Municipal Development and Lending Fund

Municipal Development Program (MDP III – Cycle 1)

Terms of Reference


In West Bank and Gaza Strip

Ref: 2.1.1.D4

June 2019
1. Background:

- The Palestine Liberation Organization, for the benefit of the Palestinian National Authority (PNA), has received an initial financing of 91 Million Euros from the World Bank-International Development Association (IDA), Central Government, KFW, Denmark, SDC, VNG, GIZ and AFD towards the cost of the 3rd phase of the Municipal Development Program (MDP3).

- The MDP3 is aligned with the PA’s long-term strategy to consolidate and strengthen service delivery in the LG sector towards financially sustainable LGUs, as specified in the MoLG’s Sector Strategy 2017-2022.

- MDP 3 is at the center of a series of interlocking interventions by the multi-donors in collaboration with the central government to strengthen the institutional development, accountability and financial sustainability of local governance and service delivery in Palestine.

- The MDP3 will consolidate and scale up past gains under MDP 1 and MDP 2 in municipal performance, and accountability enhancement and will start enabling the environment at the central level and municipal partnerships with the private sector to improve the efficiency and sustainability of municipal services.

**MDP III Project Components**

- **Component 1: Municipal performance and Service Delivery.** MDPIII is the third municipal development project to support and incentivize improvements in the development of municipal management capacity. Previous MDPs financed municipal infrastructure and service delivery through the provision of a basic block and performance-based grants and provided demand-driven capacity development support for municipalities. This approach was very innovative in the design and has shown to be highly effective. The proposed MDP III would continue this overall approach while focusing more on improving financial sustainability and accountability in municipal service provision. Like MDPI and MDPII, municipal performance will be measured through Key Performance Indicators (KPIs), yet these have been substantially revised to reflect a greater focus on the sustainability of municipal services. Performance measurements will encompass three main areas for reform: i) Financial Performance and Sustainability, ii) Institutional Performance, and iii) Transparency, Accountability, and Participation.

- **Component 2: Capacity Development.** This component of the project would continue to strengthen municipal capacity in the project’s three performance areas: i) financial sustainability, ii) institutional performance and iii) transparency, accountability and participation. In addition, specific attention will be paid to higher-order needs of municipalities that will enable them to improve their financial sustainability and creditworthiness, strengthening other core municipal functions as well as strengthen their social accountability to their citizens and stakeholders.
Municipal capacity development activities will continue to be identified by municipalities and MDLF to enable municipalities to achieve results and improve their performance. The performance measuring system will be applied to identify relevant capacity building activities to the municipality, which will be delivered to improve capacity and sustain results achieved.

Component 3: Municipal Partnership Projects. This component will provide technical assistance and project financing to municipalities to a) engage more effectively with the private sector, and b) work across administrative boundaries to develop joint and/or innovative investments for municipal service delivery and local economic development. The Bank will finance only the technical assistance portion under Sub-component A.

Sub-Component A: Private Sector Partnership Support: In order to better leverage private sector engagement, this component will support municipalities to identify, develop, and structure opportunities for private sector participation in municipal service delivery and local economic development on a demand-driven basis. This component will support municipalities to identify the potential modalities for private sector engagement, select the most relevant or appropriate modality based on feasibility, and design the implementation of the agreed modality. Specific areas for support would range from permitting and other processes to structuring private sector participation in infrastructure and service delivery (contracting out, joint ventures, special purpose vehicles, and build-operate-transfer agreements), as well as strategic land use planning and associated infrastructure development related to economic growth priorities. The component will be particularly important in terms of supporting technical and human capacity development at the municipal level. This sub-component, through DP parallel financing, will also provide project financing to facilitate local economic development in cooperation with the private sector.

Sub-Component B. This sub-component will finance top-up payments complementary to the grant allocations under component 1 to incentivize municipal joint and/or innovative investments based on municipal demands to leverage economies of scale for municipal investments and facilitate financially sustainable municipal investments.

Component 4: Project Implementation Support and Management. This component will finance goods and consultant services for monitoring and evaluation, outreach and communication, and local technical consultants for the engineering supervision of Component 1 and the MDLF management fee.

The MDLF, as the delegated implementation agency of MDP, intends to use parts of the MDP III Grant to contract an Information Technology Company (the software provider) to perform specific tasks under the contract entitled “Supply and Implement Financial Systems (IFMIS & RMIS) at the selected municipalities in West Bank and Gaza (Listed in Annex1). (total 23 municipalities)
2. Background of the Assignment:

MDLF intends to implement two categories of financial systems; the first is the Integrated Financial Management Information System (IFMIS) 1. And, the second is the Revenue Management Information System (RMIS) 2 separately. Although the RMIS is a part of the IFMIS, nevertheless will be granted independently for those municipalities which haven’t met the minimum capacity mandatory to qualify for IFMIS. The following points must be considered to recognize the reasoning of providing two categories of the financial system as follow:

- The selected municipalities were initially nominated for financial systems by the MDLF’s procedures in granting capacity building packages, several of them are chosen for the IFMIS, while others for obtaining the revenue system (RMIS).
- To facilitate the implementation of IFMIS, MDLF has assessed the capacity of the nominated municipalities to identify the qualified municipalities for IFMIS or RMIS.
- The outputs of that assessment assignment have identified the municipalities which will get either IFMIS or RMIS in accordance with their ability to install and operate the allocated modules of the financial system that meet their needs and commensurate with their potential to succeed.
- It is noteworthy that the implementation of the full modules of IFMIS cannot be implemented in some of the nominated municipalities at once in particular, which they have initially denominated for getting IFMIS. Thus, providing those municipalities with the RMIS or any selected modules, i.e., basic modules 3 at the current stage will help the readiness for implementing and operating the full modules of IFMIS at a later stage where the RMIS and the IFMIS can be integrated together at the implementation phase of IFMIS.
- MDLF introduced the Integrated Financial Management Information System (IFMIS) as a Public Finance Management reform initiative aimed at automating and streamlining, Local Government’s financial management processes and procedures. The following processes have been linked and integrated with the IFMIS system: Budgeting, Procurement, Accounting, Inventory, Fixed Asset, payroll, and Financial Reporting.
- In another context, MDLF introduced the revenue management information system (RMIS) to strengthening revenue generation through enhancing the debt collection, tracking and controlling the outstanding debt to improve income stream of municipalities thus enable them to manage and control their revenue resources.

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1 The (IFMIS) is a system that Integrates financial processes executed by different related systems such as budget preparation software (BPS), General Ledger (GL), Revenue Management Information System (RMIS), Fixed Assets (FA), Human Resources including Payroll system (HR), and other systems to derive full benefits from performance-based public financial management.

