State of Palestine

Palestinian Water Authority

Request for Proposals

Consultancy Services for The

"Design and Implementation of a Local Government Units Budget Portal System"

Tender No: PWA/ADA/2025/04

Consulting Services for: Design and Implementation of a Local Government Units Budget Portal System

Client: The Palestinian Water Authority

Country: State of Palestine

Issued on: August 17, 2025

August, 2025

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Section 1. Request for Proposal Letter

Dear/

1. The Palestinian Water Authority (PWA) (hereinafter called “client”) has received financing (hereinafter called “the funds”) from the Austrian Development Agency (ADA) within the framework of the Institutional Support Program (ISP). This financing is designated to support the **Design and Implementation of a Local Government Units Budget Portal System** (hereinafter referred to as the “Project”).
2. The Client intends to apply a portion of the Funds to eligible payments under a contract for consultancy services for the **Design and Implementation of a Local Government Units Budget Portal System**. The consultancy services will be procured in accordance with the applicable donor guidelines and relevant procurement regulations, ensuring transparency, fairness, and full compliance with the funding requirements.
3. The “client”, now invites eligible consulting and IT firms having relevant experience to perform the service to collect the request for Proposal (RFP) documents starting from **17 August 2025,** during official working hours from **9:00 a.m. to 2:00 p.m.**, from the address mentioned below and upon payment of a non-refundable fee of**100 NIS (one hundred New Israeli Shekels).**
4. The payment shall be made via bank deposit to the “Client” account at the **Bank of Palestine, Account No.: 219000/79.**
5. **Clarifications:** A pre-proposal conference will be held on **24/8/2025** on **11:00 AM** in the PWA. The last day for receiving inquiries is **31/8/2025** to the email address

   Email: raed_sf@yahoo.com.
6. Late Proposals will be rejected; Proposals must be delivered to the PWA (Sealed envelope) at the address shown below on or before 12:00 pm local time on **Tuesday 16/9/2025**. The envelope must contain two sealed envelopes, one for technical and the other for financial. Technical proposals will be opened in presence of the consultants interested into participating.

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7. A firm will be selected under Quality and Cost Based Selection **(QCBS).**
8. **The RFP includes the following documents:**

   Section 1 - Letter of Invitation
   Section 2 - Instructions to Consultants
   Section 3 - Technical Proposal - Standard Forms
   Section 4 - Financial Proposal - Standard Forms
   Section 5 - Standard Forms of Contract
   Section 6 - Terms of Reference

Address:

Palestinian Water Authority

Kamal Naser St., Al Masayef, Ramallah,

West Bank, Palestine

Att.: Mr. Raed Sawaftah – Head of Procurement Unit (6th Floor)

Tel: +970 2 298 7665

Fax: +970 2 298 7336

Mobile: +970 599 814 065

E-mail: raed_sf@yahoo.com

Note: Details on the proposal submission date, time, and address are provided under Section 2 / Data Sheet / Item 4.5.

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Section 2. Instructions to Consultants

1. Introduction	1.1	The Client named in the Data Sheet will select a consulting firm/organization (the Consultant) in accordance with the method of selection specified in the Data Sheet. The Consultants are invited to submit a Technical Proposal and a Financial Proposal, as specified in the Data Sheet, for consulting services required for the assignment named in the Data Sheet. The Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Consultant.
	1.2	Consultants should familiarize themselves with local conditions and consider them in preparing their Proposals. To obtain first-hand information on the assignment and local conditions, Consultants are encouraged to visit the Client before submitting a proposal and to attend a pre-proposal conference if one is specified in the Data Sheet.
	1.3	Attending the pre-proposal conference is optional. Consultants should contact the Client's representative named in the Data Sheet to arrange for their visit or to obtain additional information on the pre-proposal conference. Consultants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements
	1.4	Client will timely provide at no cost to the Consultants the inputs and facilities specified in the Data Sheet, assist the firm in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports
	1.5	Consultants shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. The Client is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultants.
Conflict of Interest	1.6	The Donor´s requires that Consultants provide professional, objective, and impartial advice and at all times hold the Client's interests paramount, strictly avoid conflicts with other assignments

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or their own corporate interests and act without any consideration for future work.

1.6.1 Without limitation on the generality of the foregoing, Consultants, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below:

Conflicting activities

(i) A firm that has been engaged by the Client to provide goods, works or services other than consulting services for a project, and any of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, and any of its affiliates, shall be disqualified from subsequently providing goods or works or services other than consulting services resulting from or directly related to the firm's consulting services for such preparation or implementation. For the purpose of this paragraph, services other than consulting services are defined as those leading to a measurable physical output, for example surveys, exploratory drilling, aerial photography, and satellite imagery.

Conflicting assignments

(ii) A Consultant (including its Personnel and Sub-Consultants) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant to be executed for the same or for another Client. For example, a Consultant hired to prepare engineering design for an infrastructure project shall not be engaged to prepare an independent environmental assessment for the same project, and a Consultant assisting a Client in the privatization of public assets shall not purchase, nor advise purchasers of, such assets. Similarly, a Consultant hired to prepare Terms of Reference for an assignment should not be hired for the assignment in question.

Conflicting relationships

(iii) A Consultant (including its Personnel and Sub-Consultants) that has a business or family relationship with a member of the Client's staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment, or (iii) supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner

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acceptable to the Donor throughout the selection process and the execution of the Contract.

1.6.2 Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

1.6.3 No agency or current employees of the Client shall work as Consultants under their own ministries, departments or agencies. Recruiting former government employees of the Client to work for their former ministries, departments or agencies is acceptable provided no conflict of interest exists. When the Consultant nominates any government employee as Personnel in their technical proposal, such Personnel must have written certification from their government or employer confirming that they are on leave without pay from their official position and allowed to work full-time outside of their previous official position. Such certification shall be provided to the Client by the Consultant as part of his technical proposal.

Unfair Advantage

1.6.4 If a shortlisted Consultant could derive a competitive advantage from having provided consulting services related to the assignment in question, the Client shall make available to all shortlisted Consultants together with this RFP all information that would in that respect give such Consultant any competitive advantage over competing Consultants.

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Fraud and Corruption

1.7 It is the Donors policy to require that beneficiaries of funds, as well as consultants and their agents (whether declared or not), personnel, sub-contractors, sub-consultants, service providers and suppliers, under Donor-financed contracts, observe the highest standard of ethics during the selection and execution of such contracts.[1] In pursuance of this policy, the Donor:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

(i) "corrupt practice" is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party[2];

(ii) "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation[3];

(iii) "collusive practices" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party4;

(iv) "coercive practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party[5];

(v) "obstructive practice" is

(aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Donor investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or

[1] In this context, any action taken by a consultant or a sub-consultant to influence the selection process or contract execution for undue advantage is improper.

[2] "Another party" refers to a public official acting in relation to the selection process or contract execution. In this context "public official" includes Donor staff and employees of other organizations taking or reviewing selection decisions.

[3] A "party" refers to a public official; the terms "benefit" and "obligation" relate to the selection process or contract execution; and the "act or omission" is intended to influence the selection process or contract execution.

[4] "Parties" refers to participants in the procurement or selection process (including public officials) attempting to establish contract prices at artificial, noncompetitive levels.

[5] "Party" refers to a participant in the selection process or contract execution.

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intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or

(bb) acts intended to materially impede the exercise of the Donor's inspection and audit rights provided for under paragraph 1.7.1 below.

(b) will reject a proposal for award if it determines that the consultant recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

(c) will cancel the portion of the financing allocated to a contract if it determines at any time that representatives of the funds or of a Beneficiary of the funds were engaged in corrupt, fraudulent, collusive, or coercive practices during the selection process or the execution of that contract, without the Beneficiary having taken timely and appropriate action satisfactory to the Donor to address such practices when they occur; and

(d) will sanction a firm or an individual at any time, in accordance with prevailing Donor's sanctions procedures, including by publicly declaring such firm or individual ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Donor-financed contract, and (ii) to be a nominated sub-consultant b, sub-contractor, supplier, or service provider of an otherwise eligible firm being awarded a Donor-financed contract.

1.7.1. In further pursuance of this policy, Consultants shall permit the Donor to inspect their accounts and records and other documents relating to the submission of proposals and contract performance, and to have them audited by auditors appointed by the Donor.

[b] A nominated sub-consultant, supplier, or service provider is one which either has been (i) included by the Consultant in its proposal because it brings specific and critical experience and know-how that are accounted for in the technical evaluation of the Consultant's proposal for the particular services; or (ii) appointed by the Client.

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1.7.2 Consultants, their agents (whether declared or not), personnel, sub-contractors, sub-consultants, service providers and suppliers shall not be under a declaration of ineligibility for corrupt and fraudulent practices issued by theDonor in accordance with the above para. 1.7. Furthermore, the Consultants shall be aware of the provisions on fraud and corruption stated in the specific clauses in the General Conditions of Contract.

