

TERMS OF REFERENCE

CONSULTANCY TO DEVELOP PIPELINE MANAGEMENT FRAMEWORK FOR THE CARIBBEAN DEVELOPMENT BANK

BACKGROUND

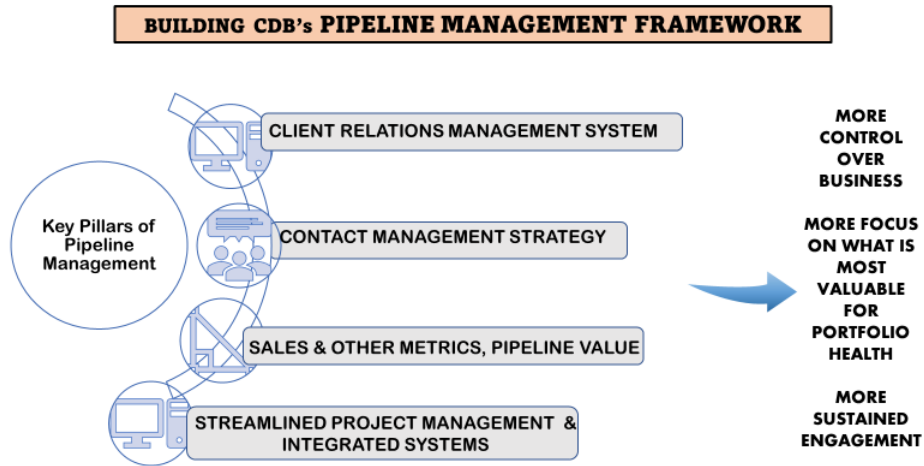
1.1 As the Caribbean Development Bank (CDB, or the Bank) continues to improve its operational efficiency to advance its poverty reduction mandate, it must focus more on improving its portfolio performance. A key aspect of this is pipeline management¹. One of the most important benefits of having a solid approach to pipeline management is being able to master the portfolio of projects end-to-end. By adopting this approach, the Bank will be better able to analyse the types of projects entering the portfolio, having more control over business and sustained engagement with clients and other stakeholders. It will also enable the Bank to forecast better and to plan accordingly, with a much clearer understanding of the future portfolio. The Bank will be in a stronger position to focus on what is most valuable for portfolio health.

1.2 CDB is already in the process of building some of the key pillars of pipeline management (see Figure 1). These include:

- i) Establishing a comprehensive *client relations management (CRM)* system and *OP365*, which is at an advanced stage and will create an active user community where client relationships and customer service are managed, and will provide a comprehensive view of these. *OP365* will allow for the end-to-end processing of records to get a perspective of client engagement and the path to approval of projects, policy-based loans, private sector lending and other products, and disbursement activities under supervision. It will capture leads, project opportunities, project supervision, and the recording of Probability of Success (POS) of leads and opportunities. CDB staff are already entering all project leads and appraisal reports for investment projects via the *OP365* Investment Application. CDB is adopting the full scope of *OP365*, including Technical Assistance, Claims, and integrated Loan Management (CoreFin).
- ii) Conceptualising a *contact management strategy*. The purpose of this strategy is to systematically identify CDB's main stakeholders in the sales and client engagement process, and to inform how the Bank should connect with them, towards improved relationships and partnerships that help to transform lives. It will help facilitate the expansion and diversification of CDB's client base and will attract increased funding for supporting more regional and national reforms and development.
- iii) A shift towards generating and relying more on *Data Analytics* to gain insights into the status of records as they progress through the pipeline, and the overall value and health of the pipeline. Unifying data on contacts (clients and potential clients), leads, revenue etc. to facilitate the tracking of performance and adjustments in plans and strategies.

¹ CDB's Guiding Principles of Pipeline Management: a) Optimising the project cycle and capturing opportunities for greater efficiencies, including the minimisation of pipeline clutter; b) Maximising revenue and development impact through optimal timing of disbursements; c) Minimising the occurrence of cancellations such that the client engagement is not impaired; and d) Having a healthier pipeline manifested by a positive growth trajectory.

FIGURE 1



1.3 Recognising the ongoing efforts to introduce better pipeline management, CDB is cognizant of the need to craft and operationalise a comprehensive Pipeline Management Framework (PMF), which considers the existing and emerging systems and approaches, plus additional gaps to be filled. More emphasis is needed on visualising and tracking what is in the pipeline, ensuring that the information is up-to-date and accurate. Visualisation and tracking are critical to: (1) enabling stronger client relationships and a steady stream of sales/business; (2) making more informed decisions on the portfolio and strategy; and therefore (3) having a healthier pipeline.

