storing Knowledge**	Systematizing and organizing information Knowledge combination through collecting information discovered, captured and created into a single portfolio Knowledge evaluation to assess the knowledge based on the value; accuracy and relevance after the knowledge have been combined from different sources. Knowledge filtering to prepare knowledge to be stored in the next phase, after going through classification, categorization and organization. Knowledge also will be classified based on the sensitivity of the information and which access is restricted by law or regulation to particular classes of people	
18	**Knowledge Acquisition**	Analysis of information and data Tracking and assessing progress Creating avenues for feedback and appreciation	

20 Human Resource Management System Functional Requirements

Human Resource Management Process Flow



Human Resources Management Function

No.	Requirement	Description	Reports Required
1	**Recruitment and selection**	**Organizational Structure and Establishment:** Management of the Organization structure while maintaining the reporting lines and ability to accommodate modification of the same. Management of organizational establishment and flexibility to create new positions based on approvals. Ability to analyze data on employee impost against the establishment to inform recruitment. **Job Requisition and Posting Management:** Manage job requisitions including approvals and budgeting, ability to create and post job openings. View the process of application, selection , on boarding and contracting **Applicant Tracking System (ATS):** Post job openings with specific reference numbers for each opening, accept applications. Capture and store applicant details based on predetermined fields, including uploading of resumes, cover letters, certificates, testimonials and candidate declaration for background check. Assign unique identifiers to each applicant for easy tracking.	Organizational structure Establishment report Schedule of applications, long and short-listed candidates, interview panel report and recommendation

		Track applicants' progress through the recruitment process and generate reports for each selection stage as may be necessary. **Resume Parsing and Screening:** Automatically extract relevant information from resumes. Enable keyword-based screening to shortlist qualified candidates. **Candidate Sourcing and Pipelining:** Source candidates from various channels, including job boards, social media, and referrals. Create talent pools for future positions. **Interview Scheduling and Coordination:** Facilitate interview scheduling, including multiple rounds and panel interviews. Send automated invitations and reminders to interviewers and candidates. **Assessment and Testing:** Administer skills assessments, tests, and other evaluations as part of the screening process. **Collaborative Hiring:** Allow collaboration among hiring team members for candidate evaluations and feedback. Enable discussion and consensus-building within the system. **Candidate Communication:** Send automated emails to candidates, including status updates, interview details, and feedback including regrets to unsuccessful candidates.	

		Background Checks and Reference Checks: Initiate and track background checks and reference checks as part of the pre-employment process. **Candidate Evaluation and Scoring:** Provide tools for interviewers to evaluate candidates based on predefined criteria. Aggregate scores to facilitate decision-making. **Offer Management:** Create, review, and send job offers. Track offer acceptance and manage negotiations. **Onboarding Integration:** Integrate with the onboarding module to streamline the transition from selection to onboarding. **Compliance and Reporting:** Ensure compliance with legal and regulatory requirements, such as equal opportunity employment laws. Generate reports on recruitment metrics, diversity statistics, and time-to-fill. **Employer Branding:** Customize job listings and application forms to reflect the organization's branding and culture. **GDPR and Data Privacy Compliance:** Ensure that candidate data is collected and stored in compliance with data protection laws.	

		Integration with HRM System: Seamlessly integrate with other modules of the HRM system, such as employee records and performance management. **Scalability and Flexibility:** Ensure that the system can handle an increasing number of job openings and candidates as the organization grows **Promotions, Transfers and Redesignations:** Ability to process internal candidate promotions directly upon supervisor recommendation based on annual performance review or through a suitability assessment process. Ability to accommodate requests for transfers. Ability to process requests for employee redesignation.	
2.	**Onboarding and Orientation**:	Facilitate the onboarding process for new hires, including paperwork, training, and orientation activities. **New Hire Information Collection:** Capture and store essential information about new hires, including personal details, contact information, and emergency contacts. **Document Management:** Provide a platform for new hires to electronically complete and submit required documents (e.g., tax forms, contracts, policies). **Welcome Materials and Resources:** Distribute welcome materials, including employee handbooks, policies, and relevant company resources including personal data forms.	

		Training and Development: Assign and track mandatory training modules and orientations. Provide access to onboarding materials and resources. **Workflow Automation:** Automate onboarding tasks and notifications to ensure a structured and consistent onboarding process. **Role and Department-specific Onboarding Plans:** Customize onboarding plans based on the employee's role, department, or level in the organization. **Compliance and Legal Acknowledgment:** Collect electronic signatures or acknowledgments of policies, contracts, and compliance documents. **Equipment and Access Provisioning:** Coordinate the provision of necessary equipment, access badges, login credentials, and tools for the new hire. **Introduction to Company Culture and Values:** Share information about the organization's mission, vision, values, and cultural norms. **Meetings and Introduction to Team Members:** Schedule introductions with team members, managers, and relevant stakeholders. Coordinate departmental and cross-functional meetings physically and virtually.	

		Benefit Enrollment and Compensation Details: Assist new hires in enrolling for benefits and provide information on compensation and payroll. **IT and Security Training:** Provide cybersecurity awareness training and instructions for secure access to company systems and networks. **Health and Safety Information:** Share information about workplace safety, emergency procedures, and health resources. **Feedback and Evaluation:** Collect feedback from new hires about their onboarding experience. Conduct assessments to ensure that onboarding objectives are met. **Integration with HRMS and Payroll Systems:** Seamlessly integrate with other HR modules for streamlined data transfer and employee record management. **Mentoring or Buddy System:** Assign mentors or buddies to help new hires acclimate to their roles and the organization. **Gamification and Interactive Content:** Incorporate interactive elements like quizzes, challenges, or videos to engage new hires during onboarding. **Post-Onboarding Surveys:** Conduct surveys after the onboarding process to gather feedback and insights for continuous improvement.	

		Scalability and Flexibility: Ensure that the system can accommodate a growing number of new hires as the organization expands.	
3.	**Employee Record Management**	Store and manage comprehensive employee profiles, including personal details, contact information, employment history, and qualifications. Date of Employment, confirmations, Personal details, skills, Education, training, promotion information, salary increment, Employee staff Handbook.	Staff permanent data record, HR current report for respective staff
4.	**Performance Management**	**Goal Setting and Alignment:** Allow managers and employees to set and align individual performance goals with organizational objectives. Track performance metrics and conduct performance appraisals. **Performance Appraisal Templates:** Provide customizable appraisal templates that cater to different roles, departments, and performance criteria. **Self-Assessment:** Enable employees to self-assess their performance against established goals and competencies. **Competency Assessment:** Define and assess specific competencies required for each role within the organization. **KPI Tracking:** Allow for the tracking and measurement of key performance indicators relevant to each role.	Performance goal report, performance evaluation report

		Regular Check-ins and Feedback: Schedule and document regular performance discussions between managers and employees. **Development Planning:** Create personalized development plans based on performance feedback and areas for improvement. **Performance Ratings and Scores:** Provide a structured system for assigning ratings or scores based on performance criteria. **Performance Improvement Plans (PIPs):** Facilitate the creation and monitoring of Performance Improvement Plans for underperforming employees. **Recognition and Rewards Integration:** Integrate with a recognition and rewards system to acknowledge and incentivize high-performing employees. **Development Resources and Training:** Recommend training resources and development opportunities to address skill gaps and enhance performance. **Succession Planning:** Identify high-potential employees and create succession plans for key positions within the organization. **Performance Analytics and Reporting:** Generate reports and analytics on individual and team performance, including trends and areas for improvement.	

		Feedback Archive and History: Maintain a historical record of performance feedback and appraisal results for each employee. **Manager and Employee Dashboards:** Provide intuitive dashboards for managers and employees to track progress, view feedback, and access performance data. **Integration with Compensation and Rewards:** Integrate with compensation systems to link performance outcomes with salary adjustments, bonuses, or other incentives. **Compliance and Legal Considerations:** Ensure that the performance management process complies with legal requirements and industry best practices. **Scalability and Flexibility:** Ensure that the system can handle a growing number of employees and performance evaluations as the organization expands.	
5.	**Training and Development**	While linked to the employee records, generate competency requirements for each job against the job holder's current skill sets. Provide for skills gaps interventions through Training needs analysis/ assessment (TNA). Support development of Annual Training Plan (ATP). Support employee training request process based on the Annual Training Plan.	• Competency analysis reports. • Training Needs Analysis Reports, training

		Schedule and track employee training sessions, workshops, and certifications. Monitor and assess employee progress and skill development. Monitor the development record of the employee and how it has impacted on their performance. Education history of the employee, number of trainings attended in a year, cost of the training, and supervisor approval for the training, and outcome of the training attended. Provide for bonding where applicable.	request by staff and approvals ● Training reports, ● Training Evaluation Reports ● Training bonding reports
6.	**Leave Management**	**Leave Types and Policies:** Define various leave types (e.g., Annual, sick leave, unpaid leave, Maternity, Paternity, Compassionate, Study) as per the established company-specific leave policies. **Leave Balances and Accruals:** Track and manage individual employee leave balances, including accrued, used, and remaining leave days balance. **Leave Request Submission:** Enable employees to submit leave requests through the system, specifying the type of leave, dates, reason and enable managers to approve or deny requests.	Annual leave plan, leave requisition and approvals, leave balance status

		Approval Workflow: Establish a workflow for leave request approval, including designated approvers and escalation procedures. **Leave Calendar:** Provide a visual calendar view to display approved leaves, ensuring adequate coverage and avoiding conflicts. **Leave History and Audit Trail:** Maintain a historical record of approved and declined leave requests, including date, type, and reason for each request. **Leave Eligibility and Entitlements:** Calculate leave entitlement based on employee tenure, employment status, and company policies. **Leave Cancellation and Modification:** Allow employees to request changes to approved leaves or cancel leave requests, subject to approval. **Leave Notifications and Reminders:** Send automated notifications to employees and managers regarding pending leave requests and approvals. **Integration with Work Schedule:** Integrate with the work schedule to ensure adequate staffing levels and minimize disruptions due to leave. **Public Holiday Management:** Maintain a list of recognized public holidays to facilitate accurate leave calculations and scheduling.	