1.7.3 Consultants shall furnish information on commissions and gratuities, if any, paid or to be paid to agents relating to this proposal and during execution of the assignment if the Consultant is awarded the Contract, as requested in the Financial Proposal submission form (Section 4).

Eligibility

1.8 A firm or an individual sanctioned by the Donor in accordance with the above para. 1.7 (d) shall be ineligible to be awarded a Donor-financed contract, or to benefit from a Donor-financed contract, financially or otherwise, during such period of time as the Donor shall determine.

Origin of Goods and Consulting Services

1.9 Goods supplied and Consulting Services provided under the Contract may originate from any country except if:

(i) as a matter of law or official regulation, the Beneficiary´s country prohibits commercial relations with that country; or

(ii) by an act of compliance with a decision of the United nations Security Council taken under Chapter VII of the Charter of the United Nations, the Beneficiary´s Country prohibits any imports of goods from that country or any payments to persons or entities in that country.

Only One Proposal

1.10 Consultants may only submit one proposal. If a Consultant submits or participates in more than one proposal, such proposals shall be disqualified. However, this does not limit the participation of the same Sub-Consultant, including individual experts, to more than one proposal.

Proposal Validity

1.11 The Data Sheet indicates how long Consultants' Proposals must remain valid after the submission date. During this period, Consultants shall maintain the availability of Professional staff

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nominated in the Proposal. The Client will make its best effort to complete negotiations within this period. Should the need arise, however, the Client may request Consultants to extend the validity period of their proposals. Consultants who agree to such extension shall confirm that they maintain the availability of the Professional staff nominated in the Proposal, or in their confirmation of extension of validity of the Proposal, Consultants could submit new staff in replacement, who would be considered in the final evaluation for contract award. Consultants who do not agree have the right to refuse to extend the validity of their Proposals.

2. Clarification and Amendment of RFP Documents

2.1 Consultants may request a clarification of any of the RFP documents up to the number of days indicated in the Data Sheet before the proposal submission date. Any request for clarification must be sent in writing, or by standard electronic means to the Client's address indicated in the Data Sheet. The Client will respond in writing, or by standard electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Consultants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under para. 2.2.

2.2 At any time before the submission of Proposals, the Client may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all Consultants and will be binding on them. Consultants shall acknowledge receipt of all amendments. To give Consultants reasonable time in which to take an amendment into account in their Proposals the Client may, if the amendment is substantial, extend the deadline for the submission of Proposals.

3. Preparation of Proposals

3.1 The Proposal (see para. 1.2), as well as all related correspondence exchanged by the Consultants and the Client, shall be written in the language (s) specified in the Data Sheet.

3.2 In preparing their Proposal, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.

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3.3 While preparing the Technical Proposal, Consultants must give particular attention to the following:

(a) The estimated number of Professional staff-months or the budget for executing the assignment shall be shown in the Data Sheet, but not both. However, the Proposal shall be based on the number of Professional staff-months or budget estimated by the Consultants.

For fixed-budget-based assignments, the available budget is given in the Data Sheet, and the Financial Proposal shall not exceed this budget, while the estimated number of Professional staff-months shall not be disclosed.

(b) Alternative professional staff shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position.

Language (e) Documents to be issued by the Consultants as part of this assignment must be in the language(s) specified in the Reference Paragraph 3.1 of the Data Sheet. If Reference Paragraph 3.1 indicates two languages, the language in which the proposal of the successful Consultant will be submitted shall govern for the purpose of interpretation. It is desirable that the firm's Personnel have a working knowledge of the Client's national language.

Technical Proposal Format and Content 3.4 Depending on the nature of the assignment, Consultants are required to submit a Full Technical Proposal (FTP), or a Simplified Technical Proposal (STP). The Data Sheet indicates the format of the Technical Proposal to be submitted. Submission of the wrong type of Technical Proposal will result in the Proposal being deemed non-responsive. The Technical Proposal shall provide the information indicated in the following paras from (a) to (g) using the attached Standard Forms (Section 3). Paragraph (c) (ii) indicates the recommended number of pages for the description of the approach, methodology and work plan of the STP. A page is considered to be one printed side of A4 or letter size paper.

(a) (i) For the FTP only: a brief description of the Consultants' organization and an outline of recent experience of the Consultants and, in the case of joint venture, for each partner, on assignments of a similar nature is required in Form TECH-2 of Section 3. For each assignment, the outline should indicate the

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names of Sub-Consultants/ Professional staff who participated, duration of the assignment, contract amount, and Consultant's involvement. Information should be provided only for those assignments for which the Consultant was legally contracted by the client as a corporation or as one of the major firms within a joint venture. Assignments completed by individual Professional staff working privately or through other consulting firms cannot be claimed as the experience of the Consultant, or that of the Consultant's associates, but can be claimed by the Professional staff themselves in their CVs. Consultants should be prepared to substantiate the claimed experience if so requested by the Client.

(ii) For the STP the above information is not required and Form TECH-2 of Section 3 shall not be used.

(b) (i) For the FTP only: comments and suggestions on the Terms of Reference including workable suggestions that could improve the quality/ effectiveness of the assignment; and on requirements for counterpart staff and facilities including: administrative support, office space, local transportation, equipment, data, etc. to be provided by the Client (Form TECH-3 of Section 3).

(ii) For the STP Form TECH-3 of Section 3 shall not be used; the above comments and suggestions, if any, should be incorporated into the description of the approach and methodology (refer to following sub-para. 3.4 (c) (ii)).

(c) (i) For the FTP, and STP: a description of the approach, methodology and work plan for performing the assignment covering the following subjects: technical approach and methodology, work plan, and organization and staffing schedule. Guidance on the content of this section of the Technical Proposals is provided under Form TECH-4 of Section 3. The work plan should be consistent with the Work Schedule (Form TECH-8 of Section 3) which will show in the form of a bar chart the timing proposed for each activity.

(ii) For the STP only: the description of the approach, methodology and work plan should normally consist of 10 pages, including charts, diagrams, and comments and suggestions, if any, on Terms of Reference and counterpart staff and facilities.

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(d) *The list of the proposed Professional staff team by area of expertise, the position that would be assigned to each staff team member, and their tasks (Form TECH-5 of Section 3).*

(e) Estimates of the staff input (staff-months of foreign and local professionals) needed to carry out the assignment (Form TECH-7 of Section 3). The staff-months input should be indicated separately for home office and field activities, and for foreign and local Professional staff.

(f) CVs of the Professional staff signed by the staff themselves or by the authorized representative of the Professional Staff (Form TECH-6 of Section 3).

(g) For the FTP only: a detailed description of the proposed methodology and staffing for training, if the Data Sheet specifies training as a specific component of the assignment.

3.5 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non-responsive.

Financial Proposals

3.6 The Financial Proposal shall be prepared using the attached Standard Forms (Section 4). It shall list all costs associated with the assignment, including (a) remuneration for staff (foreign and local, in the field and at the Consultants' home office), and (b) reimbursable expenses indicated in the Data Sheet. If appropriate, these costs should be broken down by activity and, if appropriate, into foreign and local expenditures. All activities and items described in the Technical Proposal must be priced separately; activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items.

Taxes

3.7 The Consultant may be subject to local taxes (such as: sales tax, social charges or income taxes on nonresident Foreign Personnel, duties, fees, levies) on amounts payable by the Client under the Contract. The Client will state in the Data Sheet if the Consultant is subject to payment of any local taxes. Any such amounts shall not be included in the Financial Proposal as they will not be evaluated, but they will be discussed at contract negotiations, and applicable amounts will be included in the Contract.

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3.8 Consultants may express the price of their services in a maximum of two freely convertible currencies, singly or in combination. The Client may require Consultants to state the portion of their price representing local cost in the national currency if so indicated in the Data Sheet.

3.9 Commissions and gratuities, if any, paid or to be paid by Consultants and related to the assignment will be listed in the Financial Proposal Form FIN-1 of Section 4.

4. Submission, Receipt, and Opening of Proposals

4.1 The original proposal (Technical Proposal and, if required, Financial Proposal; see para. 1.2) shall contain no interlineations or overwriting, except as necessary to correct errors made by the Consultants themselves. The person who signed the proposal must initial such corrections. Submission letters for both Technical and Financial Proposals should respectively be in the format of TECH-1 of Section 3, and FIN-1 of Section 4.

4.2 An authorized representative of the Consultants shall initial all pages of the original Technical and Financial Proposals. The authorization shall be in the form of a written power of attorney accompanying the Proposal or in any other form demonstrating that the representative has been duly authorized to sign. The signed Technical and Financial Proposals shall be marked "ORIGINAL".

4.3 The Technical Proposal shall be marked "ORIGINAL" or "COPY" as appropriate. The Technical Proposals shall be sent to the addresses referred to in para. 4.5 and in the number of copies indicated in the Data Sheet. All required copies of the Technical Proposal are to be made from the original. If there are discrepancies between the original and the copies of the Technical Proposal, the original governs.