2 The Revenue Management Information System (RMIS) is one of the modules of IFMIS that Integrates with financial processes executed by different related systems such as budget preparation software (BPS), financial management information system (FMIS), Geographic Information System (GIS), One Stop Shop (OSS) and other systems to derive full benefits from performance-based revenue management.

3 Basic Modules of IFMIS will allow the municipalities to operate the full accrual basis. As for those municipalities which have limited capacity, they are allowed to implement basic modules of IFMIS. The basic modules are: GL, Budget and Fixed Assets.
Pursuant to the above, this project will target the recommended municipalities by the institutional assessment consulting company that were met the minimum capacity mandatory to qualify for either for IFMIS or RMIS.

Implementing the Financial Packages (IFMIS & RMIS) will be accomplished through the following phases:

**Phase one:** Institutional Assessment for Financial Systems’ implementation (completed)

**Phase two:** Supply the required ICT equipment to operate the Financial Systems. (will be supplied in parallel with this assignment)

**Phase Three:** Coaching Municipalities in Implementing the Financial Systems (will be performed in parallel with this assignment)

**Phase Four:** Supply and implement the Financial Software at the selected municipalities according to specified functional’ requirements. (this assignment)

2. **The objective of the Assignment:**

The purpose and objective of this project are to implement IFMIS & RMIS at the selected municipalities.

As the IFMIS is a management tool that gives municipal officials and MOLG managers the information needed for tracking the executing of the budget, making decisions, planning their activities, monitoring and evaluating outcomes. The Integrated Financial Management System (IFMIS) is designed to integrate information vertically between systems and sub-systems running by one agency (Municipality) and horizontally between systems running by multiple agencies (Municipalities - MOLG). It worth to mention that the integration between the municipalities and MOLG is a crucial part of this assignment and should be done using the best technologies and architectures.

And, the RMIS is also a management tool for enhancing the targeted municipalities’ revenue collection and improve their mechanism for offering/charging their services as the system is designed to perform/ensure the following:

- Managing and controlling municipal ‘revenue resources;
- All tax and non-tax revenues are collected, and payments are made correctly promptly;
- Customers’ consolidated statements of accounts are optimally managed and controlled.
- Provide integration with General Ledger (GL) module and OSS module is essential and will enable the one-stop-shop taking a customer account-led approach to online services, with citizens using a single online identity to log into a portal hosting all the digital services a municipality offers. Single accounts quickly deliver significant efficiencies in service transactions and delivery, for both citizens and municipalities.
To ensure successful implementation of IFMIS/RMIS, MDLF has contracted a financial consulting company\(^4\) to strengthen the capacity of the financial staff at the municipalities to handle the full range of municipal financial management responsibilities when IFMIS/RMIS implementation is ready to be implemented at the selected municipalities.

More specifically, the aims are to:

- **For IFMIS:**
  1. **Effective Planning, Budgeting & Financial Analysis Based on the Factual Data and Trends:** The proposed IFMIS solution will ensure that data corresponding to various functional areas is constantly updated, thereby providing timely, accurate, reliable and updated information on various functions for effective management, planning, and control.
  2. **Performance Monitoring:** The proposed IFMIS solution will provide for automatic checks that generate warnings for abnormal conditions. This will enable effective monitoring and control by providing quick means of detecting any unacceptable variations or deviations early enough for corrective actions.
  3. **Increased Productivity:** Automation of routine tasks will lead to an increase in productivity of personnel; hence the personnel would be able to handle a larger volume of work.
  4. **Improve local government resource management (capital investment projects, creditworthiness, financial capacity, and debt management).**
  5. **Reduced Documentation:** The data-sharing feature in the proposed IFMIS solution will enable a significant reduction in manual document generation and duplication in data entry. The single point data entry feature of the proposed integrated systems will reduce data redundancy.
  6. **Enhanced Transparency:** Total computerization will result in better transparency for the local governments, the majority of the tasks will be computerized hence retrieval and verification of the data will be faster.
  7. **Enhanced Communication:** Establishment of the network across local governments and MOLG will enhance communication and decision making and more efficient systems of the workflow.
  8. **The other benefits of IFMIS solution** will be lesser process time, lesser establishment costs, reduction in manual data retrieval and the transfer would result in better decision making, greater employee satisfaction, and higher manpower productivity. All these benefits would enable municipalities to perform their role of financial and resource management in a better manner and thus better serve their people.

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\(^4\) The Financial Consulting Company will coach the selected municipalities and supervise the implementation of IFMIS & RMIS.
And, for RMIS:

9. The system should accommodate all the various attributes associated with the different services that are to be billed;
10. The system able to provide reliable information regarding the municipality’s customers: property information (including land usage, debtor type, area type, and service type), customer’s contracts, services accurate tariffs associated with the properties, which can be done through various variables.
11. The system is performing detective controls allowing the overall results to be analyzed within a significant time frame. These detective controls mainly focus on reporting of discrepancies and abnormalities: accounts not billed, abnormal consumptions, and abnormal billings.
12. The business processes of the system should cover the billing components (customer/tariff and usage) as each one of these components — independently or interrelated — is fundamental to accurate billing.
13. Increase the performance monitoring through capturing of all receipts, capturing of all meter readings, importing of any data files, credit notes and for automatic checks that generate warnings for abnormal conditions to enable effective monitoring and control by providing quick means of detecting any unacceptable variations or deviations early enough for corrective actions.
14. Reduced documentation as the data-sharing feature in the proposed RMIS solution will enable a significant reduction in manual document generation and duplication in data entry. The single point data entry feature of the proposed systems will reduce data redundancy.

More details about the system’ requirements are specified in the functional requirements for both of IFMIS & RMIS (Annex 2) as the software supplier MUST comply with it.
3. Scope of Work

In realization of the assignment ‘objectives, the consulting company (software provider) should adhere to the steps and procedures specified in the Financial Policies and Procedures Manual (FPPM) on full accrual basis. In addition to the Revenue Generation concept note, the latest version of the chart of accounts, the budget’ documents, the updated guidelines for performing the opening balances, the reporting forms required by the MOLG from the municipalities. And, the functional and non-functional requirements. These mentioned documents will be the reference that the consulting company should follow and will be accountable for implementing.

The Consulting firm will work under the supervision of the MDLF and will work closely with the project team and the coaching consulting company as they will make sure that all aspects are considered and implemented according to the aforementioned’ objectives and complied with the functional and non-functional requirements.

As this assignment is for supply, implementation/customization, installation, integration, training and technical support of software application for IFMIS/RMIS systems for municipalities of large, small and medium sizes and MOLG. The main characteristics that distinguish small & medium municipalities from large municipalities are the followings:

- Number of daily financial transactions is less in small and medium municipalities;
- Simple Internal Business processes following a simple organization structure;
- Internal capacity of the municipality in terms of Human resources to operate and run the automated systems;
- Their need for the reasonable and affordable running cost for support & maintenance and other on-going licenses that complies with their financial capacities.