		Accommodate integration of non-calendarized public holidays. **Leave Reports and Analytics:** Generate reports on leave utilization, balances, trends, and patterns for management and compliance purposes. **Leave Payouts and Buybacks:** Manage processes for compensating unused leave days or allowing employees to purchase additional leave. **Compliance with Labor Laws:** Ensure that the leave management process complies with relevant labor laws and regulations. **Employee Self-Service Portal:** Provide a portal for employees to view their leave balances, request leave, and track the status of their requests. **Manager Dashboards and Tools:** Equip managers with tools to review, approve, or deny leave requests, as well as manage team leave schedules. **Accommodation for Special Leave Situations:** Handle special leave situations such as maternity/paternity leave, or bereavement leave. **Notifications for Leave Expiry:** Alert employees about expiring leave balances to encourage timely utilization.	

		Data Security and Privacy: Ensure that leave data is protected and in compliance with data privacy laws.	
7.	**Compensation and Benefits Management**	**Salary Structure and Grade Levels:** Define salary ranges, grades, and pay scales based on job roles, responsibilities, and market benchmarks. **Variable Compensation Management:** Manage bonuses, commissions, incentives, and other variable compensation structures. Manage salary structures, benefits packages, and payroll processing. **Benefits Administration:** Administer employee benefits, including health insurance, Group Life Insurance, retirement plans, and other perks or allowances. **Total Rewards Statements:** Generate personalized statements for employees showing their total compensation package, including base salary, bonuses, and benefits. **Salary Review and Adjustment:** Facilitate annual or periodic salary reviews and adjustments based on performance, market trends, or internal equity. **Compensation Benchmarking and Surveys:** Conduct market surveys and benchmarking to ensure that compensation packages are competitive within the industry. **Bonuses and Incentive Plans:** Design, administer, and track performance-based bonus and incentive plans.	

		Payroll Integration: Integrate with ERP payroll module for accurate processing and distribution of salaries, taxes, and other deductions. **Employee Benefits Enrollment:** Allow employees to review, select, and enroll in benefits plans during onboarding or open enrollment periods with defined access based on eligibility. **Leave Encashment and Payouts:** Manage processes for compensating unused leave days or allowing employees to receive cash equivalents. **Benefits Cost Analysis:** Calculate and analyze the costs associated with providing benefits to employees. **Check off Deductions:** Accommodate check off deductions based on instructions from the employees on Saccos, insurance or bank loans subject to ⅓ rule. **Tax Compliance and Reporting:** Ensure compliance with tax regulations and generate necessary tax-related reports. **Benefits Eligibility and Waiting Periods:** Define eligibility criteria and waiting periods for employees to qualify for specific benefits where applicable.	

		Benefits Statements and Communication: Provide detailed benefit statements to employees, explaining the value of their benefits package. **Retirement and Pension Plans:** Manage retirement savings plans, pensions, and other long-term savings options. **Gratuity Computation:** Compute staff gratuity as per policy for integration to the payroll. **Pay Proration:** Automatically calculate prorated pay based on staff entry and exit date. **Compliance with Employment Laws:** Ensure that compensation and benefits practices comply with relevant labor laws and regulations. **Employee Self-Service Portal:** Provide a portal for employees to view and manage their compensation details, benefits elections, and deductions. **Reporting and Analytics:** Generate reports on compensation trends, benefits utilization, cost analysis, and compliance metrics.	
8.	**Disciplinary and grievance reporting**	**Incident Reporting** Ability to record and document incidents related to disciplinary actions or employee grievances. Capture relevant details such as date, time, location, individuals involved, and nature of the incident.	

		Severity Classification: Categorize incidents based on severity levels to prioritize and address them appropriately. **Initiation and Escalation**: Provide a process for employees or managers to initiate disciplinary action or submit a grievance report. Define clear escalation paths for unresolved issues **Workflow Management** Define customizable workflows for handling disciplinary and grievance cases, including review, investigation, and resolution steps. **Documentation and Evidence Management**: Allow for the attachment of relevant documents, emails, photos, or other evidence to support the case. **Case Assignment and Tracking**: Assign cases to specific HR personnel or designated investigators. Track the progress and status of each case through various stages. **Investigation Tools**: Provide tools for conducting thorough investigations, including interview logs, evidence collection, and witness statements. **Communication and Notifications**: Automatic notifications to involved parties at each stage of the case, ensuring transparency and timely updates **Legal Compliance and Policy Adherence**: Ensure that the process adheres to legal requirements and company	

		policies. Enable HR to follow proper procedures and documentation for each case **Resolution and Follow-up**: Document the outcome of each case, including any disciplinary actions taken or resolutions reached. Schedule follow-up actions to monitor progress and ensure compliance with resolutions **Reporting and Analytics**: Generate reports and analytics on disciplinary and grievance trends, outcomes, and resolution times. Provide insights to help identify areas for improvement in HR processes.	
9.	**Compliance and Policy Management**	Ensure that the organization complies with labor laws and industry regulations. Store and communicate company policies and procedures	
10.	**Reporting and Analytics**	Offer analytics tools for deeper insights into HR data. **Customizable Report Templates:** Provide a range of pre-built report templates for common HR metrics (e.g., turnover, time to fill) that can be customized as needed. **Ad Hoc Reporting:** Allow users to create custom reports on-demand, using a user-friendly interface and drag-and-drop functionality. **Data Export and Download:** Enable users to export reports in various formats (e.g., PDF, Excel, CSV) for further analysis or sharing.	Generate HR-related reports, including headcount, turnover rates, time and attendance, and performance metrics.

		Scheduled Reporting: Schedule automated report generation and distribution to specified stakeholders on a regular basis. **Dashboard Creation:** Offer tools for creating customizable HR dashboards with key metrics and visualizations for easy monitoring. **Data Visualization:** Provide a range of visualization options (e.g., charts, graphs, heatmaps) to enhance data presentation and interpretation. **Interactive Reports:** Allow users to interact with reports, such as applying filters, drilling down into details, and comparing data sets. **Cross-Module Integration:** Enable data integration from various HR modules (e.g., recruitment, performance management, benefits) for comprehensive reporting. **Benchmarking and Comparative Analysis:** Allow for benchmarking HR metrics against industry standards or internal benchmarks to assess performance. **Trend Analysis:** Provide capabilities for tracking changes over time and identifying trends in HR metrics. **Predictive Analytics:** Offer advanced analytics for predicting future HR trends and making	

		informed workforce planning decisions. **Access Controls:** Define user roles and permissions to restrict access to sensitive HR data and reports. **Integration with External Tools:** Allow integration with third-party analytics tools or business intelligence platforms for advanced reporting capabilities. **Compliance Reporting:** Generate reports to demonstrate compliance with legal and regulatory requirements **Cost Analysis and ROI Calculation:** Calculate the cost of HR initiatives and evaluate their return on investment (ROI). **Diversity and Inclusion Reporting:** Track and report on diversity and inclusion metrics to monitor progress and support initiatives. **Survey and Feedback Analysis:** Analyze employee survey data and feedback to identify trends and areas for improvement. **Scalability and Performance Optimization:** Ensure that the reporting system can handle large datasets and provide timely responses for users.	

11.	**Employee Relations and Feedback**	Provide a platform for employees to give feedback, raise concerns, and communicate with HR and management.	
12.	**Document Management and Compliance**	Store and manage HR-related documents such as contracts, performance reviews, training reports and certifications. Ensure compliance with data protection and privacy regulations.	
13.	**Employee Engagement and Surveys**	Conduct employee surveys to gather feedback on job satisfaction, work environment, and other relevant topics.	
14.	**Succession Planning**	Identify high-potential employees and create development plans for future leadership roles.	Succession planning reports
15.	**Coaching and Mentorship**	Provide for marching of coaches and mentors to coaches and mentees. Accommodate development of coaching and mentorship plans. Provide for monitoring and evaluation of coaching and mentorship programmes.	Coaching and Mentorship reports
16.	**Integration with Payroll and Accounting Systems**	Integrate with payroll and accounting software for seamless processing of payroll and benefits	
17.	**Health and Safety Management**	Track health and safety incidents, near misses, and hazards. Manage safety training and certifications for employees.	
18.	**Employee Self-Service Portal**	**Secure User Authentication:** Ensure secure login credentials and authentication methods to protect	

employee data.