4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL" Similarly, the original Financial Proposal (if required under the selection method indicated in the Data Sheet) shall be placed in a sealed envelope clearly marked "FINANCIAL PROPOSAL" followed by the Loan/TA number and the name of the assignment, and with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**" The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and

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sealed. This outer envelope shall bear the submission address, reference number and title of the Loan, and be clearly marked "**DO NOT OPEN, EXCEPT IN PRESENCE OF THE OFFICIAL APPOINTED, BEFORE** [NO LATER THAN 12:00 P.M. ON TUESDAY, 16 SEPTEMBER 2025.]". The Client shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may be case for Proposal rejection. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.

4.5 The Proposals must be sent to the address/addresses indicated in the Data Sheet and received by the Client no later than the time and the date indicated in the Data Sheet, or any extension to this date in accordance with para. 2.2. Any proposal received by the Client after the deadline for submission shall be returned unopened.

4.6 The Client shall open the Technical Proposal immediately after the deadline for their submission. The envelopes with the Financial Proposal shall remain sealed and securely stored.

5. Proposal Evaluation

5.1 From the time the Proposals are opened to the time the Contract is awarded, the Consultants should not contact the Client on any matter related to its Technical and/or Financial Proposal. Any effort by Consultants to influence the Client in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Consultants' Proposal.

Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded and the Donor issues its "no objection".

Evaluation of Technical Proposals

5.2 The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified in the Data Sheet. Each responsive Proposal will be given a technical score (St). A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, and particularly the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Data Sheet.

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Financial Proposals for QBS	5.3	Following the ranking of technical Proposals, when selection is based on quality only (QBS), the first ranked Consultant is invited to negotiate its proposal and the Contract in accordance with the instructions given under para. 6 of these Instructions.
Public Opening and Evaluation of Financial Proposals (only for QCBS, FBS, and LCS)	5.4	After the technical evaluation is completed and the Donor has issued its no objection (if applicable), the Client shall inform the Consultants who have submitted proposals the technical scores obtained by their Technical Proposals, and shall notify those Consultants whose Proposals did not meet the minimum qualifying mark or were considered non-responsive to the RFP and TOR, that their Financial Proposals will be returned unopened after completing the selection process. The Client shall simultaneously notify in writing Consultants that have secured the minimum qualifying mark, the date, time and location for opening the Financial Proposals. The opening date should allow Consultants sufficient time to make arrangements for attending the opening. Consultants' attendance at the opening of Financial Proposals is optional.
	5.5	Financial Proposals shall be opened publicly in the presence of the Consultants' representatives who choose to attend. The name of the Consultants, and the technical scores of the Consultants shall be read aloud. The Financial Proposal of the Consultants who met the minimum qualifying mark will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copy of the record shall be sent to all Consultants and the Donor.

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5.6 The Evaluation Committee will correct any computational errors. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between word and figures the formers will prevail. In addition to the above corrections, as indicated under para. 3.6, activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items. In case an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, (i) if the Time-Based form of contract has been included in the RFP, the Evaluation Committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity and correct the total Proposal cost, (ii) if the Lump-Sum form of contract has been included in the RFP, no corrections are applied to the Financial Proposal in this respect. Prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the Data Sheet.

5.7 In case of QCBS, the lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) indicated in the Data Sheet: S = St x T% + Sf x P%. The firm achieving the highest combined technical and financial score will be invited for negotiations.

5.8 In the case of Fixed-Budget Selection, the Client will select the firm that submitted the highest ranked Technical Proposal within the budget. Proposals that exceed the indicated budget will be rejected. In the case of the Least-Cost Selection, the Client will select the lowest proposal among those that passed the minimum technical score. In both cases the evaluated proposal price according to para. 5.6 shall be considered, and the selected firm is invited for negotiations.

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6.	**Negotiations**	6.1	Negotiations will be held at the date and address indicated in the Data Sheet. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm availability of all Professional staff. Failure in satisfying such requirements may result in the Client proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude a Contract.
	Technical negotiations	6.2	Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, and organization and staffing, and any suggestions made by the Consultant to improve the Terms of Reference. The Client and the Consultants will finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as "Description of Services". Special attention will be paid to clearly defining the inputs and facilities required from the Client to ensure satisfactory implementation of the assignment. The Client shall prepare minutes of negotiations which will be signed by the Client and the Consultant.
	Financial negotiations	6.3	If applicable, it is the responsibility of the Consultant, before starting financial negotiations, to contact the local tax authorities to determine the local tax amount to be paid by the Consultant under the Contract. The financial negotiations will include a clarification (if any) of the firm's tax liability in the Client's country, and the manner in which it will be reflected in the Contract; and will reflect the agreed technical modifications in the cost of the services. In the cases of QCBS, Fixed-Budget Selection, and the Least-Cost Selection methods, unless there are exceptional reasons, the financial negotiations will involve neither the remuneration rates for staff nor other proposed unit rates. For other methods, Consultants will provide the Client with the information on remuneration rates described in the Appendix attached to Section 4 - Financial Proposal - Standard Forms of this RFP.
	Availability of Professional staff/experts	6.4	Having selected the Consultant on the basis of, among other things, an evaluation of proposed Professional staff, the Client expects to negotiate a Contract on the basis of the Professional staff named in the Proposal. Before contract negotiations, the Client will require

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			assurances that the Professional staff will be actually available. The Client will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that Professional staff were offered in the proposal without confirming their availability, the Consultant may be disqualified. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and be submitted by the Consultant within the period of time specified in the letter of invitation to negotiate.
	Conclusion of the negotiations	6.5	Negotiations will conclude with a review of the draft Contract. To complete negotiations the Client and the Consultant will initial the agreed Contract. If negotiations fail, the Client will invite the Consultant whose Proposal received the second highest score to negotiate a Contract.
7.	**Award of Contract**	7.1	After completing negotiations the Client shall award the Contract to the selected Consultant and promptly notify all Consultants who have submitted proposals. After Contract signature, the Client shall return the unopened Financial Proposals to the unsuccessful Consultants.
		7.2	The Consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet.
8.	**Confidentiality**	8.1	Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Consultant of confidential information related to the process may result in the rejection of its Proposal and may be subject to the provisions of the Donor's antifraud and corruption policy.

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Section 2. Instructions to Consultants

DATA SHEET

Paragraph Reference	
	Name of the Client: Palestinian Water Authority (PWA) Method of selection: Quality- and Cost- Based selection (QCBS)
1.2	Financial Proposal to be submitted together with Technical Proposal: **Yes** **Name of the assignment is Design and Implementation of a Local Government Units Budget Portal System.**
1.3	A pre-proposal conference will be held: will be held at the Palestinian Water Authority (PWA) on **24 August 2025 at 11:00 a.m.**
1.4	The Client will provide the following inputs and facilities: • All documents, software and reports as far as available which could be useful for performing the assignment.
1.6.1 (a)	The Client envisages the need for continuity for downstream work: **No**
1.11	Proposals must remain valid ***90 days*** after the submission date.
2.1	Clarifications may be requested not later than 31/8/2025 **The address for requesting clarifications is:** Palestinian Water Authority Kamal Naser St., Al Masayef, Ramallah, West Bank, Palestine Attn.: Mr. Raed Sawaftah – Head of Procurement Unit (6th Floor) Tel: +970 2 298 7665 Fax: +970 2 298 7336 Mobile: +970 599 814 065 E-mail: raed_sf@yahoo.com
3.1	Proposals shall be submitted in the following language: **English**

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3.3 (b)	**Level of Effort:** The implementation period for this assignment is expected to span **six (6) calendar months**, with a total estimated **Level of Effort (LoE)** of **100 working days**, distributed across the core project team as specified in Section 7. of the Terms of Reference.
3.4	The format of the Technical Proposal to be submitted is: FTP
3.4 (g)	Training is a specific component of this assignment: Yes
3.7	The Consultant shall be in agreement with the normal tax liability and other costs in relation to fees, expenses and reimbursable in Palestine. The Consultant’s Personnel is liable to pay any income tax in connection with the Services in Palestine. The income taxes for individual staff are not eligible under the Grant agreement. The invoice shall be accompanied with zero “0 Value Added Tax” and all other requirements needed by the financial section in PWA.
3.8	Consultant to state local cost in the national currency: No The financial proposal shall be in **Dollar** currency.
4.3	Consultant shall submit the original and three copies of the Technical Proposal, and the original of the Financial Proposal; as well as the scanned original Technical Proposal in electronic form (CD-ROM). In case of discrepancies, the hard copy original is prevailing.
4.5	**The Proposal submission address is:** PWA Office Palestinian Water Authority Kamal Naser St., Al Masayef, Ramallah, West Bank, Palestine Att.: Mr. Raed Sawaftah Procurement Unit\ 6th Floor Tel: + 970 2 2987665 Fax: + 970 2 2987336 Mobile: 0599 814 065 E-mail: raed_sf@yahoo.com Proposals must be submitted no later than the following date and time [12:00 P.M. ON TUESDAY, 16 SEPTEMBER 2025]

