DBSA DIGITAL LENDING PLATFORM - RFP319/2021 COMPULSORY BRIEFING SESSION
19 JANUARY 2021

DBSA

DEVELOPMENT BANK OF SOUTHERN AFRICA

Building Africa's Prosperity

BACKGROUND

DBSA currently does not have an automated lending platform that enables clients to borrow money through paperless or electronic means, offering ease of use, enhanced client experience, and reduced overhead through client verification time savings.

An enhancement to a more holistically integrated lending process is required in order to curtail operating in silos and inscribe consistency and alignment.

The need for a digital lending platform that will enhance client experience by streamlining operations to enable diversified engagement points as well as facilitating a nimble process.

The need to provide deeper insights through real time business activity, monitoring and data analytics; and maximising process optimisation and resource allocation. This is aimed to be achieved through the automation and streamlining the loans processing value chain from lead generation to disbursement and loans management.

❑ Alignment to Strategic Initiative: Building a Digital DBSA

❑ Enable the efficient and effective execution of the mandated DBSA Processes.

❑ Reduced loan application turnaround time and process efficiency.

❑ Implement a single, secure, web and mobile based loan application process.

❑ To digitise existing credit process and reimagine credit process journey.

❑ To utilise digital data and infrastructure for advanced analytics.

❑ To gain a competitive advantage and remain above competitors.

❑ Improved efficiencies and providing a quick and streamlined process for pre-approval, processing, final approval of loans and ultimately disbursing the funds.

❑ Single view of all loan application applications.

❑ Seamless and quick application process with increased chances of successful loan approval.

❑ Accelerate risk assessment processes.

❑ Enable analytics and insights into customer behaviour and patterns.

❑ Deliver value and transform client experience through leveraging innovative and cutting-edge technology.

❑ Improved loan approval process (employee and client experience).

❑ Reduce silo operation by various DBSA divisions involved in the loan process and promotes inter-division collaboration.

❑ Increase agility & innovation to continuously improve and develop employee skills and capabilities.

❑ Promote a digital culture that will improve ways of work and automate manual processes.

Expected Benefits

- ❑ Automated and streamlined online loan application process.

- ❑ Improve the loan approval process (employee experience).

- ❑ Reduce the loan application turnaround time.

- ❑ Curtail silo operation.

- ❑ Improved lending data quality and management.

- ❑ Improved coordination of processes across the bank.

- ❑ Enable greater transparency and accountability across the bank.

- ❑ Positively influence the bank's strategic agenda.

- ❑ Enhance client accessibility to their loan application and thus improve client experience.

- ❑ Enable collaborative workflows to foster synergetic efficiency in data capturing

To conduct a current state assessment of people, process and technology to measure the "as-is" maturity of bank.

To drive institutionalisation and change management.

To re-imagine and build an end-to-end digitised lending processes.

To pilot and roll out digitized processes for lending products within the bank.

DBSA

- ❑ **Database:** MS SQL

- ❑ **Technologies:** Microsoft technologies (C# ,.Net, Power BI, SharePoint, etc.).The ERP is SAP, the treasury management system is Quantum and the CRM is Oracle Sales Cloud.

- ❑ **Hosting Environment:** On-premise (IBM & Cisco) and Cloud (Microsoft Azure and related services). Currently Hybrid model.

- ❑ **Other:** Hyland OnBase, Barnowl, Diligent, SAP BI, Custom Built Credit Models (Being migrated to Moody's CAP Cloud Platform), SAP Concur.

- ❑ **Future:** Includes large footprint of SaaS

- ❑ **Sizing & Volume:** +/- 150 transactions per annum (High Value, Low Volume)

- ❑ **Growth:** Estimated 10%

IMPLEMENTATION APPROACH

Phased Implementation

Phase 1

- ❑ Current state assessment of the end-to-end loan process AS-IS Process) and gap analysis.
- ❑ Future state process (TO-BE) definition.
- ❑ Requirements for development of people, process and technology.
- ❑ IT Infrastructure requirements development.
- ❑ Development of Integration requirements.
- ❑ Development of the solution architecture.
- ❑ Define and develop criteria for products that should go through the digital lending platform.
- ❑ Identification of roles and responsibilities, skills, training and the change management required for the successful development, implementation and adoption of the digital lending platform.
- ❑ Development of a decision-making framework clearly defining the digital lending platform selection criteria.
- ❑ Digital Lending Platform solution recommendation.
- ❑ Implementation plan aligned to phases of the digital lending platform.

Phase 2

- ❑ Implementation of the digital lending platform technology solution for MVP products..
- ❑ The platform will be based on requirements and outputs from Phase 1
- ❑ Workforce transition, change management and training plan will be developed.
- ❑ High level implementation plan for the rest of the products.

Phase 3

- ❑ Implementation the digital lending platform technology solution for the rest of the products.
- ❑ Post implementation support and maintenance.

BUSINESS REQUIREMENTS

❑ Provide a detailed response on the roles and responsibilities that are key for the digital lending platform.

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❑ Provide a detailed response regarding the change management strategy to ensure a successful implementation and adoption of the digital lending platform.

❑ Provide a detailed response on the trainings that will required for users of the digital lending platform.

BUSINESS REQUIREMENTS

Process Perspective

❑ Provide a detailed response on the AS-IS assessment and the gap analysis.

❑ Provide a detailed response on the desired and streamlined "To-Be" loan application process to be followed on the digital lending platform.

❑ The "To-Be" process of the below loan application business processes must be defined to include:

- Lead sourcing (origination and conceptualising),
- Deal Structuring and Due Diligence,
- Credit decisioning,
- Disbursement of Funds,
- Post disbursement monitoring,
- Credit Risk Monitoring and Annual Reviews,
- Turnaround of Non-Performing Credits and Recovery, and
- Portfolio Reporting.

❑ Provide a response regarding the development of digital client journeys.

BUSINESS REQUIREMENTS

Technology Perspective

❑ Provide a detailed response regarding an automated and agile loan application platform using the most common digital omni-channels to allow clients to apply for DBSA products. The solution must be scalable and must allow for the addition of products at any given time.

❑ The "To-Be" process of the below loanProvide a detailed response regarding the digitisation Of the loan application process from loan origination to loan management including:

  ▪ Online user application,
  ▪ Submission and review of online documents,
  ▪ Authentication and verification,
  ▪ Approval of the loan,
  ▪ Contract Management,
  ▪ Disbursement of loan,
  ▪ Loan recovery,
  ▪ Data analytics, and
  ▪ AI enhancement capability.

BUSINESS REQUIREMENTS

DBSA

❑ Provide a detailed response on how third-party systems can be leveraged for client data collection and verification.

❑ Provide a detailed response on how the digital lending platform can integrate with existing DBSA systems including but not limited to; SAP, Quantum and Oracle Applications Cloud and other external systems.

STAGES EVALUATION PROCESS

RFP Proposal	Presentations/Demos	Pricing
❑ Minimum Scores in certain areas ❑ 56 Points to go to next stage ❑ Proposal must address points raised in section 8 of the TOR	❑ Qualifying bidders will be invited ❑ 70 points to go to pricing	❑ Will be scored on the basis of price and preference point

PRICING

Expected Format

Item	Total (Rand Incl. VAT)	Comment
Phase 1: Design/Assessment		
Phase 2: MVP Implementation		
Phase 3: Implementation of the rest of products		
License and/or subscription		
Hosting (If Applicable)		
Support		
Other		
Total		

THANK YOU