OBJECTIVE

2.1 The objective of the assignment is to develop a streamlined Pipeline Management Framework that can easily be inculcated by CDB staff. The PMF will capture the entire spectrum of systems and approaches in the sales process even out the flow of related activities, make optimal use of existing software, and make the clear link with increased business, and with greater effectiveness and efficiency.

SCOPE OF SERVICES

3.1 The Consultant is required to undertake all the necessary actions to accomplish the objective of the assignment in a timely manner, with the supervision of the designated CDB supervisors. The tasks will include, but not be limited to, the following:

- a) Ensure familiarisation with the Bank's business operations and overall strategy and existing work on pipeline management; and with its OP365 Investment Application, and incorporate relevant elements without duplication;
- b) Submit an Inception Report and Work Plan, with time-bound deliverables and milestones for the execution of the assignment;

- c) Map and describe the overarching step-by-step processes under each stage of the pipeline management cycle. Clear links should be made with the features supporting leads and project opportunities in the OP365 Investment Application;
- d) Identify and explain the roles and ownership of pipeline management at each stage;
- e) Document pipeline management best practices and guidance notes;
- f) Provide coaching in the best metrics to facilitate understanding market and pipeline value, accurately forecast and allocate resources, and conduct pipeline analysis. Tailor dashboard metrics to the needs of senior management and staff of the Bank's Operations Area, and create self-service business using the Bank's analytics capabilities (Power BI). The metrics must align with the Bank's business and overall strategy;
- g) Identify the resources required to carry out the processes and maintain the system (for example, product information and knowledge), including the general human resource requirements to execute functions and tasks;
- h) Submit change management and training plans to support implementation of the framework;
- i) Develop tools for contact management that will complement the OP365 customer windows and other related features for capturing and managing contacts.
- j) Develop a draft contact management strategy to fit within the overall PMF;
- k) Identify controls, where needed, and mechanisms that promote (i) compliance with the requirements set out in the PMF and the underlying application(s), and (ii) consideration and adoption of lessons learned;
- l) Present a quick reference PMF that is informed by all of the above, inclusive of key performance indicators and a monitoring plan to check the general efficiency and effectiveness of systems and approaches.

REPORTING REQUIREMENTS AND DELIVERABLES

4.1 The consultant will deliver the assignment under the guidance of the Deputy Director, CSD (or designate), and will work closely on a regular basis with the Chief Information Officer and the Process Improvement Lead, and staff of the Bank's Operations area. The consultant will be based in the Bank for periods to be agreed with CSD, and will also work virtually. There will be up to two visits to the Bank.

3.2 The consultant will deliver and submit the following:

(a) **Inception Report and Work Plan**

The Inception Report and Work Plan should outline the approach and methodology for delivering the services over the consultancy period, in relation to the scope of services as

set out in 3.1 a) to k) of the TOR, including measurable milestones and targets. The Inception Report and Work Plan should be provided within one week of commencement of the work. CDB will provide comments within one week of receipt, and the Consultants will adjust the work in accordance with comments received.

- (b) Presentation and draft Pipeline Management Framework
Having completed tasks as set out at 3.1 a) to k) of the TOR, a presentation on the framework for pipeline management and dashboard to selected members of the Bank's senior management, ITSD and Operations teams. A supporting PMF aligned with the execution of the Work Plan will also be submitted for review by the Bank. The presentation and draft PMF should be made and supplied within six weeks of CDB's approval of the Inception Report and Work Plan. CDB will provide comments on the draft PMF within two weeks of receipt, and the Consultants will take account of these comments in preparing their final Pipeline Management Framework.
- (c) Final Pipeline Management Framework
Having received feedback and outputs from the presentation and draft PMF, a simplified Pipeline Management Framework. This should be supplied within two weeks of receipt of CDB feedback on the draft PMF.

DURATION

- 4.1 The assignment is to be completed over a period of approximately three months during the period January to April 2023.

QUALIFICATIONS AND EXPERIENCE

- 5.1 The consultant should have the following:
 - (a) Proven track record in business process improvements and change management preferably in a development organisation or project management environment;
 - (b) At least five years of delivering cloud-based business intelligence services and knowledge of Microsoft 365;
 - (c) An advanced degree in Business, Change Management, Project Management, or Information Technology with concentration in data analytics. Professional certifications such as Project Management Professional would also be desirable.