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5.2 (a)

Criteria, sub-criteria, and point system for the evaluation of Full Technical Proposals are:

Criteria	Points
1. Experience of the firm or JV in similar assignments over the last 10 years at the satisfaction of the client. **2. Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs).**	*15* 50
3. Key Experts' qualifications and competence for the Services: ▪ Position K-1: Project Manage 6 ▪ Position K-2: Systems Analyst & Designer 4 ▪ Position K3 Database Expert 4 ▪ Position K4 Software Engineers / Developers 3 ▪ Position K5 Accounting Expert 3	*20*
4. Technical & Functional Approach (Quality, innovation, and compliance of the proposed technical solution with the TOR requirements.) **Technical quality of the proposed solution** – ***5 points*** The proposed system is designed according to best practices and international standards, ensuring performance, security, scalability, and maintainability. **Functional adequacy of the solution** – ***5 points*** The proposed system covers all required functionalities in the budget cycle, supports end-to-end processes, and integrates effectively with relevant systems. **Innovation and value-added features** – ***5 points*** The solution introduces innovative features or enhancements that improve efficiency, reduce costs, or add value beyond the TOR requirements.	*15*
TOTAL	**100**

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	<u>Evaluation of criterion N°2</u> The number of points to be assigned for this criterion shall be determined considering the following five sub-criteria and relevant percentage weights:

(i) The methodology is clear and complete: all services, organization described, resources mobilized, list of activities, risks and assumptions.	30%
(ii) The methodology is relevant: it brings an added value to the TORs and contains innovations	20%
(iii) The work plan is detailed, realistic and in line with the TORs and proposed methodology	15%
(iv) The number of experts and the expected number of working days for each expert are adequate to satisfactorily perform each activity.	25%
(v) The allotment between international experts and local experts, or between experts on site and at headquarters, achieves the expected results	10%
TOTAL	**100%**

<u>Evaluation of criterion N°3:</u>

The number of points to be assigned to each Key Expert mentioned above shall be determined considering the following four sub-criteria and relevant percentage weights:

(i) General qualifications (general education, training, and experience)	20%
(ii) Adequacy for the Services (relevant education, training, experience in the sector/similar services)	60%
(iii) Relevant experience in the region (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.)	10%
(iv) Number of years of experience of the Expert with the Consultant	10%
Total Weight	**100%**

The minimum technical score (St) required to pass is: 80%.

5.6	The single currency for price conversions is: N/A The source of official selling rates is: N/A

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	The date of exchange rates is: N/A
5.7	The formula for determining the financial scores is the following: Sf = 100 x Fm / F, in which Sf is the financial score, Fm is the lowest price and F the price of the proposal under consideration. The weights given to the Technical and Financial Proposals are: T = 0.80, and P = 0.20
7.2	Expected date for commencement of consulting services:2025/9/30

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Section 3. Technical Proposal - Standard Forms

Refer to Reference Paragraph 3.4 of the Data Sheet for format of Technical Proposal to be submitted, and paragraph 3.4 of Section 2 of the RFP for Standard Forms required and number of pages recommended.

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Form TECH-1: Technical Proposal Submission Form

[*Location, Date*]

To: [*Name and address of Client*]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [*Insert title of assignment*] in accordance with your Request for Proposal dated [*Insert Date*] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

We are submitting our Proposal in association with: [*Insert a list with full name and address of each associated Consultant if any*]

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 1.11 of the Data Sheet, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in Paragraph Reference 7.2 of the Data Sheet.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: ________________________________
Name and Title of Signatory: ____
Name of Firm: ____
Address: ____

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Form TECH-2: Consultant’s Organization and Experience

A - Consultant’s Organization

[*Provide here a brief (two pages) description of the background and organization of your firm/entity and each associate for this assignment.*]

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B - Consultant's Experience

[*Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment. Use max. 15 pages.*]

Assignment name:	Approx. value of the contract (in current US$ or Euro):
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total Nº of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current US$ or Euro):
Start date (month/year): Completion date (month/year):	Nº of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

Firm's Name: ___

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Form TECH-3: Comments and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided by the Client

A - On the Terms of Reference

[*Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal.*] Use max. 2 pages.

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B - On Counterpart Staff and Facilities

[*Comment here (if any) on counterpart staff and facilities to be provided by the Client according to Paragraph Reference 1.4 of the Data Sheet including: administrative support, office space, local transportation, equipment, data, etc*.]

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Form TECH-4: Description of Approach, Methodology and Work Plan for Performing the Assignment

[*Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (up to 20 pages, inclusive of charts and diagrams, excluding CVs) divided into the following three chapters:*

a) Technical Approach and Methodology,
b) Work Plan, and
c) Organization and Staffing,

a) <u>Technical Approach and Methodology.</u> In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) <u>Work Plan.</u> In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-8.

c) <u>Organization and Staffing.</u> In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.]

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Form TECH-5: Team Composition and Task Assignments

Professional Staff				
Name of Staff	Firm	Area of Expertise	Position Assigned	Task Assigned

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Form TECH-6: Curriculum Vitae (CV) for Proposed Professional Staff

1. **Proposed Position** [*only one candidate shall be nominated for each position*]: ______

2. **Name of Firm** [*Insert name of firm proposing the staff*]: ________________________

   ____

3. **Name of Staff** [*Insert full name*]: ______________________________________

4. **Date of Birth**: ________________________**Nationality**: ________________________

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

____

6. **Membership of Professional Associations**: ________________________________

____

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

____

8. **Countries of Work Experience**: [*List countries where staff has worked in the last ten years*]:____

____

9. **Languages** [*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*]: ____

____

10. **Employment Record** [*Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.*]:

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From [*Year*]: _______ To [*Year*]: __________

Employer: ______________________________

Positions held: __________________________

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
[*List all tasks to be performed under this assignment*]	[*Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.*] Name of assignment or project: ____________________ Year: ____________________ Location: ____________________ Client: ____________________ Main project features: ____________________ Positions held: ____________________ Activities performed: ____________________

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13. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

____ Date: ___________

[Signature of staff member or authorized representative of the staff] *Day/Month/Year*

Full name of authorized representative: ____

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FormTECH-7: Staffing Schedule[1]

N°	Name of Staff	Staff input (in the form of a bar chart)[2]													Total staff-month input		
		1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**N**	**Home**	**Field**[3]	**Total**
Foreign																	
1		[*Home*]															
		[*Field*]															
2																	
3																	
n																	
											Subtotal						
Local																	
1		[*Home*]															
		[*Field*]															
2																	
n																	
											Subtotal						
											Total						

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1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).

2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.

3 Field work means work carried out at a place other than the Consultant's home office.

Full time input

Part time input

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FormTECH-8 Work Schedule

N°	Activity[1]	Months[2]												
		1	2	3	4	5	6	7	8	9	10	11	12	n
1														
2														
3														
4														
5														
N														

1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.

2 Duration of activities shall be indicated in the form of a bar chart.

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Section 4. Financial Proposal - Standard Forms

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided under para. 3.6 of Section 2. Such Forms are to be used whichever is the selection method indicated in para. 4 of the Letter of Invitation.

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Form FIN-1: Financial Proposal Submission Form

[*Location, Date*]

To: [*Name and address of Client*]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [*Insert title of assignment*] in accordance with your Request for Proposal dated [*Insert Date*] and our Technical Proposal. Our attached Financial Proposal is for the sum of [*Insert amount(s) in words and figures*[1]]. This amount is exclusive of the local taxes, which shall be identified during negotiations and shall be added to the above amount.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph Reference 1.11 of the Data Sheet.

Commissions and gratuities paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below[2]:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
______________________	_________________________	______________________
______________________	_________________________	______________________
______________________	_________________________	______________________

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: _____________________________________

Name and Title of Signatory: ____

Name of Firm: ____

Address: ____

1 Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.

2 If applicable, replace this paragraph with: “No commissions or gratuities have been or are to paid by us to agents relating to this Proposal and Contract execution.

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Form FIN-2: Summary of Costs

Item	Costs			
	[*Indicate Foreign Currency # 1*][1]	[*Indicate Foreign Currency # 2*][1]	[*Indicate Foreign Currency # 3*][1]	[*Indicate Local Currency*]
Total Costs of Financial Proposal [2]		N/A	N/A	N/A

1 Indicate between brackets the name of the foreign currency. Maximum of three currencies; use as many columns as needed, and delete the others.

2 Indicate the total costs, net of local taxes, to be paid by the Client in each currency. Such total costs must coincide with the sum of the relevant Subtotals indicated in all Forms FIN-3 provided with the Proposal.

