

Terms of Reference – Local Digital Transformation Consultant

1. Introduction

BSC is embarking on a digital transformation project to enable it to deliver innovative digital services and solutions to its customers. The project requires assessment and upgrade of the current ecosystem of systems, applications, and business processes and how they are aligned with BSC strategic plan and Digital Transformation Strategy

2. About BSC and the Project

Broadband Systems Corporation, PLC (BSC) is a licensed Internet Service Provider (ISP) that is incorporated under the laws and regulations of the Republic of Rwanda. The company is engaged in the business of providing advanced Information Communication Technology (“ICT”) services based on broadband connectivity

3. Objectives & Responsibilities

The main objective of the assignment is to assess the current infrastructure (Network and Application Infrastructure, Business processes, Applications and systems) and recommend their improvement, by benchmarking existing infrastructure into place towards the ideal digital transformation ecosystem to ensure that the digital transformation needs for providing an efficient, quality oriented and service delivery of products and services BSC offer to be of optimum. The digital transformation strategy will foster the efficient delivery of services and products as well as enhancing how BSC provides services to its customers as well as enhancing internal processes through automation and ease of use. Furthermore the consultant will analyze the current level of digital transformation and create digital transformation strategies identifying and prioritizing needed solutions that will transform BSC in an digital enabling environment for the services and products.

The consultant will:

- Perform a review/assessment of BSC infrastructure (network and application), business processes, current products, and services (implemented and projected)

- Develop technical specifications and benchmarking of current state of existing infrastructure, business processes, products and services into future state of agile transformation with digital transformation strategy aligned to BSC strategic plan and goals.
- Develop technical specifications for the industry leading business intelligence and analytics tools to benchmark current state and future state.
- Develop technical specifications of the integration mechanisms between systems and applications
- Assess the capacity and skills of BSC staff towards digital transformation
- Conduct detailed requirements analysis sessions with relevant stakeholders aimed at gathering and documenting key requirements to develop an integrated and appropriate future state digital transformation strategy
- Create personalized digital transformation strategies for BSC. The goal for each strategy is to effectively identify and prioritize solutions that would potentially have the highest return in improving business operations of each BSC department. The strategy will analyze the current business processes and understand the company's needs, problems and challenges, based on the which detailed recommendations for implementation of solutions will be elaborated and recommended in order to improve the operations
- Undertake a validation exercise with all stakeholders to provide input to the infrastructure requirements enabling digital transformation within BSC and its services and products

4. Deliverables

- Digital assessment report detailing the assessment reviews and results
- High level infrastructure design document of the integration of systems and applications that will help BSC be more digital
- Terms of reference for the technical specifications for requirements of digital transformation tools and ecosystem to address the digital transformation gap
- Skills and training gap analysis report and training plan for BSC staff about digital transformation adoption, KPIs and associated metrics
- Digital transformation strategies for each BSC department aligning to the overall business objectives of the company
- Narrative report on findings, insights and recommendations
- Methodology for creation of digital transformation strategies

5. Project Team

The consultant will work with a small group of BSC staff members across all the units/departments. The Consultant will report to the BSC Digital Transformation Task Force team.

6. Duration of the Consultancy

The duration of the consultancy will be 3 months, across a timeline of the end of 2023.

The final report will be submitted by the end of 3 months after signing the contract.

7. Required Qualifications and Experience

- Minimum of a bachelor's degree in computer science or in a related field
- A minimum of 7 years of professional work experience in digital transformation
- A minimum of 3 years of experience in telecommunication and IT industry with hands-on project implementation of digital transformation initiatives
- Have executed at least 3 digital transformation Projects especially in telecommunication industry
- Have executed at least 2 projects in automation of IT processes and tooling
- Have executed 2 projects in system integration
- Professional Certificate in digital transformation
- Proven Experience in system architecture
- Proven Experience as senior/Lead software developer

8. Evaluation Selection

a. Qualification and experience: **60 Points**

b. Methodology and work plan: **40 Points**

NB: The minimum technical score required is 80%.

9. Evaluation of proposals

The evaluation committee shall evaluate the technical proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria and all consultants will be ranked according to their average technical score.

Following the ranking of the technical proposals of the consultants, only the first ranked consultant shall be requested to submit their financial proposals and Contract negotiations. In case of negotiation failure, the Client shall proceed to negotiate with the next-ranked consultant.

10. Financial proposal

The best technically evaluated consultant will be requested to submit their financial offers which will be negotiated and considered in the contract. The consultant will propose a **lump sum fees** including any reasonable additional fees, restrictions, limitations or charges in addition to the retainer fee taxes included.

The financial proposals shall be valid for a period of 90 days after the final date of its submission. It will be submitted separately after the technical evaluation results.

11. Scoring Criteria

Marks will be awarded given taking into consideration the following general criteria and guidelines:

Nº	CATEGORY	SCORE
SCORING CRITERIA		
1	<u>Qualifications and Relevant experience</u>	[60/60]
	Bachelor Degree in Computer Science or any other related field with relevant experience in computer application development.	5
	Proven experience of a minimum of 7 years of professional work experience in digital transformation	20
	A minimum of 3 years of experience in telecommunication and IT industry with hands-on project implementation of digital transformation initiatives	15
	Have executed at least 3 digital transformation Projects especially in telecommunication industry	9
	Have executed at least 2 projects in automation of IT processes and tooling	6
	Have executed 2 projects in system integration	5
	Methodology and Work Plan	[40]
3	Quality of the methodology proposed as per expectations to undertake the assignment	30
4	A well detailed note showing understanding of the scope of work/ work plan	10
TOTAL		<u>100</u>

12. Submission Procedures

Application for this consultancy shall be done independently by each consultant, considering the required conditions as well as the different tasks to be accomplished. The individual technical proposals written in English language must reach Broadband Systems Corporation Ltd (BSC Ltd) by soft copy to the following e-mail: procurement@bsc.rw not later than **26/09/2023** at **10h30 a.m.** Late proposals will be rejected.

Technical Proposals will be opened in the presence of bidders or their representatives who choose to attend at BSC PLC conference room on **26/09/2023 at 11:00 am.**

The consultants are requested to send their applications which must contain the following documents:

- A letter of interest to the present position,
- A detailed CV of the applicant,
- A document describing the understanding of the terms of reference and the proposed methodology to execute the mission,
- Work plan
- References for similar services done with other institutions
- Other supporting material deemed to be relevant to the proposal (certificates...)

Note : Please contact the procurement team through e-mail procurement@bsc.rw for any required clarifications not later than 3 days before the submission date.

Done at Kigali, on 12/09/2023

Sincerely,

**Mr. Christian MUHIRWA
Chief Executive Officer**