



**Da Afghanistan Bank
Central Bank of Afghanistan
Financial Sector Strengthening Project**

**Request for Expressions of Interest
IT Consultancy Firm
(Assessment of IT requirements, design, implementation and supervision of IT
installations at DAB)**

Islamic Republic of Afghanistan
Financial Sector Strengthening Project
Consulting Services: IT consultancy firm
Grant No: H484-AF
Project ID No.: P110644
EOI No.: FSSP/DAB/C-1

Closing Date:

Expression of interest must be delivered to the address below by [1600 hours on 26 September 2009].

Expressions of Interest

The Government of Afghanistan is implementing a World Bank supported Afghanistan Financial Sector Strengthening Project (AFSSP) aimed at improving the financial services in Afghanistan. One component of the project is support to IT department of DAB into up-gradation of its IT System to accommodate the automation of off-site supervision, human resource management, as well as a Public Credit Registry (PCR) and Collateral Registry (CR). DAB envisages that further automation will also be required in the next few years in order for it to achieve its mission of fostering price stability and building a robust financial system while implementing the five strategic pillars under the 'DAB Strategic Plan for 2008-2013'. DAB requires up to date and accurate information on a variety of aspects related to the monetary, financial and associated sectors of the economy in performing its functions as the central bank.

SCOPE OF WORK

The majority of funding under the AFSSP will go towards setting up necessary IT systems for five functions: (i) automation of off-site supervision in DAB; (ii) automation of human resources management in DAB; (iii) IT system for Public Credit Registry; (iv) IT system for Collateral Registry and (v) evaluate the current IT systems of the existing banking system to accommodate and implement the proposed systems through a brief survey of the commercial banks and DAB branches. Ensuring that these IT systems are

properly procured and effectively installed is therefore key to the overall success of the project.

For successful implementation of the IT systems, an IT consultancy firm will conduct an initial detailed assessment of the current IT systems in DAB along with the existing DAB branches and branches of the commercial banks through a survey, and to prepare an IT development strategic plan for five years. The IT consultancy firm will receive specific functional specifications from two other consultants, one for the supervision department and the other for the human resources department. Also, the International Finance Corporation (IFC), working directly with the Public Credit Registry and Collateral Registry units at DAB, will provide the IT consultancy firm with the functional specifications for those systems. These requirements will be analyzed by the IT consultancy firm against their assessment of DAB's overall IT system, in order to determine the most appropriate method of purchasing the four required IT systems.

Once this analysis is completed and in consultation with the procurement department at DAB, the IT consultancy firm shall assist DAB in drafting necessary technical specifications and bidding documents for the four required IT systems. The IT consultancy firm will also assist DAB in establishing vendor selection procedures and in monitoring and supervising the installation of the IT systems.

The IT consultancy firm will:

- (1) Initial assessment of current IT systems
 - Review and document Da Afghanistan Bank's current information systems capabilities, including hardware and software utilization, data processing (DP) organizations, resources, staff skills, status of current application systems and assess how well they serve the organization's information requirements;
 - Evaluate the current IT systems and reporting avenues available in the banking sector which will be used to report to the DAB;
 - Develop and document an overall understanding of the DAB in terms of its goal, functions and business processes;
 - Identify and document the fundamental business processes DAB has to perform to carry out its mission, achieve its objectives, plan, organize and implement its work programs;
 - Determine and document management perspectives regarding the organization's DP objectives, current problems and potential opportunities for improving the information systems;
 - Identify, describe and document the information needs and information flows associated with the various business functions and processes;
 - Develop and document a framework for information systems development at DAB required to be put in place to support organizational goals and objectives. This would include:
 - Identification of a portfolio of information systems applications. This should include, inter alia, application systems to assist the DAB to:

- Provide a range of banking services for the government, other banks and financial institutions, including the treasury function for the government
- Apply prudential regulations and perform the banking supervision function including the interface of DAB and commercial banks in monthly reporting
- Determine and manage monetary policy, including systems to assist in economic analysis and research
- Manage data on banking statistics, balance of payments, imports, exports and to assess the overall economic conditions
- Manage foreign exchange, and the foreign exchange budget
- Determine interest and exchange rates
- Manage government reserves
- Manage government debt, and market government securities
- Manage the inter-bank payments (clearing) system
- Manage internal administrative functions, such as personnel management and associated pay and benefits systems, internal budgeting and financial management etc.
- Modernise the accounting system

Description of the inputs, outputs and processing associated with each application, the primary data bases which will be required by the various systems, their linkages and interfaces within DAB and with the financial sector;

Description of the ownership and distribution of these application systems between the various organizational units at head office and the DAB branch offices and the volumes, frequency and mode of sharing data between various processing nodes.

(2) IT Development Strategic Plan

- Develop and document an implementation strategy and phased program for systems development, set priorities for systems development based on the strategic objectives of DAB and the IT opportunities identified above, determine which applications would require custom development and which application systems could be implemented using off the shelf package software.
- Assess and document the requirements for office automation and related systems at Afghanistan Bank Head Office and branch offices and specify the recommended hardware and software environment;
- Make an assessment of, and document the technology architecture required for implementing the updated ISSP recommendation. This would, inter alia, result in a statement of specification for:
 - Hardware configurations with estimates of capacity
 - Systems software at both DAB (based on detailed analysis) and commercial banks (based on a brief survey)
 - DBMS software (Policy about RDBMS)
 - Application development tools, 4GLs
 - Office systems and related hardware & software

- Any further requirement for local area network at the head office and branch offices and the inter-office networking requirements.