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Form FIN-3: Breakdown of Costs by Activity[1]

Group of Activities (Phase):[2] ____________________ ____________________	**Description:**[3] ____________________ ____________________			
Cost component	**Costs**			
	[*Indicate Foreign Currency # 1*][4]	[*Indicate Foreign Currency # 2*][4]	[*Indicate Foreign Currency # 3*][4]	[*Indicate Local Currency*]
Remuneration[5]				
Reimbursable Expenses [5]				
Subtotals				

1 Form FIN-3 shall be filled at least for the whole assignment. In case some of the activities require different modes of billing and payment (e.g.: the assignment is phased, and each phase has a different payment schedule), the Consultant shall fill a separate Form FIN-3 for each group of activities. For each currency, the sum of the relevant Subtotals of all Forms FIN-3 provided must coincide with the Total Costs of Financial Proposal indicated in Form FIN-2.
2 Names of activities (phase) should be the same as, or correspond to the ones indicated in the second column of Form TECH-8.
3 Short description of the activities whose cost breakdown is provided in this Form.
4 Indicate between brackets the name of the foreign currency. Use the same columns and currencies of Form FIN-2.
5 For each currency, Remuneration and Reimbursable Expenses must respectively coincide with relevant Total Costs indicated in Forms FIN-4, and FIN-5.

Form FIN-4: Breakdown of Remuneration[1](Lump-Sum)

(This Form FIN-4 shall only be used when the Lump-Sum Form of Contract has been included in the RFP. Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the Client)

Name[2]	Position[3]	Staff-month Rate[4]
Foreign Staff		
		[*Home*] [*Field*]
Local Staff		
		[*Home*] [*Field*]

1 Form FIN-4 shall be filled in for the same Professional and Support Staff listed in Form TECH-7.
2 Professional Staff should be indicated individually; Support Staff should be indicated per category (e.g.: draftsmen, clerical staff).
3 Positions of the Professional Staff shall coincide with the ones indicated in Form TECH-5.
4 Indicate separately staff-month rate and currency for home and field work.

Form FIN-5: Breakdown of Reimbursable Expenses (Lump-Sum)

(This Form FIN-5 shall only be used when the Lump-Sum Form of Contract has been included in the RFP. Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the Client)

N°	Description[1]	Unit	Unit Cost[2]
	Per diem allowances	Day	
	International flights[3]	Trip	
	Miscellaneous travel expenses	Trip	
	Communication costs between [*Insert place*] and [*Insert place*]		
	Drafting, reproduction of reports		
	Equipment, instruments, materials, supplies, etc.		
	Shipment of personal effects	Trip	
	Use of computers, software		
	Laboratory tests.		
	Subcontracts		
	Local transportation costs		
	Office rent, clerical assistance		
	Training of the Client's personnel [4]		

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1 Delete items that are not applicable or add other items according to Paragraph Reference 3.6 of the Data Sheet.
2 Indicate unit cost and currency.
3 Indicate route of each flight, and if the trip is one- or two-ways.
4 Only if the training is a major component of the assignment, defined as such in the TOR.

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SAMPLE CONTRACT FOR CONSULTING SERVICES
SMALL ASSIGNMENTS
LUMP-SUM PAYMENTS
(ADA FINANCED)

CONTRACT No. [PWA/ADA/2025/04]

THIS CONTRACT ("Contract") is entered into this *[insert starting date of assignment]*, by and between *[insert Client's name]* ("the Client") having its principal place of business at *[insert Client's address]*, and *[insert Consultant's name]* ("the Consultant") having its principal office located at *[insert Consultant's address*[6]*]*.

WHEREAS, the Client wishes to have the Consultant perform the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. Services

(i) The Consultant shall perform the services specified in Annex A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract ("the Services").

(ii) The Consultant shall provide the personnel listed in Annex B, "Consultant's Personnel," to perform the Services.

(iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, "Consultant's Reporting Obligations."

2. Term

The Consultant shall perform the Services during the period commencing *[insert starting date]* and continuing through *[insert completion date]*, or any other period as may be subsequently agreed by the parties in writing.

3. Payment

A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed *[insert amount]*. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

[6] Avoid use of *"P.O. Box" address*

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B. Payment Conditions

Payment shall be made in *[Dollar]*, no later than 45 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in paragraph 4.

Payments shall be made to Consultant's bank account *[insert banking details. If payment by bank wire is not possible, prior Bank approval to apply cash payments option shall be obtained]*

C. Schedule of Payments

The schedule of payments is specified below:

Milestone / Deliverable	Percentage of Contract Value	Payment Conditions
Contract Signing & Inception Report	10%	Upon submission and PWA's approval of the Inception Report (including work plan, staffing plan, risk management plan).
Completion of Phase 1 – Design & Prototypes	20%	Upon submission and approval of system design, prototypes, and methodologies (testing, integration, training, go-live), and completion of the Phase 1 workshop.
Completion of Phase 2 – Development & Installation	30%	Upon delivery, installation, and successful preliminary testing of the developed system at PWA.
Completion of Phase 3 – UAT & Training	20%	Upon successful User Acceptance Testing (UAT), delivery of training to trainers and end-users, and submission of training materials and manuals.
Final Acceptance & Go-Live	15%	Upon system go-live, submission of final documentation, source code, and database guide, with PWA's written acceptance.
End of Warranty Period	5%	After successful completion of the 3-year warranty period without major unresolved issues.

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4. Project Administration

A. Coordinator.

The Client designates Mr./Ms. *[insert name and job title]* as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.

B. Reports.

The reports listed in Annex C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

5. Performance Standards

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

6. Inspections and Auditing

The Consultant shall permit, and shall cause its Sub-Consultants to permit, the Donor and/or persons or auditors appointed by the Donor to inspect and/or audit its accounts and records and other documents relating to the submission of the Proposal to provide the Services and performance of the Contract. Any failure to comply with this obligation may constitute a prohibited practice subject to contract termination and/or the imposition of sanctions by the Donor (including without limitations determination of ineligibility) in accordance with prevailing Donor's sanctions procedures.

7. Confidentiality

The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.

8. Ownership of Material

Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software but not use them without prior consent in writing by the Client.

9. Consultant Not to be Engaged in Certain Activities

The Consultant agrees that, during the term of this Contract and after its termination, the Consultants and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than consulting services that would not give rise to a conflict of interest)

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resulting from or closely related to the Consulting Services for the preparation or implementation of the Project

10. Insurance	The Consultant will be responsible for taking out any appropriate insurance coverage.
11. Assignment	The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.
12. Law Governing Contract and Language	The Contract shall be governed by the laws of Palestine, and the language of the Contract shall be English.
13. Dispute Resolution	Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Client's country.
14. Termination	The Client may terminate this Contract with at least ten (10) working days prior written notice to the Consultant after the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause:

(a) If the Consultant does not remedy a failure in the performance of its obligations under the Contract within seven (7) working days after being notified, or within any further period as the Client may have subsequently approved in writing;

(b) If the Consultant becomes insolvent or bankrupt;

(c) If the Consultant, in the judgment of the Client or the Donor, has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices (as defined in the prevailing Donor's sanctions procedures) in competing for or in performing the Contract.

(d) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.

FOR THE CLIENT	FOR THE CONSULTANT
Signed by ____________________	Signed by _____________________
Title: _______________________	Title: _____________________

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Terms of Reference (TOR)

Reference Conditions

For the Design and Development of the Local Government Units Portal System

Introduction

The Palestinian Water Authority (PWA) is the official entity authorized to oversee the preparation, implementation, amendment, and approval of water utilities' budgets, as well as to monitor compliance with the financial policies and procedures adopted by the PWA.
Currently, budgets are submitted and reviewed manually or through non-standardized systems, leading to slow processes, a lack of transparency, and difficulty in tracking the approval process, tracking disbursement process.
In this regard, the PWA is seeking a service provider to develop a **Budget Portal System** that facilitates the budget preparation cycle and expands its functionality and scope to include the extraction of performance indicators necessary to measure the utilities' performance.
Through this task, the PWA aims to enhance budgeting and financial planning, in compliance with the unified Chart of Accounts approved by the PWA, and to achieve a full transition to the accrual basis of accounting within the utilities.

1.Objectives

The objective of this task is to provide the PWA with a budgeting portal by designing and implementing an electronic platform based on the functional and technical requirements outlined in these terms and the annex attached to this document, which form an integral part of this task's scope.
This task will support the PWA in playing a more effective role in accelerating the budgeting process and financial analysis, while contributing to the achievement of the following goals:

1. Enhancing the efficiency and quality of services within water utilities.
2. Monitoring and standardizing procedures and systems within water utilities, especially financial procedures related to service delivery to citizens.
3. Enabling the timely application of relevant performance indicators.
4. Improving transparency and accountability procedures.

