

**SUPPLY, DELIVERY, INSTALLATION, COMMISSIONING AND  
MAINTENANCE OF KENYA REVENUE AUTHORITY COMPREHENSIVE  
TECHNOLOGY PLATFORM REFERENCE NUMBER  
KRA/HQS/EOI-002/2023-2024**

**1.0 BACKGROUND**

The mandate of KRA is to assess, collect and account for all revenues in accordance with Kenya's laws and regulations. The major focus of KRA in the recent past has been the utilization of technology to help revenue collection and tax administration, This will help the authority to transition to OECD's Tax Administration 3.0 which is defined as a "*Highly digitalized tax administration with processes increasingly built into the natural systems used by taxpayers in their daily lives and businesses*". That way, KRA is expected to be seamless and frictionless by reducing the administrative burden through development of a technological architecture that is best in class.

**2.0 CALL FOR EXPRESSION OF INTEREST**

The Authority is in the process of acquiring a Comprehensive Technology Platform that refers to a best-in-class and integrated ecosystem of software, hardware, and infrastructure that enables organizations to streamline their operations, enhance collaboration, and leverage cutting-edge technologies. In the case of KRA, it is expected that the platform will be: simplified, integrated both internally and externally, possess the best security features, and offer visibility of all transactions as they happen.

The Kenya Revenue Authority would like to invite Expression of Interest from qualified firms to deliver the solution which will be customized to meet the requirements of KRA, the laws and the procedures.

The objective of this acquisition is modernization of the current tax solutions through digitalisation with an aim of enhancing revenue performance, system robustness, agility, performance, availability and improving Taxpayer satisfaction. The comprehensive tax modernization solution should employ cutting-edge technology as appropriate, including but not limited to: cloud computing, block chain, data analytics, artificial intelligence, and Internet of Things (IoT).

**3.0 SCOPE OF WORK**

The scope of work cover **Supply, Delivery, Installation, Commissioning and Maintenance of Kenya Revenue Authority Comprehensive Technology Platform**

**The proposed solution must provide the following minimum requirements:**

- a. End-to-end design of the proposed technology architecture
- b. A unified taxpayer platform covering both domestic taxes and customs, using single sign-on
- c. Ability to offer seamless integration both internally and externally
- d. 360 degree view of the taxpayer
- e. Embed the best cyber security and risk management tools
- f. In-built data analytics capability

- g. Ability to provide visibility of all transactions as they happen
- h. Simplified and user-friendly platform
- i. Employ cutting-edge technology, such as Artificial Intelligence, Block Chain, Machine Learning, Internet of Things (IoT), etc

**Table 1: Detailed Scope of Work**

Desired State	Future State	Description
1. Enterprise Architectural design.		Provide a fully integrated (end-to-end) design encompassing the core applications with integrations to internal and external systems including partner government agencies' systems and the taxpayer ecosystem including their ERPs to facilitate tax compliance.
2. Core Applications		Provision of: <ul style="list-style-type: none"> <li>a) Domestic Taxes Next Generation Tax Platform compliant with Modern Tax Administration practices including the OECD Tax Administration 3.0 and the TADAT framework with defined number of components, subsystems and activities working together and storing data in an Enterprise Database.</li> <li>b) New Customs Platform aligned to WCO and EACCMA 2019. A modern digital solution developed to improve the efficiency, accuracy and transparency of customs operations while adhering to both regional customs regulations and the WCO's standards to foster streamlined and secure cross-border trade.</li> <li>c) Centralized Production Monitoring System with real time information on manufactures of excisable goods through Remote National Production Monitoring Command Centre</li> <li>d) Intelligent Risk management system to enhance Compliance parameterization, and risk profiling for customized taxpayer services</li> <li>e) Enhanced Reporting Capabilities, Data Analytics Solution for data visualization and insights for predictive modelling</li> <li>f) Comprehensive E-Invoicing Platform to enhance revenue compliance across various tax revenue sectors and obligations including data analytics and business intelligence tools.</li> </ul>
3. High availability Architecture		<ul style="list-style-type: none"> <li>a) The use of the modern architectural designs that supports high availability within the data centers and across multi-data centers for both the application and the database to ensure 100% availability</li> <li>b) Ability to carry out maintenance without downtime experience by the end-users</li> </ul>