Personal Information Management:
Allow employees to view and update their personal details (e.g., contact information, emergency contacts).

Employee Directory:
Provide a searchable directory of employees within the organization, including contact information.

Leave Request and Balances:
Enable employees to submit leave requests, view leave balances, and check the status of their requests.

Payroll Information:
Allow employees to access their pay stubs, view tax-related information, and download W-2 forms.

Benefits Enrollment and Management:
Provide a platform for employees to review, select, and manage their benefits options.

Performance Reviews and Feedback:
Allow employees to set their performance goals to view performance feedback, self-assessments, and performance goals.

Training and Development:
Display available training resources, courses, and development opportunities for employees.

Recognition and Rewards:

		Enable employees to view and redeem rewards or recognition points earned through various programs. **Timesheet and Attendance Tracking:** Allow employees to submit and track their working hours, view attendance records, and request time off. **Expense Claims:** Provide a platform for employees to submit expense claims and track the status of their claims. **Document Repository:** Allow employees to access and download important HR documents (e.g., policies, handbooks). **Performance Metrics and Goals:** Display key performance indicators (KPIs), performance metrics, and progress toward goals. **Employee Surveys and Feedback:** Provide access to employee surveys, feedback forms, and engagement surveys. **Career Development and Opportunities:** Display internal job openings, career paths, and opportunities for advancement within the organization. **Company News and Announcements:** Share important updates, news, and announcements relevant to employees.	

		Helpdesk and Support: Provide a platform for employees to submit HR-related inquiries or requests for assistance. **Notifications and Alerts:** Send automated notifications to employees regarding important HR updates or pending tasks. **Mobile Accessibility:** Ensure that the Employee Self-Service Portal is optimized for access on mobile devices.	
19.	**Staff Exit and separation**	**Resignation Submission:** Allow employees to submit their resignation through the system, including details like last working day, reason for leaving, etc. **Termination Initiation:** Provide a platform to initiate terminations, specifying reasons and required documentation based on the policy and legal requirements. **Exit Interview Management:** Schedule and conduct exit interviews to gather feedback and insights from departing employees. Analyze exit interviews for separated staff per period as may be required for reporting. **Notice Period Management:** Track and manage notice periods, including any required documentation and communication.	Generate reports on separation trends, reasons for departure, and other relevant metrics for analysis

		Exit Documentation and Forms: Facilitate the completion of exit paperwork, including return of company property, clearance certificates, and final paychecks. **Clearance Process:** Establish a clearance process to ensure that departing employees return all company-owned items and complete any outstanding tasks. **Benefits Termination:** Manage the termination of employee benefits, including health insurance, retirement plans, and other benefits. **Final Payroll Processing:** Calculate and process final paychecks, including any outstanding salaries, bonuses, gratuity or accrued leave. **Offboarding Checklist:** Provide a checklist of tasks and responsibilities for HR and managers to ensure a smooth offboarding process. **Access Revocation:** Coordinate the removal of access to company systems, networks, and facilities for departing employees. **Return of Company Property:** Track and manage the return of company-issued assets, such as laptops, badges, and keys. **Hanging over, Knowledge Transfer and Succession Planning:** Facilitate handing over, knowledge transfer from departing employees to	

		their successors or team members. **Exit Surveys and Feedback:** Administer exit surveys to departing employees to gather feedback on their experiences and reasons for leaving. **Legal and Compliance Considerations:** Ensure that the separation process complies with legal and regulatory requirements, including compliance with employment laws. **Alumni Network Integration:** Provide information about joining the company's alumni network and staying connected after separation. **Reference Requests and Letters:** Manage reference requests and provide templates for reference letters for departing employees. **Notification and Communication:** Send automated notifications to relevant parties (e.g., IT, facilities, HR) about the impending departure. **Retention of Employee Records:** Maintain a record of employee information and documentation in compliance with data privacy laws and retention policies. **Data Security and Privacy:** Ensure that sensitive employee data is handled and stored securely during the separation process.	

		Post-Separation Support: Provide resources or support for departing employees, such as information about benefits continuation or outplacement services.	
20.	**User Access and Security**	Implement role-based access control to restrict access to sensitive HR information. Secure login and authentication mechanisms.	
21.	**Mobile Accessibility**	Provide mobile-friendly access to HR services for employees on the go.	
22.	**Scalability and Flexibility**	Ensure that the system can scale as the organization grows and adapts to changing HR needs and requirements	
23.	**Security and Data Privacy**	Ensure that sensitive data is protected and in compliance with data privacy laws. Implement access controls to limit who can view and edit specific information.	
24.	**Training and Support**	Provide training and resources for staff members to effectively use the ERP system. Offer ongoing technical support for troubleshooting and addressing any system-related issues.	
25.	**User-Friendly Interface**	Ensure that the ERP system is intuitive and easy to navigate for all users, regardless of their technical proficiency.	
26.	**Audit Trail**	**User Activity Logging:** Record details of user activities, including login/logout times, actions taken, and the modules accessed.	User Activity Report Access and Permissions Report Record Modification Report Security Breach

		Date and Time Stamps: Capture accurate date and time information for each action to establish a chronological order of events. **User Identification:** Associate each action with a specific user or system account, providing clarity on who performed the action. **Action Descriptions:** Provide clear and concise descriptions of the actions taken, including what was modified, created, or deleted. **Affected Data:** Specify the specific data or records that were involved in each action, such as employee names, ID numbers, or other identifiers. **Module or Section Identification:** Indicate which module or section of the HRM system was accessed or modified during each action. **IP Address Logging:** Record the IP addresses from which actions were initiated for added security and accountability. **Before-and-After Values:** Store the previous and updated values for fields that were modified, allowing for a detailed view of changes. **Search and Filter Capabilities:** Enable users to search and filter audit trail records based on various criteria (e.g., user, date, action type).	Report Login History Report Record Deletion Report Role and Permission Changes Report Audit Trail Summary Report Compliance Report System Alerts and Notifications Report Anomaly Detection Report Archival and Backup Report Data Privacy Compliance Report

		Export and Reporting: Allow for the export of audit trail data for reporting and analysis purposes, possibly in formats like CSV or PDF. **Retention Period Configuration:** Provide settings to define how long audit trail data is retained before being automatically purged. **Access Control for Audit Trail:** Implement access controls to ensure that only authorized personnel can view or manage audit trail records. **System Alerts and Notifications:** Send alerts or notifications to designated administrators or security personnel for specific types of actions or events. **Anomaly Detection:** Implement mechanisms to detect unusual or suspicious activities that may require further investigation. **Compliance with Data Privacy Laws:** Ensure that audit trail practices comply with data privacy regulations and industry standards. **Role-Based Access to Audit Trail:** Define roles and permissions for viewing and managing audit trail records, limiting access to authorized personnel.	

		Archival and Backup: Establish a process for archiving and backing up audit trail data to prevent loss or tampering. **Audit Trail Review and Analysis Tools:** Provide tools for administrators to review and analyze audit trail records efficiently. **Scalability and Performance Optimization:** Ensure that the audit trail component can handle a growing volume of data and maintain performance.	

21 Monitoring and Evaluation System Functional Requirements

Monitoring and Evaluation Section: Process Flow

Step 1	Development of tools for baseline data collection (after on-boarding of new cohort) and Endline data collection(End of project cycle).
	Collection of baseline data and collation.
Step 2	Analysis of data
Step 3	Baseline and Endline Report generation
Step 4	Development of tools for semi-annual data collection
Step 5	Collection of semi-annual data and collation
Step 6	Analysis of data
Step 7	Annual and Semi-annual Reports generation
Step 8	Field visits for data verification(Data collection and reports generation)

Monitoring and Evaluation System Functional Requirements

KCIC M&E unit will require a functional system that will be able to manage and integrate all the data generated as per the KCIC performance framework; it will therefore be an integrated system to reflect and communicate KCIC implementation processes and results achieved as at a given time.

Data collection and analysis requirements		• Place all collection tools centrally for easy access by client leads, data analysts and the Monitoring and Evaluation team. The system should to connect the following tools;
		
		✓ Weekly Client updates tool
		✓ Quarterly feedback tool- for indicators that are client generated
		✓ Monthly managers feedback tool- For indicators that are management generated
		
		• Link all the data collection tools to the central system so that it consolidates all data at output and outcome levels
		    ✓ The M&E department to access the system and analyze the data as per the different indicators and parameters
		    ✓ The M&E Unit tracks the targets of KCIC and the system alerts the client leads in various programmes and management on; progress against targets, failure to update on the indicators.
		    ✓ Alert on the underperforming and over performing indicators- Allow narrative reporting for over achievement or underachievement and all the variances.
		• Storage of evidence against all indicators- The system should allow saving of electronic copies of KCIC performance evidence for all the programme indicators.
		