By the end of implementation, the following results should be achieved:

1. Water utilities will be able to submit their budgets and receive feedback, comments, and required information from the PWA electronically.
2. The PWA will be able to generate unlimited reports through a reporting engine that supports data visualization.
3. All required correspondence related to budget preparation will be integrated into the portal in hierarchical structures and equipped with multiple sorting methods.
4. Water utilities will be able to display their profiles online and print relevant reports for documentation and performance measurement purposes.

5. Through the Management Backend application, the PWA should be able to monitor and control user access to the portal and review all audit logs generated by the portal to track user activities.
6. The PWA will be able to conduct various analyses through the portal, including comparisons between actual and estimated budgets.

2. Scope of Work

The PWA is seeking a local service provider with extensive experience in designing, developing, and implementing web-based solutions, particularly in the municipal and public sectors, to design and implement the new Budget Portal System.

2.1 Proposed System Structure

The portal should function as a comprehensive framework that ensures the delivery of all information required by the PWA in a clear, logical, and timely manner. Simultaneously, the portal will support two-way integration with the financial systems of Regional Water Utilities to promote full automation and system integration by minimizing manual processes.

The portal will provide a mechanism capable of interfacing with relevant websites to generate readable versions of budgets accessible and integrable through those sites — currently including the PWA's website.

The proposed portal will assist the PWA and water utilities in achieving the following benefits:

1. **Effective financial and budget planning and management based on actual data.** The solution will ensure continuous updates of data across functional areas, providing accurate, reliable, and timely information to support effective management, planning, and oversight.
2. **Performance monitoring.** The solution will include automated checks that generate alerts for abnormal conditions, enabling effective monitoring and control by quickly identifying deviations early enough to take corrective action.
3. **Increased productivity.** Automating routine tasks will enhance staff productivity, enabling employees to work more efficiently.
4. **Reduced manual documentation.** The portal's data integration features will significantly reduce manual document generation and data entry duplication. The single-point data entry functionality will minimize data repetition.
5. **Additional benefits.** The solution will also reduce data processing time, cut costs, and minimize manual data retrieval and transfer — ultimately improving decision-making, increasing staff satisfaction, and boosting productivity. These improvements will enable water utilities to better fulfill their financial and resource management roles and thus provide better services to citizens.

The proposed system will upgrade the portal beyond just budgeting and approval processes to include a platform for financial planning and analysis, based on interconnected workflows centered on three main areas:

1. **Water Utilities:** Refers to water service providers established under the Water Law. These utilities will prepare their budgets and submit them to the PWA.
2. **PWA:** Once the approved budgets are received from the utilities, the relevant department within the PWA will review and either approve the budgets or return them to the utilities for clarification and updates.

2.2 Project Phases

The service provider shall propose a development methodology covering the full software development lifecycle, which will include the following three main phases:

Phase 1: Planning, Requirements Analysis, and Design, including:

1. Developing an initial concept for the portal that aligns with the facility establishment and licensing system, approved procedural manuals, budgeting procedures, and the Chart of Accounts (in harmony with the accounting classifications used for water and wastewater).
2. Conducting an in-depth review of all materials related to budget preparation.
3. Defining the system development phases.
4. Preparing the Software Requirements Specification (SRS).
5. Identifying integration requirements with existing accounting systems and determining the most suitable integration templates and methods (APIs, web services, etc.). Currently, two existing water utilities and the PWA will coordinate with accounting system providers to prepare existing data for integration based on the defined template and method.
6. Developing a prototype and designing a new portal system that considers the following:
    - All required functions for the budgeting lifecycle, including budgeting procedures and workflows.
    - Readable budget templates required within the budgeting portal as approved by the PWA.
    - Developing a model that includes a checklist and descriptive fields to support a participatory approach.
    - The portal must include a data aggregation model for water utilities to calculate financial statistical data (SDDS) from the portal database.
    - Consequently, the service provider shall deliver the final version of the design schema document. This document must be reviewed and approved by the PWA before commencing system development.
7. During this phase, the service provider must develop the following methodologies/strategies:
    - System testing methodology.
    - Integration methodology between the portal and other related systems, including financial systems in water utilities.
    - User training methodology.
    - System go-live methodology.

Key Deliverables for this Phase	Deadline (from contract signing date)
1. System design and prototypes for all required budgeting lifecycle functions	
2. System testing methodology	
3. Integration methodology between the portal and other related systems, including financial systems in water utilities	
4. User training methodology	
5. System go-live methodology	
6. Workshop to present phase results	8 Weeks

Phase 2: Development Stage

The service provider shall develop the portal as approved by the PWA, in accordance with the functional and technical requirements detailed in this tender document, including but not limited to the following tasks:

1. The system must include:
    - Administrative tools necessary for database management, including creating and assigning user rights and privileges. Primary users should be able to modify template information within the database without assistance from the service provider.
    - A graphical user interface (GUI) in Arabic for data entry and related activities. The interface must be user-friendly, clear, predictable, consistent, and efficient, with the capability to generate reports in English.
    - Tools and means for querying and displaying data through a customized graphical user interface. The interface should be user-friendly, clear, consistent, and efficient.
    - A financial analysis module for budgets, which must be effective, dynamic, and reflect all required indicators.
    - The ability to generate, print, and/or save various types of reports, including predefined routine reports as well as customized reports. Reporting capabilities should allow report creation using multiple criteria.
2. Develop and provide a backup and database recovery plan, which shall be tested for suitability.
3. Develop the required integration tools, including APIs and/or web services that include the necessary fields to enable other software to connect to the portal's database system, as well as export data to Excel worksheets for integration purposes.
4. Prepare system manuals, including but not limited to:
    - User guides from the perspective of each user type (PWA, water utilities, external users).
    - Technical manual for system installation.
    - Technical support and troubleshooting manual.
    - Source code documentation and handling procedures.

These requirements are mandatory for the full implementation of the requested system. Together, they define and describe a system that operates efficiently in the proposed hosting environment while providing a high level of flexibility to meet current and future data needs.

Key Deliverables for this Phase	Deadline (from contract signing date)
Delivery, development, and installation of the new system	20 weeks
System manuals	Upon project completion
Monthly progress reports summarizing achievements, obstacles encountered, solutions applied, and planned activities for the next period (in accordance with the submitted work plan)	Monthly, starting from approval of the Inception Report

Phase 3: Testing, Implementation, and Delivery Stage

During this phase, the service provider shall perform the following tasks:

1. **Centralized Implementation:**
    - The system will be implemented centrally at the PWA, water utilities, and relevant ministries. Users will access the portal via the internet.
    - The service provider must provide at least two environments during development, testing, and implementation:
        - Testing environment (Test server)
        - Production environment (Production server)
2. **User Training:**
    - The training objective is to train trainers capable of training end-users at all levels to use the system effectively. The PWA will provide a meeting room for training.
    - The service provider shall deliver a training methodology and approach describing the training of at least 12 trainers (5 users from the PWA, 4 from utilities, and 3 from the PWA's IT department), covering all functional and technical requirements.
    - The service provider shall prepare the training environment (training rooms, logistics, equipment including computers, coffee breaks, and lunch), providing a full three-day training for end-users and system administrators, plus two full days of technical training on IT/management information systems.
    - The service provider shall deliver a detailed trainer training plan outlining necessary procedures considering the large number of users, their capabilities, limited computer literacy, and geographical locations. The plan should describe training materials, duration, expected outcomes, evaluation, feedback, prerequisites, and required skills per trainee group based on the training type.
    - The service provider shall develop training materials covering functional and technical aspects.
    - The service provider shall deliver the required training as specified in the approved training plan.
    - For end-user training, the service provider shall supervise trainers to:

        - Identify and group end-users according to their job functions
        - Determine skills and capabilities needed to select trainees
        - Propose appropriate training schedules
        - Develop Arabic training manuals — one per user group per site
        - Provide a training evaluation methodology
    - The service provider shall provide any necessary training tools to deliver the required training.

3. **Testing and Inspection:**
    - In addition to standard vendor tests and setups, the service provider (with assistance from the PWA) must conduct the following system tests:
        - Functional and requirements testing
        - Integration testing
        - Data recovery testing
        - Security and user access control testing
        - Compliance testing
        - Data migration integrity testing
        - Performance and stress testing
    - The service provider shall develop User Acceptance Testing (UAT) procedures and scenarios covering all portal functions. UAT documentation shall include step-by-step actions, inputs, expected system behavior, results, and expected outputs for each test case.
    - The PWA shall perform UAT using scenarios that consider all user types.
    - Test results must be documented, and any defects or issues identified must be corrected by the service provider.
    - All system documentation, including user manuals, must be available prior to UAT and in Arabic.
    - All acceptance criteria must be documented and agreed upon before starting testing. Any clarifications or interpretations must be discussed and documented.
    - At the start of UAT, a kick-off meeting shall be held with stakeholders and test participants to discuss test management, roles and responsibilities, documentation expectations, and adherence to schedules.
    - Test results shall be recorded, and all relevant outputs collected to demonstrate successful completion or document any errors or anomalies encountered.
    - Upon completing all tests without the need for retesting, a test summary report shall be prepared, including recommendations to exit the testing phase or repeat it due to defects. The report shall reference test analyses and traceability requirements.