	<p>c) Decoupled applications components implemented as micro services</p> <p>d) Auto scale in response to traffic based on defined metric</p> <p>e) Ability to operate between various data centers.</p>
4. Customer Centric	<p>a) Unified Taxpayer portal to give a 360-degree view of the taxpayer through the utilization of existing internal data sources, 3rd party sources, taxpayer interactions with the KRA systems, data received from all data documents and information linked to the taxpayer.</p> <p>b) Customer Relationship Management (CRM) to enable management, monitoring and analysis of relationships with taxpayers for all customer interactions and transactions with KRA.</p> <p>c) Service-oriented tax administration with assured interactive and automated web services.</p> <p>d) Integrated Omni-channel user experience with 24/7 accessibility to multi-channel e-services.</p> <p>e) Accessibility of data history and transactions by the taxpayer, which ensures an appropriate level of transparency with taxpayers.</p> <p>f) Digitalized end to end paperless workflows to enhance visibility and adherence to the Service Level Agreement. Include a work flow engine that can be customized to automate any tax process work flow.</p> <p>g) Enterprise wise Document Management System (DMS) to enable secure storage, retrieval, and organization of electronic documents submitted by the taxpayer, from integrated digital services or from internal operations supporting revenue administration.</p> <p>h) Use of generative AI to respond to customer enquiries intelligently.</p> <p>i) Centralized user access providing ease of admission to all services</p>
5. Integrations	<p>a) Flexible enough to seamlessly integrate internally and externally with the taxpayers ecosystem and other agencies for efficient and effective service delivery (API First).</p> <p>b) The solution should provide real time visibility of all transactions.</p>
6. Data driven Business intelligence	<p>a) Secure and accurate shared data from internal and 3rd party sources</p> <p>b) Risk Engine to analyze and risk profile taxpayers using</p>

	<p>the available data (both structured and unstructured data) for risk-based taxpayer compliance management with support for real time data streaming and analytics</p> <p>c)Data analytics through Artificial Intelligence (AI) for predictive modelling of revenue and taxpayer behavior.</p> <p>d)Revenue Assurance and fraud management capabilities.</p> <p>e)Self-service data visualization tools</p>
7. Data Migration	<p>a)Data migration with robust security protocols, encryption techniques, and access controls to safeguard sensitive information during data migration</p> <p>b)Data remediation using technologies that facilitates interoperability between different systems.</p>
8. Security	<p>a)Apply data security protocols in data exchange and processing, with assurance of data integrity at all times</p> <p>b)Assured audit trail of all events and support review process.</p> <p>c)Role-based profiling of user access and a support for single sign on across solutions within the Authority</p>
9. System Capabilities	<p>a)API first, Micro services system design and open APIs for self-service on systems integrations</p> <p>b)Implement a highly configurable platform agnostic to tax policy &amp; business rule changes, advanced technology capabilities; parameterized functionalities and redesigned business processes to cater for all evolving business needs</p> <p>c)Auto scaling platform deployed with high availability &amp; with at least one disaster recovery.</p>
10. Adoption of the Emerging Technologies	Supporting modern technologies. Such as but not limited to RPA, Data analytics, data science, machine learning (ML) Artificial Intelligence(AI),cloud computing, block chain, and Internet of Things (IoT)
11. Indicative implementation period	Provide indicative implementation period for each application and for the whole platform
12. Dependency	Provide other necessary dependency that are not included in the list of applications and are necessary for the applications to function optimally e.g. source code ownership by KRA etc.