The financial system requires skilled and qualified human resources in place who understand and support the government’s local government decentralization reform objectives and are capable of efficient and professional financial management.

The following activities will be carried out:

**Task One: Prepare for implementation**

Based on the Preliminary Project Plan included in the successful bidder’s bid, the software provider shall develop a Final Implementation Plan encompassing the activities specified in the contract. The activities under this stage in including but limited to the following:

- Studying the existing systems and procedures manuals (Financial Policies and Procedures Manual - FPPM) from the perspective of functional requirements and

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5 Functions and nonfunctions’ requirements are major parts of this TOR i.e., Attached to the TOR
finalize the user requirements at the level of the municipality and the Ministry of Local Government (MOLG).

- Review and finalize the compliance to the system features (Functional & nonfunctional requirements) for the IFMIS & RMIS.
- Suggest the communication backbone required to transfer data between the IFMIS & RMIS, the various related systems and the points of access for the end-users.
- Identify the required APIs for integrating the IFMIS/RMIS with the related existed systems that effecting directly in the operating of IFMIS & RMIS.
- Finalize the application software parameters for Municipalities to meet the functionality of the concerned departments.
- Finalize the required services to setup HW & SW configuration, software install procedure, provide forms, workflow, reports, data migration, integration, and API’s to integrate with existed related systems according to the functional and requirements and non-functional requirements.
- Define hardware requirements to adequately operate the software and assist in compiling the hardware needs for the municipalities; supervise and vetting the hardware procured for the application system.
- Finalize the Security Architecture, preparation, and implementation of a Security Administration Plan for the entire System.
- Customization of the IFMIS (including RMIS) application software in consonance with the Municipalities during System Study phase using a modular approach. In exceptional cases, any feature not available or not meeting the user requirements will be developed by the software provider. Development efforts shall not exceed 15% of the total system or features of the entire systems.
- Provide a methodology for data migration considering the following:
  - Reduce risks by using a proven, iterative data migration methodology that has been successful in similar projects.
  - Save time with accelerated data extract, transform and load.
  - Increase efficiency by meeting all the necessary requirements in data security, data subsetting, and data archiving with a single platform.

- Support for data migration from manual and legacy systems to Municipalities relational database system with the reasonably error-free conversion. This task will be performed through 3 aspects as follow:
  - Extracting data from the existing systems.
  - “Massaging” the data – making it suitable for use in the new system.
  - Converting and migrating the data from the old system to the new system.

*The Software provider must clearly demonstrate in an effective and efficient manner the overall understanding of Municipalities and MOLG’s requirements and the ability to meet the specific software requirements.*
Under this activity, the team of the software provider will cooperate and collaborate with the consulting company who will perform the coaching of IFMIS & RMIS and supervise the system’ implementation.

- Perform pre-implementation tests for the entire system is required to ensure that the system is fully functioning in the way specified. The tests data must be selected from any of the target municipalities as it will be collected by the team of the software provider and will need to demonstrate to all functions are operational and functioning correctly.
- Develop Testing Plan classified into the different types of testing as specified in the nonfunctional requirements that include the user acceptance testing plan and the test forms.
- Provide a detailed Implementation action plan before implementation.
- Finalize the system’s user manual as the team of software provider will participate to connect the optimize process with the system as the screens and the steps of each process must be documented by the software provider.

Under this task, the team of the Software Provider will work closely with the Financial Consulting Company, municipalities’ financial & IT staff, MDLF' team and Municipalities' related software providers to identify the needs of customizing, integration and automating the new working processes and procedures. This requires close cooperation and collaboration from all stakeholders.

The output of this task:
I. The Inception Report
II. Final detailed implementation plans
III. Progress Report

The content of the above reports is described in the deliverables section

Task Two: Implement/Deployment of IFMIS & RMIS

After completing the preparation activities (all above tasks) and the opening balances is ready, the software provider shall implement/deployment the system in the selected municipalities.

- The Software provider must design an accumulative form for tracking their team intervention with each municipality as these documents are essential for monitoring the achievements and must be attached with each progress report. The final version of the tracking sheet (for each municipality) must be attached with the implementation report.

7 The coaching consulting company will map all the transactions of the accounting cycle for each municipality. And, will coach the municipalities ‘staff on the optimized process based on the new approach of FPPM i.e., full accrual basis
Supervise the transferring of the extracted data into the new system i.e. data migration with reasonably error-free conversion;

Install the software in the selected municipalities according to the specified modules for each municipality (as mentioned in Annex 1) after demonstrating a demo version and orient the users on the different functions of the software, its menus, its processes, and how to be used.

Conduct comprehensive training for the application package installed; the software provider is requested to train the designated technical and end-user staff to enable them to operate the total system effectively.

Continuing to the above, each municipality will perform the optimize processing on the system directly as they must enter selected samples of each type of their financial transactions. This session will be performed completely under the supervision of the software provider.

In line with the above, the team of the software provider must be able to work in parallel in multi-physical locations. i.e., at least in four locations at once.

Completing the above session will culminate in the issuance of a full set of reports as these reports will be verified by the team of coaching company.

After achieving the above-mentioned practice on the system and getting correct reports for a trial period, that stage will be the bottom line in the project as the implementation and the testing of the system will be considered as completed.

Completing this task successfully is conditioned but not limited to:

Spent enough time inside each municipality as the technical support team of the software provider will work closely with the end-users of each municipality.

Ensure that the end-users of each municipality are able to operate the system and produce the financial reports successfully.

Comply with the functional and non-functional requirement that including the issuance of the required financial reports as specified in the FPPM.

Deliver the final version for all system’ documentations including but not limited to the following:

- Database Manual
- Installation Manual
- APIs’ documentation
- Full set of training’ videos
- Other relevant technical documentation, etc.

The output of this task:

I. The Implementation Report for RMIS
II. The Implementation Report for IFMIS
III. Progress Report
IV. The Final Report

The content of the above reports is described in the deliverables section
Task Three: Provide technical support during the free maintenance period

- Provide continuous support to the users starts on the day of operation. i.e., after obtaining the final user acceptance from each municipality.
- During the free maintenance period, the software provider should ensure that the end-users are capable to operate all system’ functions successfully including the issuance of the financial reports.
- The software provider shall solve all problems that might appear during the maintenance period and reflect it on the software.
- In line with the above, the software provider will perform the necessary customization on the system based on the raised requirements from the end-users that including all integrations’ requirements. Each request will be validated and judged by the coaching consulting company. As the modification requirements which will be accepted must have positive impacts on the system functions/reports and enhancing the users’ experience on operating the system smoothly.
- The software provider must maintain a unified version of the system for all target municipalities.
- During the free maintenance period, the software provider must validate the user manual to ensure that all updates on the system are included. As the final version of the manual must be submitted to MDLF and distributed to all municipalities.
- Adding to the above, the software provider must submit the final updated version for all system’ documentations including but not limited to the following:
  - Database Manual
  - Installation Manual
  - Operating Manual (user manual)
  - APIs’ documentation
  - Other relevant technical documentation, etc.