		• To have an auto-generated report on all indicators, including but not limited to:
		    o CO2 mitigation depending on the technology(clean cookstoves, biogas, solar products, among others)
		    o coping with effect to climate change depending on the thematic areas

		○ No. of jobs created
Report generation and storage		• Generate different report made for different audience and store for future reference • Generate weekly client progress report highlighting the variances as per the work plans • All data sets that are collected on a quarterly basis will also be aggregated on an annual basis in order to develop the annual report and to demonstrate progression towards achievement of project outcomes and annual target • Generate progress summary report for the KCIC board inclusive of impact charts. • From the analysis developed, include lesson learning (knowledge management) for internal decision-making purposes (qualitative and quantitative data)
Track Client progress and work plan implementation. Mid-term review (MTR)and Annual Reviews		• Support the weekly client updates meetings with the teams. • Communicate results and progress on work plan to M&E unit and KCIC management • Collate information for the overall mid-term review and annual reviews • Collate donor specific information for donor- specific reviews and evaluations • Be able to separate donor specific indicators and report on their performance
Linkage with the other KCIC departments		The system to link with CEO, I&E, Partnership and Outreach so that the respective managers are able to access or generate sector specific reports from the M&E data. The system should be able to have different categories of access; to allow private(Within KCIC) and public access(those outside KCIC) and easy management of collaborations.

22 Monitoring and Evaluation Functional Requirement

A Monitoring and Evaluation (M&E) system is crucial for tracking the progress, impact, and effectiveness of programs, projects, or interventions. The system should encompass data mapping, data management, and dashboards. Here are the functional requirements.

No.	Requirement	Description
1.	**Data Collection and Entry**	Provide a user-friendly interface for data collection, allowing for manual entry or automated data uploads.
2.	**Data Validation and Quality Assurance**	Implement validation checks to ensure data accuracy and integrity, with the ability to identify and correct errors.
3.	**Data Storage and Management**	Store data in a secure and organized manner, with the ability to easily retrieve and update information.
4.	**Data Privacy and Security**	Incorporate robust security measures to protect sensitive data and ensure compliance with privacy regulations.
5.	**Customizable Indicators and Metrics**	Allow users to define and track specific indicators and metrics relevant to their programs or projects.
6.	**Real-time Data Capture**	Enable real-time data entry and updates to provide timely information for decision-making.
7.	**Data Aggregation and Reporting**	Aggregate data to generate comprehensive reports, including charts, graphs, and dashboards for easy visualization.
8.	**Comprehensive Report**	Allow users to customize reports based on specific criteria, timeframes, and target

	Customization	audiences.
9.	**Integration with External Data Sources**	Support integration with other systems or data sources to enhance the completeness and accuracy of the data.
1	**Geospatial Data Mapping**	Include features for mapping and visualizing data geographically, which can be especially useful for location-specific programs.
1	**Progress Tracking and Trend Analysis**	Enable tracking of program progress over time and perform trend analysis to identify patterns and areas of improvement.
1	**Baseline, semi-annual and Endline Data Correlation**	Facilitate the correlation of initial (baseline) data with final (endline) data and the semi-annual data to measure the impact of interventions.
1	**Target Achievement Tracking**	Monitor progress towards predefined targets and benchmarks set for specific indicators and
1	**Alerts and Notifications**	Set up automated alerts and notifications for specific events, thresholds, or milestones to trigger timely responses.
1	**User Access and Permissions**	Define user roles and permissions to control access to different parts of the system and maintain data integrity.
1	**Data Export and Sharing**	Provide options for exporting data in various formats (e.g., Excel, CSV) and sharing reports with stakeholders.
1	**Feedback and Survey Management**	Include features for collecting feedback from beneficiaries, stakeholders, or program participants. Should be able to be integrated with other data collection tools like ODK, Survey Monkey.
1	**Capacity Building and**	Record and monitor training sessions, capacity-building activities, and skill-building

	Training Tracking	efforts.
1	**Compliance with M&E Frameworks**	Ensure that the system aligns with established M&E frameworks, guidelines, and best practices.
2	**Performance Measurement and Evaluation**	Provide tools for conducting evaluations, impact assessments, and performance reviews.
2	**Documentation and Audit Trail**	Maintain a record of all activities, changes, and transactions within the M&E system for transparency and accountability. By incorporating these functional requirements, an M&E system can effectively track, measure, and evaluate the impact of programs and interventions, providing valuable insights for decision-making and continuous improvement.
2	**Exportation and Importation of data**	Allow exporting of and importation data sets for ease of analysis.

23 Knowledge Management Support Management Functional Requirements

Knowledge is derived from data and information. Knowledge management is the management of information and knowledge and their usage in organizational business processes within the KCIC. The main focus of knowledge management is steering strategy and identifying and communicating the various types of knowledge that reside in processes, people, and services in order to support integration to improve productivity and efficiency at KCIC.

The Knowledge Management and Learning (KML) platform will standardize and streamline processes for the identification, collection, storage, sharing, learning, and application of knowledge in the organization.

It will provide an interactive knowledge-sharing and learning component and a knowledge base to support the publication of knowledge products. This platform should support evidence generation and use by enhancing accessibility to knowledge thus supporting the decision-making process and contributing to transparency and accountability at KCIC.

The main objective of the consultancy is to establish a knowledge management and learning platform using web development technologies or frameworks and align the system to KCIC processes and procedures.
We shall require a system that can help KCIC and the outreach team perform the following roles;

- **Identification** of the knowledge required for a competitively effective implementation of the KCIC strategy.
- **Mapping** the existing and available knowledge including expertise and skills.
- **Capturing** the existing knowledge through its formalized representation.
- **Acquiring** needed knowledge and information including know-how.
- **Storing** the existing, acquired, and created knowledge in properly indexed and interlinked knowledge repositories.
- **Sharing** knowledge through its automatic access and distribution to users on the basis of their needs and interests.
- **Applying** in support of decisions, actions, problem-solving, work facilitation, and training.
- **Creating** generating or discovering new knowledge through R&D, experimentation, lessons learned.

No.	Requirement	Description
•	**Knowledge Identification**	• The System to help with discovering the knowledge that KCIC possesses all over the organization, • Uncover hidden knowledge by looking at patterns and relationships within data and text • Intelligence gathering, data mining (finding patterns in large bodies of data and information), and text mining (text analysis to search for knowledge, insights, etc. • Searching through the large sum of data and • choosing the applicable information
2	**Mapping Knowledge**	• Map all knowledge repositories within KCIC to facilitate accessibility by all
3	**Knowledge Capturing**	• Capturing and documenting information • Collecting qualitative and quantitative data
4	**Knowledge Acquisition**	• Analysis of information and data • Tracking and assessing progress • Creating avenues for feedback and appreciation
5	**Storing Knowledge**	• Systematizing and organizing information • Knowledge combination through collecting information discovered, captured and created into a single portfolio • Knowledge evaluation to assess the knowledge based on the value; accuracy and relevance after the knowledge have been combined from different sources. • Knowledge filtering to prepare knowledge to be stored in the next phase, after going through classification, categorization and organization. • Knowledge also will be classified based on the sensitivity of the information and which access is restricted by law or regulation to particular classes of people
6	**Knowledge Sharing and Learning Platform**	• Support the creation of communities, technical working groups, and collaborations and define levels of access for discussions and brainstorming.

		● Allow for conversation, learning, knowledge sharing, content creation, and publication through documentation of wikis, enhanced chat functionality, forums, and tasks. ● Support file upload, storage, and sharing allowing for workflow features and allowing team documents edit features. ● Enhanced gamification and rewards report and issued rewards based on knowledge sharing, learning, support, and innovation. ● Robust search and discovery capability allowing users to search and retrieve content through advanced filters. ● Provide a corporate Subject Matter Expert Locator Directory, with profiles of experts and modes of interaction.
7	**Applying Knowledge**	● System should be able to apply and represent information to knowledge seekers in appropriate matter. ● Also, Knowledge application is the solution to wrapping knowledge to guarantee widespread usage. ● Moreover, knowledge application should be able to translate information into practical tools and applying the knowledge into real world. ● Knowledge application mechanism should be able to presents the knowledge in more clear and storable way
8	**Content Creation and Capture**	Ability to create, edit, and upload various types of content (text, documents, images, videos, etc.). Support for rich text editing and multimedia embedding. Version control and tracking of content revisions.
9	**Content Organization and Taxonomy**	Hierarchical categorization and tagging of content for easy navigation. Taxonomy management to create a structured knowledge hierarchy.
10	**Search and Retrieval**	Robust search functionality with filters (e.g., by content type, date, author). Full-text search capabilities for rapid content retrieval.

11	**Content Review and Approval**	Workflow for content submission, review, and approval. Notifications for pending approvals and rejections.
12	**Collaboration and Social Features**	Commenting and discussion threads on individual pieces of content. Ability to "like", rate, or upvote content to highlight its relevance.
13	**Content Versioning and History**	Track changes to content over time with the ability to revert to previous versions. Audit trail showing who made what changes and when.
14	**Integration with External Tools**	Integration with productivity tools (e.g., Microsoft Office, Google Workspace). API support for connecting with other enterprise systems (e.g., CRM, ERP).
15	**Analytics and Reporting**	Reporting tools to track user engagement, content popularity, and other relevant metrics. Generation of usage reports for management insights.
16	**Notification and Alerting**	Email notifications for updates, approvals, and other relevant events. Alerts for content expirations, pending tasks, or important announcements.
17	**Security and Compliance**	Role-based access control to ensure data security and privacy. Compliance with data protection regulations (e.g., GDPR)
18	**Mobile Accessibility**	Responsive design or dedicated mobile app for access on various devices.
19.	**Content Export and Import**	Ability to export content in various formats (e.g., PDF, Word, Excel). Import capabilities for existing knowledge repositories or external content.