4. **Integration:**
    - The service provider is fully responsible for integrating the system with the current approved financial systems, including any additional costs during development and implementation. This requires providing APIs or web services that allow other systems to load budget-related information via their local budgeting tools and transfer actual data to the portal on demand.
    - The service provider is expected to use standard system integration architecture and technology for data interfaces.

5. **Support and Warranty:**
    - The service provider shall provide the PWA with a free 3-year warranty starting after PWA's approval of implementation and installation. The warranty shall cover defect/error correction, system maintenance, databases, and applications as needed.
    - During the warranty period, the service provider shall:
        - Provide qualified personnel for telephone support to report non-conformities or other system-related issues and technical assistance requirements.
        - Be responsible for all system updates and installation of new releases.
        - Implement any software modifications requested by the PWA within the system's scope and functionalities.
    - The service provider shall allow access to technical bulletins, alerts, new releases, maintenance information, and technical support via email or a dedicated website for the PWA.
6. **Implementation and Launch Plan:**
   The service provider shall:
    - Finalize training materials to be used by PWA staff to train other users at all levels and locations.
    - Finalize the database design and system documentation.
    - Develop the final, fully functional, and tested source code of the portal, including all programming libraries and compiled source code blocks.
    - Conduct planned and coordinated field visits with PWA staff to water utilities (Northeast Jenin and Tubas) and other stakeholders to assess readiness and prepare implementation and training plans.
    - Ensure readiness for system go-live with all functionalities.
    - Define roles and human resource requirements for system operation and maintenance.
    - Provide a transition methodology.
    - Develop an implementation and launch plan.

Deliverable	Due Date
1. Complete documentation including system administrator guide, user manual, and software requirements specifications (SRS).	Within 24 weeks
2. Training plan and training materials.	Within 24 weeks
3. Training of relevant staff on solutions as per the approved training plan.	Within 24 weeks
4. User acceptance test (UAT) procedures, scenarios, plan, and results.	Within 24 weeks
5. Properly developed, tested, and documented APIs including key fields to allow future integration with other systems.	Within 24 weeks
6. Integration plan and tools.	Within 24 weeks
7. Implementation and launch plan.	Within 24 weeks
8. Launch of the Water Utilities Budgeting Portal (live and fully operational).	Within 24 weeks
9. Final report describing all activities carried out throughout the project lifecycle.	At the end of the project
10. Database source guide/design and documentation of all system components.	At the end of the project
11. Final, fully functional, and tested source code of the portal, including all programming libraries and compiled source code blocks.	At the end of the project

Other Tasks and Activities

1. Hardware Requirements

- The PWA shall provide the necessary server hardware—either at its internal data center or the governmental data center—based on the specifications recommended by the service provider and determined by the PWA.
- The service provider must:
    - Assess the required technical architecture and determine configuration adjustments needed for the server infrastructure.

    - Propose database engine options and recommend the most appropriate one for the hardware environment.
    - Review the existing infrastructure to ensure compatibility with new hardware requirements.
    - Deliver a **Hardware Requirements Analysis Report**.

3. Functional Requirements

This section outlines the core functional components of the system.

3.1 Budgeting Portal System

- Functional requirements shall include, but are not limited to:
    - The portal system design report
    - Budgeting procedures
    - Unified Chart of Accounts (COA)

3.2 Financial Analysis Module

- The financial analysis module must be an integral part of the portal system, providing capacity for data analysis and reporting to support budget monitoring and service quality improvements by water utilities.

Key Capabilities:

- **Dashboards** showing budgeted vs. actual expenditure with drill-down by activity.
- **Visualization of Key Performance Indicators (KPIs)** by unit, item, and period.
- **Spending analysis** to track allocation patterns.
- **Project budget/expenditure dashboards** by utility and period.
- **Revenue performance reports** (monthly/quarterly) to monitor fiscal space.
- **Assessment of transparency and accountability** in public finance.

Additional Requirements:

- Drag-and-drop data visualization for charts and graphs.
- Support for uploading data from Excel and integration with databases (Oracle, MySQL, SQL Server).
- Export of reports/dashboards as PDF or images.
- User-friendly interface requiring no advanced IT support.
- Use of **Business Intelligence (BI)** tools for analysis and reporting.

3.3 General Features

- Full **audit trail** functionality (user, timestamp, document traceability).
- Advanced **search** by account code, description, or partial text.
- Error notification features before publishing.
- **Communication functions**, including:
    - Object library attachments
    - Copy-paste between fields/applications
- Support for **image and scanned document** attachments.
- **Approval workflows** for each budget submission phase with review confirmation steps.

4. Non-Functional Requirements

4.1 Security

The system’s architecture must be secure against external threats and ensure data protection.

Minimum Requirements:

- Vulnerability scanning and mitigation recommendations.
- Dual firewall or DMZ with advanced IP filtering.
- Intrusion Detection and Prevention Systems (IDPS).
- SSL encryption.
- Encrypted storage of sensitive data (e.g., passwords).
- Protection from web crawlers, bots, and hacking attempts.
- **Strong password policy**:
    - At least one uppercase and one lowercase letter
    - One digit (0–9)
    - One special character (! @ # $ % ^ & *)
- **Login attempt limits**:
    - Maximum of 3 failed attempts; account suspension until reactivation by System Administrator.

Compliance:

- **Confidentiality** – Access restricted to authorized users.
- **Integrity** – Accuracy and reliability of information.
- **Availability** – Access when needed by authorized users.
- **Compliance** – Adherence to legal and contractual obligations.
- **Responsible Use** – Ethical and respectful system usage.

4.2 Usability

The portal must follow modern web design principles and prioritize accessibility and user experience.

Key Usability Features:

- Bilingual support: Arabic and English interfaces.
- Key pages: Home, Terms of Use, Privacy Policy, Contact.
- Persistent search bar across all pages.
- Users should reach their goal within **3 clicks** post-login.
- Clear user navigation indicators.
- Consistent access to high-use features on all pages.
- Main navigation menu: max of **10 items**.
- All service forms must be printable and exportable in formats: PDF, DOC, DOCX, XPS.
- Confirmation messages for all user actions (success or failure).
- Browser compatibility: Chrome, Firefox, Internet Explorer, etc.
- Screen resolution support: 1024×768, 1600×900, 1920×1080.

Instructional Video:

- A step-by-step tutorial video guiding user through the portal must be prepared and embedded or linked from the main login page.

5. Technical Requirements

5.1 General Technical Requirements

- The system shall utilize internet infrastructure as the primary channel for service delivery.
- The system must be scalable and upgradable to accommodate increasing users and data volume.
- Responsive web design technologies shall be applied to ensure compatibility across devices and platforms.
- The system must support concurrent access by multiple authenticated users, with no restrictions on login sessions for registered users.
- Internal and external users shall access the portal without the need for additional software installations.
- **Audit Trails**:
    - The system must offer secure, automated audit logging to track user/system activities and data changes.
    - Logs must include: event type, user/system ID, event source, timestamp, and affected data/resources.
    - Suspicious activity must trigger alerts and be reported to authorized administrators.
- The service provider is responsible for developing, testing, and documenting APIs to enable future integration with financial systems.
- All system modules and the database must be fully compatible with **Windows Server 2012 or later**.
- The software must support intelligent data lookup with auto-fill capabilities.
- The system must allow online entry, access, and archival of historical data.
- Document capture from scanners, email, and fax must be supported, along with metadata tagging and multi-format upload (single/multiple files, forms, etc.).
- Real-time data validation and error-checking must be implemented at the data entry stage.
- The database must follow a **relational model** design.
- All attachments must be linked to a single node with item-level security and renaming functionality.
- Reports and forms must be exportable in PDF and other standard formats.
- The system should allow **scheduled report execution** at predefined times.
- **Reporting**:
    - A built-in, web-based report builder must support export to multiple formats: HTML, PDF, Word, Excel, etc., enabling further analysis and statistical reporting.

5.2 Software Provider Services

- All applications must support future updates and enhancements.
- The provider must acknowledge this requirement and disclose any associated costs.

5.3 Technical Capabilities

- System-wide propagation of changes must occur without redundant data entry.
- Support for data import/export in standard formats: Access, Excel, CSV, PDF, XML, HTML, and ASCII.
- Web services and/or APIs must support import/export functionality.
- Real-time data updates and publishing must be supported.
- A custom reporting tool must be compatible with OLE-DB and native SQL.
- Authorized users must have the ability to modify standard reports.
- All modules must demonstrate **sub-second response times**.

- A test environment must be maintained that mirrors the production configuration and data.
- The provider must support future third-party access as requested by the PWA, at no additional cost.