- At the end of the free maintenance period, MDLF in cooperation with the targeted municipalities will conduct survey for assessing the operation of the system with the full cooperation of the software provider and under the supervision of the coaching consulting company, to ascertain the efficiency of operating the system in conforms to the technical requirements and meets the compliance sheet.

Once the coaching consulting company validating the result of the survey for assessing the system’s operation and validating the system’ documentation, the project will be considered as completed conditioned to conforms to all other aspects of the contract.

The output of this task:
The Maintenance Report
4. Qualifications and Key Eligibility:

To perform this assignment successfully, the software provider should be able to comply with the following requirements as follow:

- The software solution offered by the bidder must be ready to deploy and implemented no later than one month after the acceptance of the proposal.

- The proposed solution has a proven record of successful implementation at more than 5 clients from the government sector, preferably in the local council. The clients mentioned should be current (being serviced). **List of current clients must be included in the technical proposal.**

- The software provider must demonstrate and provide proof of experience in maintaining online helpdesk / remote support for the past projects which have been executed at multiple locations.

- Bidder must have completed at least 10 years of existence since its incorporation.

- Bidder MUST have adequate financial resources, as required during the performance of the contract.

- Bidder must have its office in the West Bank and Gaza to provide quick support at the geographically disbursed municipalities.

- Bidder must have adequate staff strength and technical persons to support project implementation. The technical permanent staff (full time) with the Company should not be less than twenty.

- Demonstrated skills in extending IT consulting service in remote areas of the country.

- The proposed solution must have a unified architecture for all modules and a single sign-on.

- Only those companies will be considered who are the original developers of the system.

- IPSAS compliant reports: To meet the unique needs of modernized municipalities, the software must be capable and ready to produce new reports designed for the municipalities based on FPPM compliant requirements such as Statement of Activities, Statement of Net Assets, Fund Balance Sheets, Proprietary Funds and others.

- Strong experience in system analysis and information system is essential.

- Have previous experience in Financial Integrated Solutions or similar assignments.

- Have experience in coaching local government officials in the fields of organizational development.

- Having a professional team in possessing strong analytical, communication and management skills, as well as solid mediating and consensus-building skills.

- Have demonstrated skills in working with public sector development concepts and procedures.

- In addition to the aforementioned core expertise, the software provider shall possess enough administrative, logistical, and financial management capacity.
The software provider should provide the expertise and team of experts with the related qualifications in order to be able to implement the assignment and support the municipalities during the maintenance period.

Table of at least required positions, qualification and experience is mentioned below under the section of Technical Proposal

<table>
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<tr>
<th>Position 1</th>
<th>Project Manager</th>
<th>1</th>
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<tr>
<td></td>
<td>Senior expert – At least 4 years of experience with LGU’s projects.</td>
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<td></td>
<td>Having at least computer engineering, computer science, BA.</td>
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<td>At least 10 years experience project life cycle.</td>
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<td></td>
<td>Primary ongoing responsibility is for management of the project. Focuses on meeting project commitments, including communications with sponsors, stakeholders.</td>
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<td>Facilitate the definition of project missions, goals, tasks and resource requirements;</td>
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<td>Responsibility for assembling the project staff; for their technical or functional development, performance, and/or termination during the project.</td>
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<td></td>
<td>Facilitate the definition of service levels and clients requirements. Interact regularly with existing or potential sites to determine their needs and to develop plans for improving delivery.</td>
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<td></td>
<td>Follow a defined, agreed-upon project management methodology.</td>
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<td></td>
<td>Present oral and written reports defining plans, problems, and resolutions to appropriate levels of management.</td>
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<td>Strong and effective interpersonal and communication skills</td>
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<thead>
<tr>
<th>Position 2</th>
<th>System Architect / Business Analyst and Design</th>
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<tbody>
<tr>
<td></td>
<td>Senior expert – At least 10 years of experience.</td>
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<td></td>
<td>Having at least computer engineering, computer science.</td>
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<td>Solid experience in system designs.</td>
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<td>Excellent analytical skills.</td>
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<td>Relational database &amp; accounting software.</td>
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<td>Excellent Problem solver and integration expert, responsible for analysis including performance, diagnosis, and troubleshooting of problem programs, and designing the best solution.</td>
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<td>Responsible for development of new programs analyses current programs and processes and making recommendations which yield a more successful &amp; effective software.</td>
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<td>Responsible for reading, understanding, and utilizing all part and assembly prints, forms, spreadsheets, and technical references.</td>
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</table>
### Database Expert/Administrator
- **Senior expert** – At least 10 years of experience in databases.
- Having at least computer engineering, computer science.
- Solid experience in relational database & accounting software.
- DBA certificate is a plus.

### Software Quality Assurance (one for Gaza and the other for West Bank)
- B.Sc. in computer science, software/computer engineering, or related disciplines
- Master general principles and software testing methods
- Thorough knowledge of software development concepts
- Knowledge of functional and structural testing design techniques
- Differentiate between the developer’s and tester’s mindset
- Team player, confident.
- Good communication skills.
- Ability to work under pressure besides good time management to deliver work on time.

### Support Specialist
- B.Sc. in computer science or computer engineering.
- Excellent knowledge in the used programming language.
- Good knowledge in SQL.
- Strong customer service-oriented communication skills (English & Arabic: oral and written).
- Strong analytical and organizational skills and an ability to perform under pressure.
- Excellent problem-solving skills

### Financial Expert
- Senior accounting experts – At least 8 years of experience.
- Having CMA/CPA is plus
- Solid experience in Governmental accounting/auditing.
- Previous experience in coaching is essential

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*The above-mentioned positions should be committed to supporting the municipalities during the first two years of the free warranty period.*

**Communication**
The Consulting team should maintain continuous and timely communication with all stakeholders to ensure the rapid transmission of all information. The team manager should attend bi-weekly meetings or as requested by the MDLF.

5. Deliverables, timeline, and level of effort:

This assignment is expected to be for 12 months period and commencement day is not later than two weeks after the signature of the contract. The software provider must provide a clear and binding time frame for completing the assignment. This shall include major steps to be taken by the software provider in the supply, installation, testing, training, and initiation of operations with corresponding dates & resources timeline per municipality.