20.	**User Authentication and Authorization**	User registration and login with role-based access control. Access levels for different user roles (e.g., admin, contributor, viewer).
21.	**Backup and Recovery**	Regular automated backups of the system's data. Disaster recovery plan in case of system failures or data loss.
22.	**Corporate Knowledge and Learning Repository**	Integrate the platform with other systems to pull relevant knowledge products into the platform using web services for analysis and producing necessary reports. Configure the hierarchy of KCIC by its departments, sections, hubs, and different levels of intervention. Set up a taxonomy of knowledge products allowing cataloging, classification, indexing, and search functionality. Set up a bibliometric dashboard of the organization-wide publication repositories. Allow for metadata and tagging of knowledge products thereby showing relationships between different publications in the repository. Set up an enterprise searching facility to allow retrieval of knowledge products by Author, Department, Subject, Year, Donor, Theme, publisher, or keyword. Also, allow users to browse through collections and communities. Search should also allow for in-document OCR findability. Allow for publication of all formats of knowledge products (pdf, word, video, audio, ppts etc.) and support audio and video playback. Define access levels for members of the organization according to their roles.

		Develop dashboards with frequently used favorites and standard reports based on the user-determined knowledge products. High scalability and performance and support storage of huge volumes of data.
23.	**Integration of AI for knowledge base management**	**AI-Enhanced Search Functionality**: Set up a search module integrated with AI algorithms to enable intelligent search across the knowledge repository. **Content Classification and Tagging**: Develop an AI-powered content classification and tagging system to automatically categorize and tag knowledge products. **AI-Driven Recommendation Engine**: Design and implement an AI-driven recommendation engine that suggests relevant knowledge resources to users based on their profiles, preferences, and usage patterns. **Chatbot or Virtual Assistant**: Develop an AI-powered chatbot or virtual assistant that can provide instant support, answer queries, and assist users in navigating the platform. **Natural Language Generation (NLG) for Summaries**: Implement NLG capabilities to automatically generate summaries or abstracts of knowledge products. **Sentiment Analysis and Feedback**: Integrate sentiment analysis capabilities to gather user feedback on knowledge resources and evaluate user satisfaction. **Adaptive Learning and Personalization:** Implement AI algorithms that analyze user behavior and learning patterns to offer personalized learning experiences. Develop a module that tracks user progress, adapts content recommendations, and provides targeted interventions based on individual needs. **Analytics and Insights:** Develop an analytics module powered by AI to provide detailed insights into platform usage, knowledge consumption, and user behavior.

		Develop visualizations and reports that showcase key analytics metrics and insights derived from AI analysis.

24 Client Services Relationship Management System Functional Requirement

Overview

The client servicing process consists of:

A. Admission of the client into KCIC. The key elements of this process are;

B. Call for applications. This is done through;

    i. An advertisement article on Daily Nation or any other newspaper with nationwide distribution.
    ii. E-fliers on the KCIC website and social media platforms.
    iii. Sensitization forums to be held at the county level.
    iv. The KCIC CSS team attending events/exhibitions to scout for potential clients.
    v. Partnerships with external parties to share relevant pipeline from their portfolio.

C. Evaluation of applications to select suitable enterprises. The evaluation of applications will be varied depending on the target groups and target sectors for enterprises selection, however it will cover the following steps:

    i. Eligibility check against the specified demographics and target thematic areas as well as regional specifications.
    ii. Commercial viability assessment as per a specified criteria that objectively scores the applications to select those successful to proceed to the next stage. This stage will be varied depending on the desired outcome of the mix of enterprises to be supported under incubation or acceleration.
    iii. Due diligence: This is the final stage of evaluation and will cover phone call due diligence and physical due diligence. Bothe exercises will be conducted using developed templates to select successful applications as per responses obtained and physical assessment done on client site.

D. Communication and Onboarding: Communication will be shared to both successful and unsuccessful applicants. The successful enterprises will be required to accept an offer for incubation or acceleration and sign a letter of agreement to receive support within a defined time period.

E. Servicing of the client. The key elements of this process are;

    a. Incubation: Incubation encompasses provision of services to enterprises in early stage and covers the following:

        i. Business advisory: Providing SME toolkits that consist of information and tools relating to business development and assisting in developing/refining these documents e.g., business plan, business model canvas, financial records. It also includes business training and assistance in implementation of growth strategies.

        ii. Access to Facilities: Access to office, testing and fabrication facilities and access to other industry-relevant compliance certifications.
        iii. Access to information: Relevant training through knowledge cafes, sector trends & research, benchmarking visits and farm tours.
    b. Acceleration: Under acceleration, clients receive
        i. Customized business advisory services including Mentorship, Business Model Refinement, Distribution Models, Financial Models, Marketing & Sales, Systems Development, Supply Chain Efficiency, Optimization/Process Efficiency.
        ii. Similar to incubation, enterprises receive the following support on a need basis; Access to facilities and Access to information
    c. Financing: The access to finance function will consist of the following channels:
        i. POC (Proof of Concept) grant funding; At the early stage, the KCIC provides POC funds to either refine an innovative business model or product. Enterprises for financing are competitively selected.
        ii. Repayable and Matching Grants: These are offered to enable enterprises scale and terms vary based on type of funding.
        iii. Investor readiness training and Advisory support on available financing opportunities either in the form of grants, equity or debt.
        iv. External client financing; KCIC assists businesses access other forms of financing from the investor community.

F. Client graduation or exit. The key elements of this process are;
    a. Company Status Review
    b. Graduation Ceremony for the clients exiting the incubation cohort and acceleration category

The system should capture all information from applications to service delivery to post incubation. An advanced application system should be implemented to replace the current manual system. This will ease data capture and management of the applications for all KCIC programmes.

The system should track all services provided to the clients e.g., POC data on technical and financial reports, Hot desk utilization , and design reports. The system should link the services agreed on and delivery and should be able to flag clients who are not being serviced for various KCIC programmes.

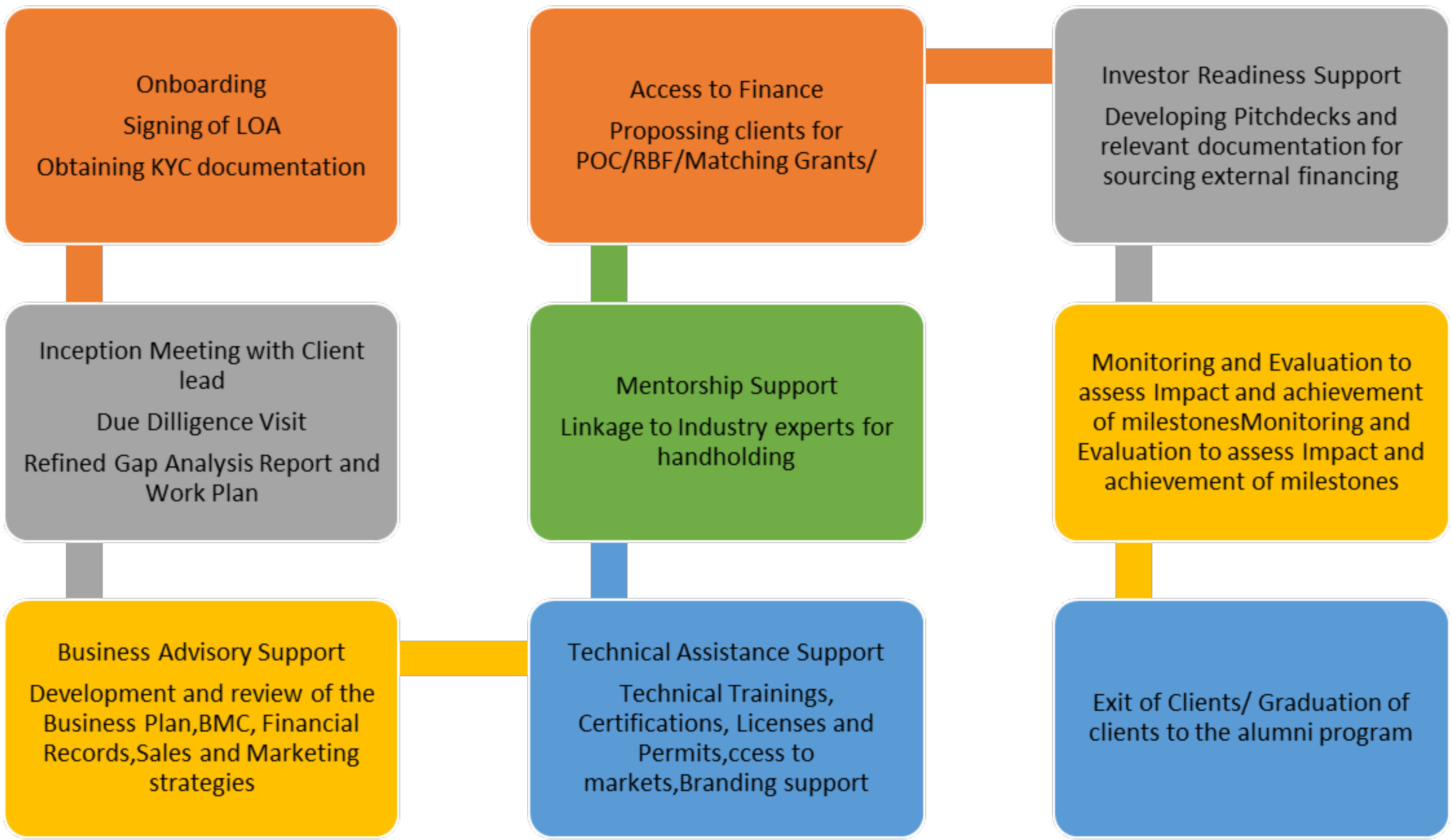
The system should have a report section whereby data on a particular client can be captured for report generation:

