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 financial systems, 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.
    - Using web services or API (not loading xls sheets)
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.
    - Health check and monitoring
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.

5. 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.
- Mobile friendly and responsive

Instructional Video:

- A step-by-step tutorial video guiding users 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.

- Any needed licenses and software's should be provided, installed and configured by the contractor (operating system, database, tools, 3rd party tools, etc.).
- Preferred free licenses DBMS or and other tools

- **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.
- Should use WAF framework to protect the web application from common threats

Should use Cluster Architecture & Containerization**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 dtabase 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.

Deliverables and Timeline:

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.	**After 2 Weeks**

• Staffing plan. • Communication plan. • Risk identification and risk management plan.	
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. Qualifications and Experience of the contractor

- No less than 15 years of solid and proven experience in building and operating enterprise systems
- similar to the sought system in this RFP from a complexity and technology sides.
- No less than 15 years of operations in software development applications not IT Outsourcing.
- In-house full-time software developers available at the vendors' local offices to be dedicated to this project and the proven capability to hire and onboard as needed.
- Proven corporate and management capacities to manage such teams.
- Should have a customer satisfaction letters (at least 3)
- Sold experiences in Financial Systems like ERPs budgeting systems
- The vendor (contractor) development archicture should be proven on previous similar projects.

8. 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 **15 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 **12 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 / 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	**Functional 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 16th ,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.