**Level of effort**

The consulting firm is expected to accomplish the tasks associated with this assignment within the designated timeframe. The table below provides the required team structure to accomplish all project tasks:

<table>
<thead>
<tr>
<th>Expert</th>
<th>Number of Experts</th>
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</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>1</td>
</tr>
<tr>
<td>System Architect / Business Analyst and Design</td>
<td>1</td>
</tr>
<tr>
<td>Database Expert/ Administrator</td>
<td>1</td>
</tr>
<tr>
<td>Software Quality Assurance Specialist</td>
<td>2</td>
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<tr>
<td>Support Specialist</td>
<td>8</td>
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<tr>
<td>Financial Expert</td>
<td>7</td>
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<td><strong>Total</strong></td>
<td><strong>20</strong></td>
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**Working Schedule (timeline)**

The total duration of the assignment is nine months from signing the contract. The work plan will be staged with well-resourced activities and clearly defined deliverables. The following activities should be reflected in the plan;

1. Inception Phase
2. Testing Phase
3. Data migration phase
4. Deployment Phase:
5. Training Phase
6. Manuals and Documentation
7. Support and Maintenance
Deliverables:

1. **An Inception Report** setting forth the proposed work plans. This report should be in English. The inception report should be prepared and agreed at the end of the fourth week of the assignment and will include the following:
   - Detailed scope of the assignment
   - Initial Work plan (Schedule plan) for the main deliverables and the activities
   - Milestones plan for the deliverables
   - Assessing the status of data migration and integration with other systems in each municipality.
   - Communication plan with the different project stakeholders
   - Provide the form of the monthly progress report.
   - Provided the forms of testing the installed applications.
   - Provided the forms of user acceptance.
   - Provide forms for tracking the team intervention through the field visits.
   - Provide the form for tracking the team intervention in each municipality on the accumulative basis as each the form must be attested from each municipality.
   - Provide the policy & procedure for tackling the change management process start from Request for Change “RFC” and ends with the User Acceptance Test.
   - Anticipated risks and obstacles and the response activities

2. **The progress report** that summarizes the achievements of each month in reference to the TOR results in the analysis of the main activities, obstacles, encountered during the reporting period, mitigation measures and outline the planned steps during the following reporting period (with respect to the submitted work plan). In each progress report, the Software provider should:
   - Attach the track sheet of his intervention concluded during the reporting period in each municipality. Hardcopy of the intervention reports attested by each municipality must be attached to the report.
   - Update the work plan.

These reports should be in English and in the biweekly schedule.

3. **Final Report**: that report summarizing the whole progress of the assignment, the accomplished activities, and achievements, the obstacles encountered, and key lessons learned. The final report will include a full set of the following list of documents, not limited to:
   - Database Manual
   - Full Training Videos (that include all screens over all modules).
   - Operational Procedures Manual (User Manual) should be in English & Arabic
   - Other relevant technical documentation, etc.

This report should be in English.
4. **Maintenance Report**: that report summarizing the whole progress during the maintenance period, achievements, the obstacles encountered during the maintenance period and key lessons learned. The cover report of this deliverable should be in English. And, will include a full set of the following list of documents, not limited to:

- Tracking Register for each municipality for the activities and the technical support intervention by the software provider during the maintenance period. (in Arabic or English)
- The status of each municipality in terms of operating the system and the achievement on the system as of the report date. (in English)
- Narration for the updating on the system during the maintenance period. (in English)

The remaining deliverables will be submitted separately for the two parts of the assignment, i.e., IFMIS & RMIS as follow:

- **IFMIS’ Deliverables**

5. **Final detailed implementation plans for IFMIS** that document the pre-implementation test and all the preparation activities which will be carried in order to finalize the implementation plan. This report will include but not limited to the following:

- Identification for the required integration for each municipality
- Detailed plan for data entry, conversion, and migration, training.
- **Acceptance Test Plan.**
- Plan for developing and implementing the required APIs for integration’ purpose.
- Detailed implementation plan for each municipality on module wise. This report should be in English.

6. **Implementation Report for IFMIS** that document in a cover report all activities which will be carried in order to supervise the process of software’s implementation for those municipalities will take IFMIS. This report will include a folder for each municipality that contains the following:

- Softcopy for the final version of the field visits reports that tracking the interventions of the software provider with each municipality detailing all activities during field’ visits from starting till the end of the implementation stage. A hardcopy of the tracking forms must be attested (by the municipality) and attached with each progress report.
- Document the process of the migrated data.
- Document the testing of the applications.
- Document the testing of the achieved Integration.
- User acceptance forms.
- Major Financial Reports for the testing period. This report should be in English.
RMIS’ Deliverables

7. **Final detailed implementation plans for RMIS** that document the pre-implementation test and all the preparation activities which will be carried in order to finalize the implementation plan. This report will include but not limited to the following:
   - Identification for the required integration for each municipality
   - Detailed plan for data entry, conversion, and migration, training.
   - **Acceptance Test Plan.**
   - Plan for developing and implementing the required APIs for integration’ purpose.
   - Detailed implementation plan for each municipality on module wise.

This report should be in English.

8. **Implementation Report for RMIS** that document in a cover report all activities which will be carried in order to supervise the process of software’s implementation for those municipalities will take RMIS only. This report will include a folder for each municipality that contains the following:
   - Softcopy for the final version of the field visits reports that tracking the interventions of the software provider with each municipality detailing all activities during field’ visits from starting till the end of the implementation. A hardcopy of the tracking forms must be attested (by the municipality) and attached with each progress report.
   - Document the process of the migrated data.
   - Document the process of connecting the optimize procedures with the system’ screens.
   - Document the testing of the applications.
   - Document the testing of the achieved Integration.
   - User acceptance forms.
   - Major Financial Reports for the testing period.

This report should be in English.

**Deliverables Breakdown and Schedule**
The software provider will add the deliverable table with expected dates of deliverables in his proposal.

<table>
<thead>
<tr>
<th>#</th>
<th>Deliverable Name</th>
<th>Expected Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inception report</td>
<td>Two weeks after the commencement of the assignment</td>
</tr>
<tr>
<td>2</td>
<td>Progress Report</td>
<td>Monthly</td>
</tr>
<tr>
<td>3</td>
<td>Final detailed implementation plan for IFMIS</td>
<td>TBD by the software provider</td>
</tr>
<tr>
<td>4</td>
<td>Final detailed implementation plan for RMIS</td>
<td>TBD by the software provider</td>
</tr>
</tbody>
</table>
6. Other Nonfunctional Requirements for both of IFMIS & RMIS:

- **System Interface & Usability - User-Friendly (easy to use):**

  The system must have a web interface. The more functionalities in the web interface the more the system will be preferable. Full web-based systems are highly considered as an advantage. And, the must allow for English (Default is Arabic).

  The system should be easy to use and not complicated. The user can learn the system using the user manual and training video without the help of the service provider.