- Alumni – M&E on the indicator *Percentage of firms exiting KCIC and that are operational after 3 years*
- Client profiles – O&P and M&E
- IP protection – F&A

Relevant documentations to be uploaded on all delivery areas:

- Admission – LOA, extension letters
- DA 1 – Business plan, BMC, Business Profile, Pitch deck, Financial Statements
- DA 2 – Grant agreements, technical report, financial report, leverage finance
- DA 3 – testing and design reports, Registration certificate, IP, Regulatory bodies Certificates & Permits filed among others
- For every application, the review team is expected to hold a meeting or visit the site for due diligence. This should be well indicated on the system to show that there is progress on the admission/rejection of the applicant. Then after the review team-lead should update the system to show if the applicant has been admitted or rejected

<u>The Client Journey Representation of the 12 Months Incubation/Acceleration Support</u>



Quarter 1 **Quarter 2-3** **Quarter 4**

CRM System Functional Requirements

No.	Requirement	Description	Reports Required
1	**Call for Application**	**Client Application** Streamline the process for enrolling startups into the program. Provide an interface to collect necessary information, verify eligibility, and officially onboard startups into the program **Customizable Application Fields:** Allow customization of application fields to collect specific information relevant to the program. Enable administrators to add, remove, or modify fields based on the unique requirements of the program. **Progress Tracking for Applicants:** Allow applicants to track the progress of their application, from submission to evaluation. Provide a dashboard or status tracker for applicants to monitor the stages of their application. **Real-time Data Validation and Error Handling:** Validate data entered by applicants in real-time to prevent submission of incomplete or incorrect information. Highlight errors or missing fields, and provide clear instructions on how to correct them. **Document Upload Capability:** Enable startups to upload supporting documents like business plans, financial statements, and pitch decks.	Data of all applications received (downloadable in excel format) Data on applications successful/unsuccessful at each stage of evaluation Data of all applications evaluation process till successful enrollment Data on all applications uploaded and missing documentations

		Provide a secure file upload feature with acceptable file formats and size limits. **Physical Data/ Documentation Upload Capability**: Allow the internal team to upload application information submitted through physical forms including allowing upload of scanned supporting documents like IDs, Registration Certificates. **Application Deadline Management:** Set and communicate clear deadlines for application submissions. Display the deadline prominently on the application portal and send reminders to applicants as the deadline approaches **Auto-save and Draft Functionality:** Allow applicants to save their progress and return to complete the application at a later time. Implement an auto-save feature that allows applicants to draft and edit their application over multiple sessions. **Multi-language Support:** Support applications in multiple languages to accommodate a diverse applicant pool. Enable applicants to select their preferred language for the application form. **Customized Application Review Workflow:** Define a review process that includes evaluation criteria, scoring, and decision-making workflows. Allow administrators to set up custom review stages and assign reviewers or committees for each application.	Status on all the applications divided into the various review categories

		Automated Notifications: Automatically notify applicants upon successful submission of their application and provide updates on the status of their application. Send email notifications with personalized messages and relevant information. **Service Delivery** ● Create a client application interface for KCIC programs through an application form that collects client information and project proposals. This interface should have the capability to filter applications according to eligibility criteria and facilitate application scoring. ● Additionally, the interface should trigger email notifications to clients regarding the status of their applications. It should also notify business leads about pending applications in the portal, requiring scoring and decision-making. ● The interface should allow for the uploading of due diligence reports for clients who have been visited, with a provision for secondary scoring based on these visits, furthermore, the system should generate personalized support contract documents for clients participating in the 12-month incubation/acceleration program.	
I.	**Client Onboarding and Enrollment:**	**Integration with CRM Database:** Ensure that application data seamlessly integrates with the CRM system for further management and analysis. Automatically capture and store application data in the CRM database for easy access and tracking.	

		Scalability for High Application Volumes: Handle a potentially large number of applications efficiently during peak application periods. Optimize the application submission component to handle high traffic loads without compromising performance. **Feedback and Evaluation History:** Maintain a history of feedback and evaluation scores for each application. Allow administrators to view and analyze past evaluations to make informed decisions. **Data Security and Privacy Compliance:** Ensure that applicant data is stored and processed in compliance with data protection regulations (e.g., GDPR). Functionality: Implement robust security measures, encryption, and access controls to protect applicant information. **Reporting and Analytics:** Provide reporting capabilities to track application metrics, conversion rates, and program performance. Functionality: Generate reports and dashboards to analyze application data and monitor the effectiveness of the application process.	
	Service Delivery	**Service Offering Customization:** Allow for tailored service offerings based on the specific needs and goals of each startup and the presentation of this information through a work plan developed collaboratively with the enterprise & program staff. Enable program managers to select and customize services (e.g., mentorship, workshops, funding assistance) for each enrolled startup.	Services offered per enterprise and key milestones achieved Satisfaction levels

		Service Request and Scheduling: Allow startups to request specific services and schedule appointments with mentors, advisors, or program facilitators. Provide an online portal for startups to browse available services as per developed work plans, make requests, and select convenient time slots. **Automated Service Assignment:** Efficiently assign mentors, advisors, or facilitators to startups based on expertise, availability, and startup needs. Implement an algorithm or rule-based system for automated assignment, with the ability for manual adjustments. **Service Progress Tracking:** Monitor the progress and outcomes of services provided to startups by comparing service delivery to milestones on each enterprise work plan. (The work-plan needs to adopt a progressive tool like Gantt chart that shows levels of completion). Record and track key milestones, feedback, and any deliverables associated with each service engagement. **Feedback and Evaluation Mechanism:** Collect feedback from startups regarding the quality and effectiveness of the services received. Provide a platform for startups to submit feedback and evaluations after each service engagement. **Resource Allocation and Utilization:** Optimize resource allocation, such as mentor time and workshop availability, to meet demand.	per enterprise and feedback provided Track attendance levels to training sessions, both virtual and physical Track number of individual meeting sessions held with leads and mentors Types of workshops requested, workload of mentors and subjects covered, specific resource needs. Number of individuals

		Use data analytics to allocate resources efficiently and identify areas where additional resources may be needed. **Service Rescheduling and Cancellation:** Allow for startups to reschedule or cancel service appointments as needed. Provide a self-service portal for startups to manage their service appointments, with appropriate notification to mentors or service providers. **Knowledge Base and Resource Library:** Provide startups with access to a repository of resources, templates, and best practices. Organize and categorize resources for easy navigation and searchability. **Service Reporting and Metrics:** Track and report on the utilization and impact of services provided to startups. Generate reports and dashboards to analyze service metrics, including utilization rates, satisfaction scores, and outcomes achieved. **Service Escalation and Issue Resolution:** Establish a process for addressing any issues or escalations related to service delivery. Implement a ticketing system or workflow for handling and resolving service-related concerns in a timely manner. **Data Security and Compliance:** Ensure that sensitive information related to service delivery is protected	interacting with the library, average amount of time taken in learning, popular search terms and resource categories Records of escalated service issues, workflow for handling and resolving service-related concerns Logs of data synchronization between the service delivery system and CRM Database Records of successfully integrated data and any synchronization Records of automated

		and handled in compliance with data protection regulations. Implement robust security measures, encryption, and access controls to safeguard service-related data. **Client Communication and Notifications:** Keep startups informed about upcoming services, appointments, and relevant updates. Send automated notifications and reminders via email or SMS, and provide a communication portal for any additional inquiries. Keep and upload a record of meeting notes and allow upload of meeting minutes for sessions held off the system. **Scalability for Growing Programs:** Ensure that the service delivery management component can scale as the program expands and serves a larger client base. Design the system architecture to accommodate increased demand and usage without sacrificing performance.	notifications. Notifications history including delivery status
	Alumni Management	**Alumni Profile Management:** Store detailed information about program alumni, including contact details, company history, and areas of expertise. Allow administrators to create and update alumni profiles with relevant information. **Segmentation and Categorization:** Segment alumni based on criteria such as industry, program participation, graduation year, etc. Provide options to categorize and filter alumni records for targeted communication and engagement.	Demographic breakdown of engaged alumni, data on geographic distribution of engaged alumni

		Engagement History Tracking: Record and track alumni engagement activities, such as event attendance, mentorship, and collaborations. Log interactions, participation in program activities, and contributions made by alumni. **Communication and Outreach:** Enable communication with alumni through various channels like email, newsletters, and social media. Integrate with email marketing tools or provide an in-built messaging system for seamless outreach. **Event and Webinar Management:** Organize events, webinars, and networking sessions for alumni. Create event records, manage registrations, and track attendance. Send event invitations and reminders. **Alumni Directory:** Provide a searchable directory for program stakeholders to find and connect with alumni. Enable filtering and search capabilities based on criteria like industry, expertise, and location. **Feedback and Surveys:** Gather feedback from alumni regarding their experiences in the program and their current ventures. Create and send surveys to alumni, and store and analyze the feedback received.	Data on effectiveness of different communication channels, click through rates, open rates and response rates Event attendance trends, alumni demographics like (programme, cohort) of event attendees. Report on results and analysis of surveys and feedback from alumni regarding