5.4 System Administration and Customization

- Authorized users must configure and maintain system settings via LAN/WAN.
- Centralized update and maintenance deployment must be supported.
- Only authorized PWA personnel may update the **Unified Chart of Accounts (UCOA)**.
- Changes to the UCOA must reflect system-wide without retroactively affecting historical data.
- Remote deployment and maintenance capabilities must be available.
- The provider must notify the PWA IT department of any production changes at least **72 hours in advance**, in compliance with PWA's change management policy.
- The provider must inform the PWA of any software version conflicts or compatibility concerns.

5.5 Database Management System

- The provider must deliver documented best practices, including recommendations for database configuration and maintenance.
- All **database licenses must be registered in the name of the PWA**.

5.6 Report Engine Features

- **Reporting Options**:
  - Generate reports in HTML/HTML5 (web), PDF (print), XML (processing), Excel (with live charts/formulas), RTF, CSV, FTP, email, and fax.
  - Scheduling flexibility to run reports once or on recurring intervals.
- **Navigation**:
  - Multi-page navigation (sequential and jump-to-page).
  - Advanced search functions and support for embedded hyperlinks.
- **Other Features**:
  - View access for pre-generated reports (all or selected users).
  - Print preview and screen capture functionalities.
  - A user-friendly report editor must be available for non-technical users.

5.7 Disaster Recovery Plan: Backup and Recovery

- A comprehensive, documented **Backup Plan** must be provided.
- The plan must ensure:
  - Full and sufficient data backup coverage.
  - **Automated and periodic backups** of budget data, logs, reports, and the database in encrypted format.
  - Off-site or secure cloud storage with **integrity testing**.

Disaster Recovery Management

- A detailed, tested, and actively maintained **Disaster Recovery Plan (DRP)** is required. It must include:
  - A disaster recovery site (on-premises or leased), including hardware, backup, and connectivity.
  - Emergency procedures for system failures or database corruption.
  - Rollback procedures to shift operations to the backup environment.
  - Recovery procedures to restore normal operations.
  - Full deployment and operation of the system at the recovery site as determined by PWA.

5.8 Source Code Ownership

- Upon project completion, the provider must deliver the **full final product**, including:
  - Source code, IP rights, documentation, third-party tools/modules, and product components.
- **All system licensing fees**, including database access, must be covered by the service provider.
- The PWA shall own all database assets: designs, schemas, scripts, queries, data dictionaries, templates, reference data, and associated software.
- PWA must have continuous access to the **most current source code version**, reflecting the latest deployed system version.

6. Deliverables and Level of Effort

Level of Effort:

The implementation period for this assignment is expected to span **six (6) calendar months**, with a total estimated **Level of Effort (LoE)** of **100 working days**, distributed across the core project team as specified in Section 7.

Key Deliverables	Due Date (from Contract Signing)
Inception Report (Arabic), including: • Assessment of current and proposed functional areas and services requiring development. • Detailed work plan. • Staffing plan. • Communication plan. • Risk identification and risk management plan.	**After 2 Weeks**
2. **System Design and Prototypes** for all functionalities required in the budget cycle. 3. **Methodologies**, including: • System testing methodology. • Integration methodology with relevant systems (e.g., financial systems of water utilities). • User training methodology. • System go-live methodology. 4. **Workshop** to present Phase I results (to be held at a hotel venue accommodating 25 participants from the PWA and other stakeholders).	**After 8 Weeks**
5. **Delivery, development, and installation** of the new system.	**After 20 Weeks**
6. **Monthly Progress Reports** detailing: • Achievements during the reporting period. • Challenges encountered and mitigation measures applied. • Work plan for the upcoming period. *All reports shall align with the approved work plan.*	**Monthly**

7. **Final System Documentation and Deliverables**, including: • Full documentation (Administrator Manual, User Manual, and Software Requirements Specification (SRS)). • Training materials and approved training plan. • Training of relevant staff on the implemented solution. • User Acceptance Testing (UAT) plan, scenarios, procedures, and results. • Fully developed, tested, and documented **Application Programming Interfaces (APIs)**, including key fields for integration. • Integration plan and tools. • Implementation and launch plan of the budgeting portal. • **Hardware Needs Analysis Report**. • **Database Guide / Design Documentation** for all system components. • Final, fully functional and tested **source code** of the portal, including all programming libraries and compiled source code blocks. • **Final Project Report** summarizing all activities completed throughout the project lifecycle.	**After 24 Weeks**

Notes:

- All deliverables must be submitted in **Arabic**, except for selected **technical reports**, which may be submitted in **English**. The final list of technical documents to be submitted in English shall be agreed upon with the PWA during the inception phase.
- The PWA will review and respond to each deliverable within **5 to 10 working days** from submission.

7. Core Team Requirements and Required Expertise

The service provider shall ensure the availability of all necessary resources and qualified personnel to implement the assignment within the specified timeframe. A highly competent team must be formed in line with the qualifications detailed below:

No.	Position	Minimum Qualifications and Experience
1	**Project Manager**	• Bachelor's degree in Computer Engineering, Computer Science, or a related field. • Minimum of **12 years of proven experience** in managing complex ICT projects, particularly in the public sector. • Demonstrated track record in managing the **full project lifecycle** from initiation to closure.
2	**Systems Analyst & Designer**	• Bachelor's degree in Computer Engineering, Computer Science, or related field. • At least **8 years of experience** in systems analysis and design. • Extensive knowledge and experience in: – Web-based system analysis and design – Technical architecture and ICT infrastructure – Hardware/software specifications – IT security standards – Relational database design and implementation – Strong command of Microsoft Office Suite (Word, Excel, PowerPoint, Project, Visio, Access), T-SQL, and SharePoint – Familiarity with component-based software architectures
3	**Database Expert**	• Bachelor's degree in Computer Engineering, Computer Science, or a related field. • Certified DBA (Database Administrator). • At least **8 years of experience** in senior-level database management roles. • Demonstrated expertise in: – SQL Server 2012 or later – Oracle i9 or later – Installation, configuration, and tuning of databases – Designing and maintaining data models
4	**Software Engineers / Developers** (x3)	• Bachelor's degree in Computer Engineering, Computer Science, or IT-related field. • At least **5 years of experience** in developing and designing **web-based user interfaces** for commercial applications.

5	**Accounting Expert**	• Bachelor's degree in Accounting; professional certifications (CMA, ACCA, CPA) preferred, or a Master's degree in Accounting. • Proven experience in applying international accounting standards (GAAP, IFRS, IPSAS). • At least **5 years of experience** in accounting within the local governance or public finance sector.

8. Contract Type and Payment Schedule

- The contract shall be awarded as a **lump-sum contract**, covering the full scope of services detailed in these Terms of Reference (ToR).
- The contract **must include** a **three (3) year maintenance and warranty period** commencing upon final approval of system implementation and installation by the PWA.
- Payments will be made based on the achievement of clearly defined deliverables and milestones as detailed in the implementation plan and contract agreement.

9. Annex

The following annex (**Annex 1:** Chart of Accounts Manual) form an integral part of this Terms of Reference and shall be used as reference documents during system design, development, and implementation

10.Submission &Deadline

Proposals should be submitted to Read Sawaftah at the PWA head quarter at Ramallah – El masaef – Kamal Naser street. not later than September 14th,2025. Clarifying questions may be addressed to (risseed@pwa.ps). However, no meetings will take place in advance of the proposal submission.

11.Evaluation Criteria

the proposal will be evaluated based on the Quality and Cost Based Selection (QCBS) method. (80% FOR TECHNICAL PROPOSAL & 20% for financial proposal)
the technical evaluation will be evaluated based on:

- Adequacy and quality of the proposed **methodology, and work plan in responding to the Terms of** Reference (TORs) 50%
- **Relevant experience** (Proven track record in **similar projects** in scope size, complexity.)15%
- Key **Personnel Qualifications** (Qualifications, expertise, and relevant experience of the proposed core team members)20%
- **Technical & Functional Approach** (Quality, innovation, and compliance of the proposed technical solution with the TOR requirements.) 15%

12.Type of contract and Payments Schedule

Lump Sum contract

Milestone / Deliverable	Percentage of Contract Value	Payment Conditions
Contract Signing & Inception Report	10%	Upon submission and PWA's approval of the Inception Report (including work plan, staffing plan, risk management plan).
Completion of Phase 1 – Design & Prototypes	20%	Upon submission and approval of system design, prototypes, and methodologies (testing, integration, training, go-live), and completion of the Phase 1 workshop.
Completion of Phase 2 – Development & Installation	30%	Upon delivery, installation, and successful preliminary testing of the developed system at PWA.
Completion of Phase 3 – UAT & Training	20%	Upon successful User Acceptance Testing (UAT), delivery of training to trainers and end-users, and submission of training materials and manuals.
Final Acceptance & Go-Live	15%	Upon system go-live, submission of final documentation, source code, and database guide, with PWA's written acceptance.
End of Warranty Period	5%	After successful completion of the 3-year warranty period without major unresolved issues.