  System interface and usability measures are including but not limited to:

  - Content search should be supported for both languages (Arabic and English).
  - Error/Warning messages presented by the solution should be helpful, meaningful and in the context, language being used.
  - The interface is divided into sections/groups & informative messages should be clear.
  - Keyboard ease of use in the sort of the fields within the same page for data entry.
  - Mandatory fields should be visible to the user before filling the data, helpful, meaningful and in the context, language being used.
  - Standard key functions should be used, custom functions will not be accepted.
  - User interface design should be clear, understandable, easy to learn, the system shall guide the user to operate its functions.
  - User has to know the version of the applied software i.e., the version number and the content and the last changes in this version. We recommend having the version information in the login page.

- **Operating Constraints**

  The System shall be operated within at least 100Mpbs network cards with 50 users under the performance requirements.

- **Configuration Constraints**

  Installing the system shouldn’t need any pre-requirements on the side of the client’ hardware. As no need to link the software to any hardware rules e.g.: server IP is not
required to operate the software system on the client or if the IP changed the system should operate on the client with zero configuration.

- **Performance Requirements**
  The system should be highly effective and ensure efficiency. Routing applications from one point to the other along with its notifications should be almost instant, with a maximum delay of 1 minute.

- **Data consolidation, reporting and exporting:**
  The proposed system should address the MoLG needs of consolidating LGUs financial information, in real-time, which will assist the MoLG and LGUs in decision-making. Also, the system should enable the LGUs to view data in different formats, including but not limited to, PDF, Excel, XML, TXT, etc. Vendors should ensure the integration of the system’s application with MS office and PDF applications without these being installed as separate applications.

- **Data Migration:**
  The proposed system should facilitate the full migration of data from the current system to the new one, and allow automatic migration at the time of installation of the new system.

- **Accuracy and Precision**
  Accuracy and precision of the data not over than 0.003%, no way to have error in calculations and too many adjustments voucher especially in accounts transfer between the MOLG and LGu’s.

- **Integration:**
  The system should provide open APIs that allow for integration with other LGUs software applications related to IFMIS / RMIS and documentation on how to perform integration with other systems.

The software provider must develop and provide all necessary integration tools/applications to share data between systems and act on that data. The integration must cover all applied systems and tools in each municipality that effect directly and indirectly on the operation of the financial management cycle.

The software provider shall allow for viewing all data tables in well-structured (List, Insert, Update) for communicating the system with the related applications through an application programming interface (API), the below table showing the required APIs as follow:

1) Citizen information API’s.
2) Craft information & certificates API’s.
3) GL Header and Details API’s that allow for creating GL Header and import details from any existed system or Excel sheet that cover all needed information for creating and post any financial transaction to the IFMIS/RMIS.

4) Billing List API (read-only).

5) Bill Details API (read-only).

6) Assets API to import and export fixed asset data that allow interacting with all related/applied tools and application for managing the fixed assets.

7) Inventory API’s that allow reading the Inventory information and the inventory classifications from any existed applications.

8) Payments API and linkage with any payment agency.

9) Citizen Services API’s with Total Balances for any (Tax, Water, Electricity, else) service to be used minimum as follows: Citizen Name, ID, Membership, Service, Grand Total Amount, and Currency.

10) API for integrating the RMIS with IFMIS for those municipalities which already got RMIS earlier and will be promoted to IFMIS

For each of the above, we need documentation to demonstrate the operation of the API with Video and API code in C# to run and check the result within the IFMIS environment.

The Integration with any Pre-Paid systems is included in the price. And, integration with any provided modules/systems like point of sale (POS) & onsite Payments and printing receipts, external Meter Reading on tablets, and Human resources are also included in the price.

- **Reliability and Availability**

  The system must be 0 downtime failure. Errors logging and Audit trails. Also, availability of service 24/7, how to protect from failure, a strategy for error detection, and a strategy for correction must be clear.

- **Security Requirements & Segregation of Duties**

  Internal security is guaranteed as the system will allow users of the system to view what they are authorized to. The system will provide passwords for every user Logon and it is the Municipality's responsibility to ensure that passwords are kept a secret with no sharing among staff. Strong encryption technique is required for the transmission of the data between the MOLG and LGU's.

  The system should have user management features that consider adequate segregation of duties among the users and allow for the creation of roles, groups, and level of authorities in order to control access to the system with taking into consideration the municipalities’ sizes and a number of users.

  *Database super admin (user and password per municipality) should be provided to MDLF*
• **Certificates of Used tools:**
Software provider must clarify all the needed tools & installations with versions that will be used in the software. Any Licenses (Database licenses, Application server, 3rd party tools license, else) are included in the offered price.

• **Source Code:**
The Source Code should be kept at a third party (Escrow Agreement) which should ensure that the source code is available at the time of vendor’s bankruptcy.

For solutions that utilize commercial-off-the-shelf software (COTS), then it is required to supply all customizations, additional modules, reports, etc. made during the project to the LGU. During the warranty and maintenance period, any changes to the running solution will require a corresponding update and delivery of the source code of customized/additional modules, reports, etc... and the necessary supporting scripts and instructions to generate the customizations/additional modules/reports from the source code to the LGU.

• **Change Management:**
The Change Management Process should cover all software changes to the service improvements/enhancements, incident, Problem and Event Change (Bug Fix), standard maintenance and emergency.

All changes must go through the Change Management Process to ensure there is no negative impact on the Service, the software provider will ensure that the formal change management process is agreed and utilized by all stakeholders involved in the delivery of the Service.

• **Testing:**
The software provider shall develop and submit an Acceptance Test Plan document (ATP), for the approval of the coaching consulting company prior to undertaking any testing.

The ATP shall clearly address: (1) how each testable specification requirement will be demonstrated, including the method for performing the test; (2) the results that will constitute success for each test; (3) responsibilities of both software provider and municipalities’ representatives during each test; and (4) a cross-reference to the test procedure(s) that serve to address each functional requirement.

The ATP shall be submitted to the coaching consulting company at two weeks in advance of any intended testing.

Coaching Consulting Company shall approve all ATPs prior to any required testing listed in this section is performed.

Accept test plan will identify the test’ methodology and the types of tests which will include but not limited to the following:
1) **Integration testing:** Testing of all integrated modules to verify the combined functionality after integration is termed as Integration Testing. All scenarios should define the full path of the functions between modules.

2) **System testing:** it is testing for the entire system as per the requirements. It is a Black-box type testing that is based on overall requirement & non-requirement specifications and covers all the combined parts of a system. Compliance sheet should be verified by the Software provider for that purpose.

3) **Sanity testing:** it is done to determine if a new software version is performing well enough to accept it for a major testing effort or not. If an application is crashing for the initial use then the system is not stable enough for further testing. Hence a build or an application is assigned to fix it.

4) **Smoke testing:** it consists of minimal attempts to operate the software, designed to determine whether there are any basic problems that will prevent it from working at all.