		Job and Opportunity Posting: Allow alumni to post job openings, collaboration opportunities, or business ventures. Provide a platform for alumni to submit and manage job postings or partnership opportunities. **Resource Sharing and Knowledge Exchange:** Enable alumni to share resources, articles, and best practices with the community. Create a repository for knowledge sharing and collaboration among alumni. **Referral and Introduction System:** Facilitate introductions and referrals between alumni and current program participants. Provide a platform for alumni to recommend and connect with startups, mentors, or investors. **Mentorship Program Integration:** Integrate alumni mentorship programs to connect experienced alumni with current startups. Facilitate mentor matching, scheduling, and progress tracking. **Alumni Success Stories and Case Studies:** Showcase the achievements and success stories of program alumni. Create a section to highlight success stories, including case studies and testimonials. **Alumni Networking Platform:** Provide a platform for alumni to connect, collaborate, and exchange	their engagement experiences, insights into alumni satisfaction and suggestions for improvement Report on analyzed data and recommendations Number of jobs posted, data on number who apply for the jobs posted and the successful candidates

		ideas. Enable discussions, forums, or social networking features for alumni interaction. **Privacy and Data Security:** Ensure compliance with data protection regulations and protect alumni information. Functionality: Implement access controls and encryption measures to safeguard alumni data. **Analytics and Reporting:** Track engagement metrics, event attendance, and other key performance indicators related to alumni interactions. Generate reports and dashboards for program managers to analyze alumni engagement and impact.	Data/Reports on successful referrals and engagements, number of alumni getting access to mentors
	Contact Management:	Ability to store detailed contact information for startups, entrepreneurs, mentors, investors, and other stakeholders. Categorization and segmentation based on criteria like industry, stage, funding status, etc. Link contacts to their respective companies or projects.	
	Lead and Opportunity Management:	Capture and track leads generated through various channels (website, events, referrals, etc.). Assign and prioritize leads based on criteria such as potential, industry relevance, and incubation program fit. Manage potential opportunities for collaboration, investment, or partnerships with startups.	
	Opportunity Management:	Track potential opportunities for collaboration, investment, or partnerships with startups.	

		Assign probabilities and expected values to opportunities.	
	Customizable Incubation Program Management:	Ability to manage different types of incubation programs (pre-incubation, acceleration, mentorship, Alumni, etc.). Track progress, milestones, and outcomes for each startup enrolled in a program.	
	Program Management:	Ability to manage different types of programs (pre-incubation, acceleration, mentorship, Alumni, etc.). Track progress, milestones, and outcomes for each startup enrolled in a program. Record program-specific details, such as start and end dates, program tracks, and milestones.	
	Communication and Collaboration:	Integration with email, messaging platforms, and video conferencing tools. Document sharing, task assignment, and collaborative workspace for startups and mentors. Provide a collaborative workspace for startups, mentors, and other stakeholders. Facilitate communication within the platform for discussions, updates, and document sharing	
	Monitoring and Reporting:	Track KPIs and metrics specific to startups in the incubation process (e.g., revenue growth, funding status, product development milestones). Generate custom reports and dashboards for stakeholders and management.	
	Workflow Automation:	Automate routine tasks like sending follow-up emails, reminders for program milestones, and surveys for feedback. Workflow customization based on specific program stages or startup environments.	

	Integration with External Tools:	Integration with accounting software for managing funding and financials. Integration with marketing tools for lead generation and nurturing.	
	Resource and Facility Booking:	Allow startups to request and book resources like meeting rooms, equipment, or lab space within the incubation center. Track resource availability, reservations, and usage.	
	Event Management:	Manage events such as workshops, seminars, and networking sessions. Registration, ticketing, and tracking of attendance of clients.	
	Document Management:	Store and organize documents related to startups, including business plans, financial statements, and legal documents. Version control and access control for sensitive information. Facilitate knowledge sharing through a repository of resources, articles, and best practices.	
	Data Security and Compliance:	Ensure compliance with data protection regulations (e.g., GDPR) and industry-specific standards. Secure data access controls based on roles and responsibilities.	
	Analytics and Reporting:	Provide tools for generating reports and dashboards on program performance, startup progress, and stakeholder engagement. Include features for visualizing data and tracking KPIs.	
	Scalability and Customizability:	Ability to scale as the incubation program grows. Customization options to adapt to specific program requirements.	
	User Training and Support:	Provide training resources and support for users (administrators, mentors, startups) to maximize system utilization.	
	Mobile Accessibility:	Ensure the CRM system is accessible via mobile devices for on-the-go access.	

	Delivery Area (DA)	Services	Key performance Indicators (KPI)
	DA 1: Business Advisory & Mentorship	Application	· Number of applications received · Decision made; Admit/ Reject · Feedback to the client within 2 weeks · LOA was developed and signed immediately · Renewal of contract · Disengage/ Graduate
		Business Advisory	· Business Proposals /Business plan development Business Profiles & BMCs development · Financial Management · Investment readiness: · Human Resource · Marketing · Legal and compliance · Strategic Management
		Training (Business and Technical)	· Type of training · Number of training models adopted/developed · Facilitators of the training · Number of participants of training (disaggregated to gender and thematic areas) · Training output track (post-training) · Number of trainings

		Toolkits	· Type of toolkit · Analyze the use i.e., number of clients benefiting / utilizing them · Output tracking
		IP protection	· Number of IP searches, · Number of IP filling · Number of IP registered
Mentorship	**Process Step**	**Description**	**System Tracking**
	Identification of Mentors:	Identify potential mentors based on expertise, industry relevance, and availability to participate.	● Record mentor profiles, including qualifications, experience, and areas of expertise. Track their availability and engagement levels.
	Alumni Partnerships Track	Promote partnerships between current clients and successful alumni for knowledge exchange and guidance.	● Document alumni involvement, mentorship sessions and outcomes. Record feedback from both alumni mentors and mentees
	Individual Mentors Track & Match Making	Assign individual mentors to clients based on compatibility, industry focus, and specific needs.	● Maintain a database of mentor-mentee pairings. Track the duration, frequency, and topics covered in mentorship sessions.
	Type of Mentorship Provided:	Determine the nature of mentorship, such as one-on-one sessions, group workshops, or virtual mentoring.	● Categorize mentorship types and track the frequency and effectiveness of each type. Record feedback from clients and mentors regarding the mentorship format.

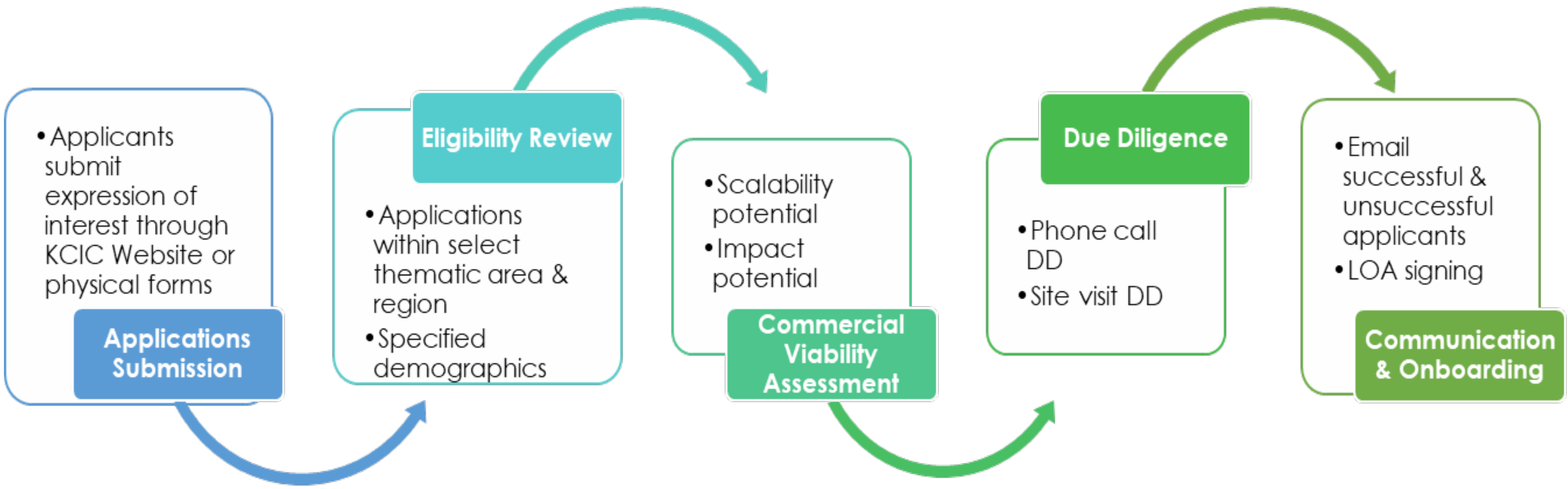
	Output/ Progress of Mentorship	Monitor the progress of mentorship relationships, including achievements, challenges faced, and goals accomplished.	● Capture mentorship session summaries, client feedback, and mentor evaluations. Track the achievement of client goals and milestones. Generate reports on the overall impact of the mentorship program.
	Monitoring & Evaluation	Regularly assess the effectiveness of mentorship relationships through field visits and feedback evaluations.	● Implement a feedback mechanism where both mentors and clients can provide feedback on the mentorship process. Track trends in mentorship outcomes to identify successful strategies and areas for improvement.
	Payment Tracking for Mentors	Establish a payment structure for mentors based on deliverables and outputs. Payment should be tied to the achievement of specific goals and milestones set during mentorship	● Record mentorship deliverables, achievements, and successful outcomes. Process payments to mentors based on the documented achievements. Maintain a payment log to track disbursements to mentors.
	Docu menting Success Stories/ Case studies:	Document success stories and case studies resulting from mentorship engagements. Highlight key achievements, challenges overcome, and the overall impact on the mentees' businesses.	● Maintain a repository of success stories and case studies. Include details such as mentor-mentee pairs involved, mentorship duration, challenges faced, and outcomes achieved. This data will be used for program evaluation and to showcase the impact of the mentorship program.