#### **4.0 EXPRESSION OF INTEREST REQUIREMENTS**

1. Interested bidders shall be required to meet the following requirements:
  - i. Submit the legal status of the organization in the form of a Certificate of Incorporation/Registration or its equivalent to be used as proof and is relevant in the country of origin.
  - ii. Submit Proof of Tax Compliance in the country where the firm is registered and in countries of operations.
  - iii. Has or is prepared to establish a presence in Kenya to support service delivery either directly or through a locally registered company in Kenya, or commitment to establish a service support center.
  - iv. Provide evidence of experience in providing services of similar nature, complexity, and magnitude.
  - v. Demonstrate ability to meet all requirements as defined in the scope of work provided in the detailed Terms of Reference.
  - vi. The interested firms may be required to illustrate the platform's ability to meet the Authority's requirements by way of a product demonstration at the bidder's cost.
  - vii. Give an outline proposal and operational model of the platform including typical components under the proposed model.
  - viii. Provide information on possible timelines for implementing the solution by submitting a comprehensive project plan.
  - ix. Define the infrastructure required to support the implementation, rollout and operate the proposed solution.
  - x. Detail your support model (s).
  - xi. Detail your Licensing model (s)
  - xii. EOI for each solution should be restricted to a Capability Statement of no more than fifteen (15) A4 pages. In addition, abridged CVs of no more than two (2) pages for each proposed key personnel should also be submitted.
2. The attention of interested firms is drawn to the following provisions that will be highlighted in the Request for Proposals to be issued to shortlisted firms;
  - i. The firm will be expected to have no conflict of interest with other assignments or its own corporate interests and act without any consideration for future work.
  - ii. The firm has no personal or business relationship with the Procuring Entity's senior management or professional staff.
  - iii. A firm or an individual in the firm has not been sanctioned by the Public Procurement Regulatory Authority or is under a suspension or a debarment imposed by any other entity of the Government of Kenya, or any international organization.
3. The firm may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture, teaming agreement, consortium, or sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
4. This is not a request for a proposal. KRA will review the EOI proposals and shortlist vendors who meet the requirements in line with the scope defined above and the

detailed Terms of Reference. Successful firms will be invited to submit their Technical and Financial Proposals through a Letter of Invitation including Specific Terms of Reference/Specifications.

5. The Tender Expression of Interest proposal detailing the requirements, the Terms of Reference and the shortlisting Criteria may be obtained from the KRA E-Procurement portal available on the KRA website [www.kra.go.ke](http://www.kra.go.ke).
6. Submission of Expressions of Interest shall strictly be done through the KRA E-Procurement Portal. Firms should register on KRA's website; [www.kra.go.ke](http://www.kra.go.ke) by clicking on "New Supplier Registration" found under the E-Procurement Tab. For assistance on the supplier portal or registration, visit KRA Procurement Office or email: [srmsupport@kra.go.ke](mailto:srmsupport@kra.go.ke). Completed EOIs are to be saved as PDF files named "**EXPRESSION OF INTEREST (EOI) FOR SUPPLY, DELIVERY, INSTALLATION, AND COMMISSIONING AND MAINTENANCE OF KENYA REVENUE AUTHORITY COMPREHENSIVE TECHNOLOGY PLATFORM**". All documents shall be submitted in the English Language.
7. Addenda/clarifications if any will be posted on KRA Website ([www.kra.go.ke](http://www.kra.go.ke)) and also sent to all prospective tenderers that have registered for this EOI in the KRA Supplier Portal.
8. The Completed EOI and accompanying documents must be saved as PDF documents marked with the relevant tender description and submitted through KRA E-procurement Web Portal accessible from the KRA website to be received on or before **12<sup>th</sup> September 2023 at 11.00 a.m.** Note: Submission should strictly be done to KRA E-Procurement Portal. **Vendor registration issues will NOT be addressed 24 hours to tender closing. Late submissions shall be rejected.**
9. Submitted EOIs shall be opened electronically promptly after the closing date & time in the presence of the Tenderers' designated representatives who choose to witness the opening at Times Tower Building, Haile Selassie Avenue, Nairobi.
10. This EOI does not entail any commitment on the part of KRA, either financial or otherwise. KRA reserves the right to accept or reject any or all EOI without incurring any obligation to inform the affected applicant(s) of the grounds.
11. For Clarification of EOI purposes only, the Kenya Revenue Authority's address is:

**Deputy Commissioner - Supply Chain Management**  
**Times Tower Building, 21<sup>st</sup> Floor,**  
**P.O Box 48240– 00100 GPO,**  
**Tel. +254 020 310900**  
**Nairobi, Kenya.**

Email: [eprourement@Kra.go.ke](mailto:eprourement@Kra.go.ke) Requests for clarification should be received by the Kenya Revenue Authority not later than Seven (7) days Before the EOI closing/opening date.