5) **GUI Interface testing:** check informative and errors messages and labeling.

   Any feedback based on the functional requirements shall be incorporated into the application software without additional cost. Any new processes/ functionality required by the user departments, which is not initially envisaged as a part of the scope of work shall be taken up separately at an additional cost at mutually agreed terms.

- **Comprehensive Training:**
  For the application package installed, the software provider is required to train the designated technical and end-user staff to enable them to effectively operate the total system.

  The Software provider shall carry out a detailed training needs assessment for various levels of users such as end-users, heads of departments, etc. A detailed training schedule, areas covered, time and the training literature including courseware shall be provided in two sets of hard and soft copies. Different level of training courses will have to be conducted for all officers and staff:

  - Technical training will be required for IT staff that will support the system. Coordinating training sessions will be a high priority and should be done well in advance of the planned classes to allow for the resolution of scheduling conflicts.
  - Training on municipality functionalities for the respective end-users using computer software modules.
  - Hands-on training for all staffs and officers at each municipality itself.
  - Training materials must be developed with the end-user in mind and must be both comprehensive and easily understood by trainees and be in Arabic.
The selected Software provider shall also be responsible for re-training the operators whenever changes are made in the software in addition of bug report shows what changes made and source code version number.

The detailed delivered training (including subjects of training, trainer, trainees and output of the training result from the system) must be documented in the tracking sheet of each municipality.

- **Warranty, Support, and Maintenance:**
  The warranty period for the system shall run concurrently for all system components, through to **two years** from the date of obtaining the user acceptance test from each municipality.

  The software provider shall warrant that the documentation provided shall completely and accurately reflect the operation and maintenance of the system, and provide the municipalities' admins with all information necessary to maintain the system.

  If there is a change in the system’s configuration of any equipment or software being installed prior to user acceptance, will require that all previously installed system' components be upgraded to match the updated configuration.

  The software provider shall warrant compliance with all applicable laws and regulations relating to the system including any change or specific requirement from MOLG.

  The software provider shall warrant that its employees, agents, and subcontractors assigned to perform services under this contract shall have the proper skill, training, and background to perform in a competent and professional manner and that all work will be so performed. MDLF reserves the right to remove any subcontractors if their work is deemed incompetent or unprofessional.

  The selected Software provider shall provide technical support during the free maintenance period that includes continued support to the users for a testing period of six months starts on the day after obtaining the final user acceptance test.

  The selected Software provider should confirm (through a commitment letter), that he will provide operational support and maintenance service for a period of 5 years from the go-Alive date.

  The operational support will be to ensure that the application system is functioning as intended and attending to addressing problems associated in operation if the application system.

  The Software provider shall also carry out all changes in functionality on account of changes in applicable legislation/ statutes, rules and notifications (Government Orders) resulting in modification to the baseline requirements for a period of three years from the “Go-Live” date.
The changes include all modification or alterations, which may require the changes to the design of the system of the application software.

In case the end-user problems relating to Application Software provided by the Software provider are not resolved within a reasonable time (the Software provider to specify this time in their response to this request for proposal), the Software provider shall depute its personnel to the location and provide the necessary help.

The Software provider shall bear all kinds of costs such as travel, boarding, daily allowances, etc. incurred for this purpose.

The software provider should specify their proposed set-up to support the following:

- The on-going maintenance of the system.
- The Warranty Support including the time period and service level agreement.
- The training methods, facilities, and personnel, which will be made available at project startup on an ongoing basis
- The helpdesk and support services that shall be provided
- The software maintenance and support policies and procedures

Software provider shall provide a copy of their Service Level Agreement including the:

- Standard terms and conditions
- Response times
- Reporting mechanisms
- Performance standards and indicators.

Customer Support:
The Software provider shall maintain a Central Help Desk and contact center for any problem resolution and troubleshooting.

The Central Help Desk and Contact Center shall be available on the phone, fax, and e-mail during office hours. It should address all the issues pertaining to operation support and maintenance, which may arise at all other centers.

Software support during the warranty period shall include technical support for all software’ components, with a 24x7 support line, as well as providing, licensing, installing and integrating all released software patches and updates for the proposed solution.

The vendor shall provide, during the warranty period, supplementary support in accordance with an agreed-to escalation procedure. The escalation procedure can initially involve telephone support but must culminate in the Proposer providing on-site support if needed. The proposal must define the proposed support of escalation procedures.

The proposal must define the proposed support of escalation procedures. Municipalities’ end-users must be able to view the status of their support request(s) at any time through an online tracking system to be provided by the Proposer.
7. Software provider’s Technical Proposal

The technical proposal shall comprise the following:

**Software provider’s Approach & Methodology**

a) Working out the proposal for the services to be rendered, the Software provider shall demonstrate an understanding of the Assignment, the problems to be solved, the objectives to be reached, the methodology to be applied as well as the measures and activities to be carried out. For this purpose, the Software provider shall clearly describe the envisaged approach and methodology to match the requirements of the Assignment for the Gaza Strip and West bank separately. This is done in particular through:

- Description of the working procedures;
- Presentation of concise working programs & detailed task description;
- Define the process for Change Management (CM) for the Service during the implementation and warranty period;
- The staffing schedules.

The general approach shall indicate how the Software provider will carry out and complete the Assignment. Details should be given as the Software provider deems relevant.

b) Estimated duration and timing of assignment shall be clearly shown in the manning schedule.

c) Closely coordinating with vendors of Hardware, LAN, WAN, Desktops, UPS, Printers, Mailing and messaging, etc., to ensure uninterrupted services. The Software provider must take responsibility for coordinating with other vendors and integrating with other systems for the successful running of the application system.

<table>
<thead>
<tr>
<th>#</th>
<th>Position</th>
<th>No. of Personnel</th>
<th>Qualification, Experience, and Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</table>
Software provider’s Organisation and Personnel

The assignment shall be rendered out by qualified Software Company registered in Palestine in the field of software development and implementation. The Assignment team shall comprise the following titles as a minimum: In addition to MDLF Project Manager:

- The Software provider will provide the curriculum vitae of the proposed professionals with the following fields for each CV:

1. **Proposed Position:**

2. **Name of Staff** [Insert full name]:

3. **Date of Birth:**

4. **Education** [Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]:

5. **Other Training** [Indicate significant training since degrees under 4 - ] Education were obtained]:

6. **Employment Record** [Starting with present position, list in reverse order every employment held by staff member since graduation.]:

   From [Year]: To [Year]:

   Employer:

   Positions held:

   The brief scope of work:

7. **Certification:**

   I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience.
• The offer shall clearly show the distribution of activities and responsibilities, experience, qualification and availability of the proposed staff in the respective fields and the envisaged involvement of MDLF Financial Consultant and key staff of MUNICIPALITIES in all stages of planning and the relevant decision-making.