	DA2: Access to Finance	POC, Concessional Loans and Financing leveraged from other sources	· This delivery area is covered separately in a different TOR
	DA3: **Access to facilities**	Technical support through KIRDI	· Number of clients accessing technical facility · Type of clients accessing the facility(AG, WS, RE) · Type of support offered · Mid work plan review prompts · Progress and final reports · Process flow
		Other technical facility providers	· Number of other technical facility providers: · Technical partnerships and · Others · Number of clients accessing the facility · Type of clients accessing the facility(AG, WS, RE) · Mid work plan review prompts · Progress and final reports
		Office space	· Number of clients accessing the office space · Type of clients accessing the office space · Output track · Periodical reports on use of hot desks
	DA 4:Access to information	Knowledge Cafes and Technical Trainings Benchmarking Visits DLMS	· Type of training · Number of training models adopted/developed · Facilitators of the training · Number of participants of training · Training output track (post-training) Knowledge base of training material used and templates shared/developed

	DA5: Enabling environment	Thought Leadership and Policy Advocacy	No. of studies conducted on public service delivery and ease of doing business No. of Policy advocacy meetings held, Locations, No. of participants Legislation meetings facilitated with a record of number of participants and outputs

DELIVERY AREA PROCESS FLOW

<u>APPLICATION PROCESS FLOW</u>

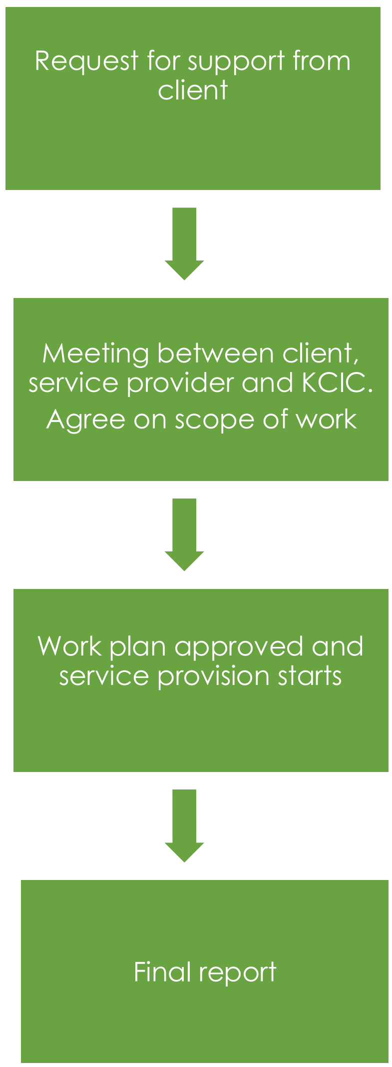


<u>Note:</u> The commercial viability assessment will vary depending on desired types & sizes of enterprises per each program design.

Access To Facility Process Flow

1. Request of support from client
2. Decision
3. Meet up between client/ service provider and KCIC
4. Approval of work plan
5. Service provision
6. Report submission

Access To Facility Process Flow



Enabling Environment Process

Identify Issue
Problem in the existing Policy
Lack of implementation or enforcement of policy
Problem where political leadership need to take action
Problem due to lack of involvement with decision makers

Analyze the Problem
Relevant to KCIC priorities
Relevant to programme areas
Is any evidence available?
Clear position on the issue and Position alternative
What is the chance for success?

Identify the Goals and Objectives
The goal should be the long-term result of the advocacy effort – vision for change
Objective should be the specific change to be brought about by the process that contributes to reaching the goal.

Situation Analysis
In order to achieve the desired change, the following will be key
The issue should be up the political agenda
Outline the economic consequences of the change
How the efforts can be affected by the community attitude
The stakeholders who are affected by the issue

Organizational Capacity
Personnel with relevant skills, knowledge and commitment are available to work on the process
Appropriate funds, facilities and equipment available
Reputation, relationships and support needed from other partners

Develop plan of action
Identify tools for the advocacy i.e., position paper that set out agreed analysis of the problem and solutions
Identify the tactic to use i.e., cooperative and persuasive approaches
Publish research and analysis
Form networks and alliances

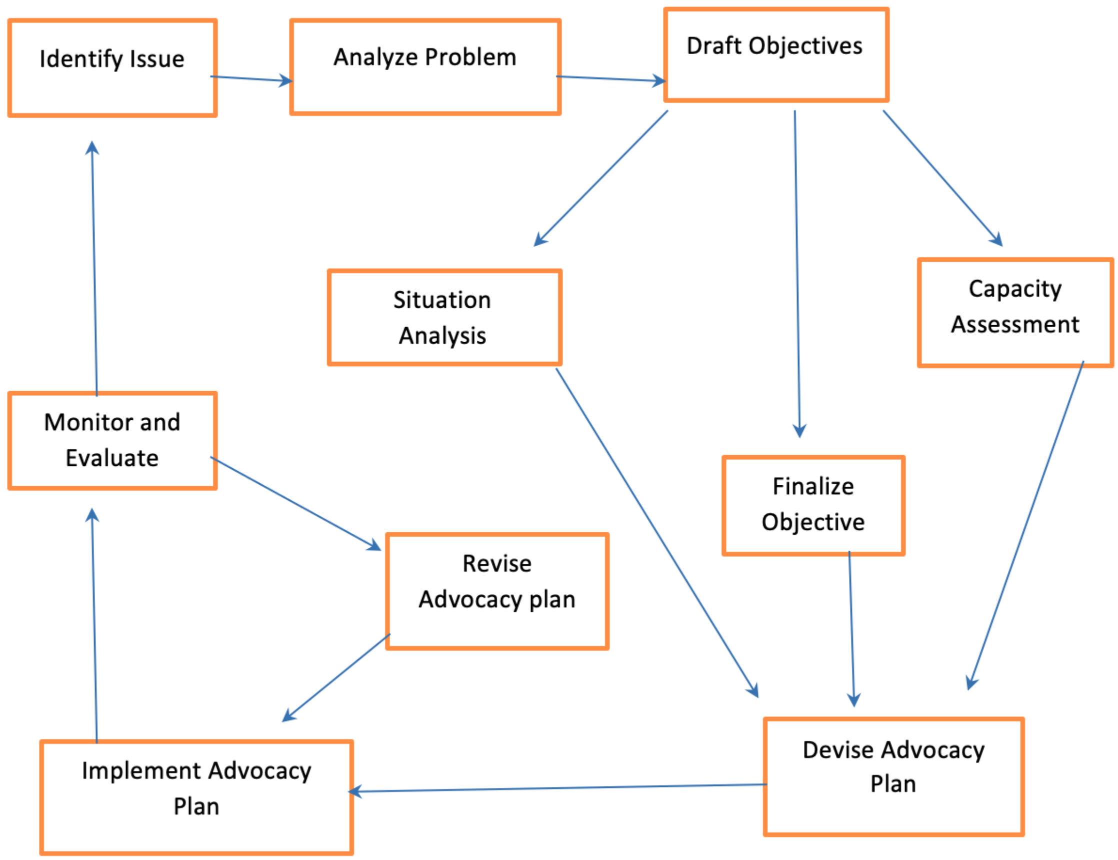
Implement the action plan
Communicate with target audience through awareness forums and presentations

Identify and utilize the advocacy opportunities i.e., conferences, committee meetings, retreats
The essence is to bring out the problem and possible solutions
How the issue affects people and how people will benefit
What is the evidence and evidence for the solution?
Outline some human examples and what need to change
Who is responsible and what action needs to be taken by whom

Monitoring
Track progress
Identify and deal with problems as they arise
Respond to changes as soon as the occur

Evaluation
Determine if the strategy was successful
Draw lessons from experience in order to improve quality of future advocacy

Process Flow


Identify Issue
Analyze Problem
Draft Objectives
Situation Analysis
Capacity Assessment
Monitor and Evaluate
Finalize Objective
Revise Advocacy plan
Implement Advocacy Plan
Devise Advocacy Plan