(3) Propose IT Organization Development Plan

The DAB will require the development/upgrading of its in-house information systems organization and capacity to develop maintain and operate the various systems envisaged as part of the updated ISSP. Accordingly, the consultants would analyze the existing resources and capacity and develop and document a plan to upgrade this organization and/or set up a new organization which would be able to service DAB informatics needs. This would include:

- Developing a human resources plan, including a identification of the number and types of skills required
- A training plan for existing and new staff in the use of various tools, such a operating systems, DBMS application development facilities, and more general training in DP organization and project management, and user support and training, technical and user documentation and training plan specifying the various types of training required (internal or external), target audiences, number of trainees and timing.
- Estimating the types of external consulting assistance (local or expatriate) required for implementing the plan, which elements of the ISSP recommendations will require such assistance.
- Definition of an appropriate organizational and management structure to manage the DP resources of the organization and the organizational arrangement for overseeing and monitoring the progress of the proposed plan.
- Estimate the Financial Resources required
- Determine the financial resources needed for implementation. The statement of resources should include:
 - An estimate of costs for hardware, communications networks, systems software, application development tools, contact software development, as applicable.
 - Conversion or integration with existing systems cost, if applicable.
 - External assistance required.
 - Ongoing costs including hardware and software maintenance, license fees.
 - User and operation staff training costs.
 - Personnel and related costs for the DP organization to be put in place.

(4) Implementation Roadmap

Specify a phased implementation program and tentative implementation schedules based on resource availability and absorptive capacity. This would include a schedule for phased acquisition of equipment, software, development of systems, training plan and a migration/integration plan from existing systems technologies, as applicable.

(5) Assistance in Bidding Process

The result of this analysis should be documented in a form that can be used for preparing procurement documents for acquisition of hardware under relevant bidding procedures of the World Bank.

- Work with the consultants of the IFC to obtain requisite specifications for the public credit registry and collateral registry. Additionally, work with other consultants hired under the AFSSP to obtain the technical specifications required for automation of off-site supervision and human resources.
- Help DAB draft the bidding documents including the Request for Expression of Interest (REOI) for all of the above.
- Guide in short listing the vendors who have submitted REOI for the second stage i.e. for calling a Request for Proposal (RFP).
- Provide technical assistance to DAB in preparing the RFPs.
- Review the System Requirement Specification (SRS) submitted by the prospective vendors for all of the above to make sure that all the necessary functional details are adequately covered in the SRS at the time of floating international tender for submission of bids.
- Suggest appropriate evaluation criteria matrix for assigning weight for financial and technical bids.
- Guide to finalize the selection of vendor for execution of the Project as per Procurement guidelines of the World Bank.
- Certify the software and hardware delivered by the vendor and closely monitor the testing of the systems

It also should be noted that while drafting the RFP, World Bank procurement guidelines will be followed. Copies are available on World Bank's website (<http://www.worldbank.org/procurement>).

Time schedule for the proposed Work:

The work will commence immediately after the selection of the candidate and is expected to take at a maximum 24 months.

Timeline

The following timeline is envisaged for this work:

Month 1-2 = Assessment of current IT system

Month 1-3 = Proposed IT development plan

Month 4 = Drafting bidding documents for computer software and hardware for off-site supervision, human resources, collateral registry and public credit registry

Month 5 to end of first quarter 2010 Assisting in procurement of IT systems along IDA guidelines

Second quarter 2010 to end of 2011 = Supervision of installation of IT system

Location of the assignment:

The consultant will be based in Kabul, Afghanistan, and will be able to undertake most of the work in DAB AD, bar visits to the World Bank offices for background information. The consultant will be based at the AD, to work closely with the management and the staff of the department.

Management

The AFSSP is being implemented directly by DAB through a two tiered implementation structure. The higher level of implementation is the Project Steering Committee (PSC), which is headed by the Governor of DAB and also contains all the heads of the relevant departments involved in the project. The PSC will provide strategic guidance and managerial direction for the project as a whole. The second level of implementation is the Project Implementation Committee. This is chaired by a Project Director and contains key focal points from all the departments involved in the project. Its main responsibilities include, inter alia, coordination of project implementation among the various DAB departments and the PSC, preparation of annual work plans and budgets, procurement, financial management, and preparation of progress reports. Each concerned department for the project will nominate a PIC member with relevant experience.

The IT firm will work closely with and report initially to the head of the IT department in DAB. The IT department is itself part of both the PIC and the PSC. Under the implementation arrangements, the IT department will also submit information pertinent to the project directly to the Project Director.

Administrative Arrangements

DAB will provide office space and limited secretarial facilities to the consultants during the course of assignment.

Confidentiality

The consultants will maintain strict confidentiality in regard to the materials which come across them in the course of this assignment and discussions held with stakeholders in this regard. All materials relating to the study will be the property of the Bank and returned to the Bank at the end of the assignment.

Budget and Funding

The consultants will prepare their proposals on an all-costs-included basis, covering fees including overhead, international and local travel, accommodation and subsistence, supplies, communication, and other sundry costs. The consultants are expected to bring their own computer equipment for use on the assignment.

DAB now invites eligible individual consultants to indicate their interest in providing the services. Interested consultants must provide information indicating that they are

qualified to perform the services (CV, brochures, and description of similar assignments, experience in similar conditions and availability of appropriate skills).

A consultant will be selected in accordance with the procedures set out in section V of the World Bank's *Guidelines: Selection and Employment of Consultants by World Bank Borrowers* (October 2006).

Interested consultants may obtain further information at the address below during office hours i.e. 0900 to 1600 hours.

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