As in the following table:

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Years of Expert</th>
<th>Position</th>
<th>Task Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>5.</td>
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</tbody>
</table>

• It is the responsibility of the Software provided to establish a detailed work program in accordance with the Firm’s professional judgment and knowledge of the local conditions.

• As the following work plan period shows results for the Gaza Strip and West bank:

<table>
<thead>
<tr>
<th>ID</th>
<th>Activity</th>
<th>01</th>
<th>02</th>
<th>03</th>
<th>04</th>
<th>28</th>
<th>35</th>
<th>40</th>
<th>46</th>
<th>48</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><em>Functional &amp; System Study</em></td>
<td>x</td>
<td>x</td>
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<td>2.</td>
<td><em>Implementing</em></td>
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<td>3.</td>
<td><em>Installation</em></td>
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<td>4.</td>
<td><em>Integration</em></td>
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<td>5.</td>
<td><em>Data Migration</em></td>
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<tr>
<td>6.</td>
<td><em>Testing</em></td>
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<td>x</td>
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</tbody>
</table>
To be familiarised with the services to be provided, a visit to Municipalities’ before submission of the Proposal is recommended. However, it should be understood, that any cost incurred in this regard would not be reimbursed to the Software provider.

The Software provider shall carry out the assignment in close co-operation with MOLG’s Financial Consultant and the responsible staff of MUNICIPALITIES. The Software provider shall carry out the major portion of the work in MUNICIPALITIES in order to integrate Municipalities Finance and IT personnel as much as possible into the day-to-day work and to transfer the maximum of know-how. The Software provider shall include this aspect in the technical proposal.

The Software provider shall provide competent, qualified and experienced personnel and shall be solely responsible for the management, the coordination, and both the efficient and timely execution of the Assignment.

It is considered essential that the Assignment will be carried out by the staff mentioned in the Technical Proposal. Substitution of personnel during the course of the Assignment will be subject to the prior written approval of MDLF.

**Training**

The offer must spell out clearly the nature and extent of user & technical training to be provided by the Software provider. The Software provider must provide an outline for the envisaged training with time allotted (hours/days...etc) for each major component in the outline. This includes IT administration training and TOT for end-user training.

The software provider shall ensure that trainers are knowledgeable about the components for which they are providing the training and have prior experience in delivering similar training sessions.

**Documentation**

One for Gaza strip and one for West Bank: Preparation of documents including that of Systems Requirement Specification, Detailed Design, User Manuals, Operational Manual, Maintenance Manuals, etc. for the municipalities and MoLG as per acceptable standards. An indicative list of documents, not limited to, that will be supplied and maintained by the Software provider during different stages of the project are:

- Application Customization Requirements Specification (CRS)
8. Consultant Selection Method & Price Model

The Consulting Company will be selected based on consultants’ qualification QCBS according to the procedures outlined in the MDLF Procurement Manual for procuring the services.

The consulting firm (software provider) is required to price the project as a lump-sum price with details of the following cost categories:

- **Category 1**: Cost per module
- **Category 2**: Implementation cost (per site) as described in the table below:

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setup, installation, and integration including User acceptance testing</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
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</tbody>
</table>

**Note**: Maintenance and support cost (after completing the two-year free warrantee) will be negotiated and agreed upon with each municipality on a separate contract. The total cost of the Maintenance and support should not exceed 7% of the cost value of each municipality.

**Contract Type and Payment Schedule:**

This contract is a lump-sum contract and will be based on the technical and financial offers related to the Design and Implementation of IFMIS & RMIS Applications in the targeted Municipalities assignment (Ref: 2.1.1.D4)

Payments will be arranged according to the following:
Payments against the inception report and the final report:

- Payment #1: 10% of the contract value will be made after the submission to and approval by the MDLF of the Inception report.
- Payment #2: 20% of the contract value will be made after the submission to and approval by the MDLF of the Final Report.

The remaining payments will be distributed on the deliverables of IFMIS & RMIS as follow:

Payments against IFMIS’ deliverables

- Payment #1: 30% of the remaining allocated amount for \textit{IFMIS} will be made after the submission to and approval by the MDLF of the Final detailed implementation plan for \textit{IFMIS}.
- Payment #2: 70% of the remaining allocated amount for \textit{IFMIS} will be made after the submission to and approval by the MDLF of the Implementation Reports for \textit{IFMIS}.

Payments against RMIS’ deliverables

- Payment #1: 30% of the remaining allocated amount for \textit{RMIS} will be made after the submission to and approval by the MDLF of the Final detailed implementation plan for \textit{RMIS}.
- Payment #2: 70% of the remaining allocated amount for \textit{RMIS} will be made after the submission to and approval by the MDLF of the Implementation Reports for \textit{RMIS}.

Bank Guarantee

- Unconditioned Bank Guarantee for the 20% of the contract value covers the duration of the maintenance period that must be submitted before releasing the final payment. The Guarantee will be released after the submission to and approval by the MDLF of the Maintenance Report.

9. Reporting and Management

The Municipal Development and Lending Fund (MDLF) will be responsible for coordinating activities with the Software provider, processing payments, and for acceptance of the deliverables. The manager of Institutional Building and Technical Assistance Department Manager. His/her address is:

Main Office: Al-Amal Bldg.
Mecca Street, Al-balou’ RD
Al-Bireh, Palestine
Tel: 02- 2426610, Fax: 02-2420685
E-mail: info@mdlf.org.ps
Annex 1

West Bank Cluster

<table>
<thead>
<tr>
<th>No.</th>
<th>Municipality</th>
<th>Provided Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Beit Sahour</td>
<td>IFMIS – Full Modules</td>
</tr>
<tr>
<td>2</td>
<td>Tulkarem</td>
<td>IFMIS – Full Modules</td>
</tr>
<tr>
<td>3</td>
<td>Atara</td>
<td>GL, Budgeting, and Fixed assets</td>
</tr>
<tr>
<td>4</td>
<td>Marj Bin Amer</td>
<td>GL, Budgeting, and Fixed assets</td>
</tr>
<tr>
<td>5</td>
<td>Al Yamun</td>
<td>GL, Budgeting, Inventory, and Fixed assets</td>
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<td>KuforTholoth</td>
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<td>19</td>
<td>Qaffin</td>
<td>RMIS</td>
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</table>

Full modules of IFMIS means that include: GL, Budget, Inventory, Procurement, Fixed assets, and Payroll

Gaza Cluster

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>01</td>
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<tr>
<td>02</td>
<td>Al Nuseirat</td>
<td>IFMIS – Full Modules</td>
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<tr>
<td>03</td>
<td>Khauza’a</td>
<td>IFMIS – Full Modules</td>
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<tr>
<td>04</td>
<td>Al Zawyada</td>
<td>RMIS</td>
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Annex 2

The functional Requirements

(attached)