

## MINISTRY OF DIGITAL ECONOMY AND ENTREPRENEURSHIP

## Jordan National Platform for E-commerce and Industry

RFP NO: 44/eGovt/2024 Proposal Deadline: 19/8/2024

## 1. INTRODUCTION

As Jordan commercial and industrial sectors are undergoing various challenges to cope with the rapidly changing business environment, and having to compromise a good business margin to promote and sell digitally, and as Jordan commercial and industrial sector is competing to the new open market happenings, there arises a clear need to provide the Jordanian Commercial and industrial Sector with an e-Commerce and Market Space Platform to help them sustain, maintain, compete, and grow.

Ministry of Industry, Trade and Supply (MoITS), Amman Chamber of Commerce (ACC) and Amman Chamber of Industry (ACI) are planning to develop, promote, implement, rollout, maintain, and grow a Jordan E-Commerce and Market Space Platform that will:

- 1. Providing an alternative / supportive marketing and sales channels for the commercial and industrial sectors
- 2. Helping Commercial and industrial Sectors to increase sales
- 3. Providing more work to the supporting echo system (delivery, shipping, packing, and similar activities) for the commercial sector
- 4. Enhancing quality of digital services and products
- 5. Growing the Digital Economy
- 6. Increase of the competitiveness of Jordanian products of the industrial sector in the domestic market,
- 7. Enhancing the export capacity in the regional and global market for the industrial sector.

In order to achieve the above mentioned objectives; Ministry of Digital Economy and Entrepreneurship Technology (Modee) seeks a qualified bidder capable of providing functional requirements and demonstrating clear and comprehensive implementation framework together with strong project management and leadership skills.

The winning bidder will be responsible for successful delivery of the project within specified timeframe and has to follow agreed tasks and achieve desired goals and objectives so the project is managed efficiently and effectively. In addition, the bidder will be required to finance lump sum cost of the project according to section 5.4

The Electronic Transactions Law(2015 للسنة 15 للسنة) provides the general legal framework that recognizes the execution of transactions through electronic means and the provision of

such services through electronic means. The winning bidder should consider this Law as basic guidelines for solution design and implementation.

#### 2. SCOPE OF WORK

#### 2.1 SOLUTION DESCRIPTION

The purpose of this (Scope of work) is to elicit responses from local qualified bidder (alone or having joint venture with local or international firm) in order to execute the development and implementation of the Platform.

The scope of the project is to design, develop, deploy and publish the Jordan E-Commerce and market space platform for the industrial and commercial sectors entities firms located in Jordan in order to promote and sell their products.

The winning bidder will be responsible for the preparation, submission and presentation of project deliverables. Taking into consideration the following important notes:

- The full and comprehensive platform will contain two major sides (components) which are:
  - <u>Industrial sector component:</u> this component will serve the industrial firms located in Jordan in order to promote their products in Jordan market or international markets, by providing detailed information about Jordanian factories and their products to potential buyers from inside and outside Jordan.
  - <u>Commercial sector component:</u> this component will serve the registered commercial sector entities in Jordan, and the Final Beneficiaries are the citizens in Jordan interested to see and buy commercial entities products
- Accordingly, the winning bidder will be responsible for study and analysis of both the industrial sector representatives and the commercial sector representatives (mainly Amman chamber of industry, Amman chamber of commerce and ministry of industry, trade and supply) needs in addition to the market best practices related to the scope of work. And to provide the best solution design to accommodate both requirements in a comprehensive, clear and flexible manner.
- We seek to develop the platform that serves both ACC and ACI through a unified portal, with each entity's interface accessible via distinct, dedicated links, each offering a customized interface while leveraging a shared backend infrastructure.

Responses to this Scope of Work (SOW) must conform to the procedures, format and content requirements outlined in this document. Deviation may be grounds for disqualification.

MODEE is rendering solution that are to be implemented in the project described by this scope of work taking into consideration the following **important notes:** 

- The Electronic Transactions Law (2015 للسنة 15 للسنة) provides the general legal framework that recognizes the execution of transactions through electronic means and the provision of such services through electronic means. The winning bidder should consider this Law as basic guidelines for solution design and implementation.
- <u>Project period (270 calendar days)</u>

#### 2.2 Project Requirements

#### **General Requirements:**

Important note: Some of the following requirements will be applied on the Industrial sector components and some will be applied on the commercial sector component and some will be applied on both components, this will be defined during the requirements gathering phase by the winning bidder.

- 1. The Platform should be bilingual (Arabic and English), the architecture must be flexible enough to support multi- language expansion
- 2. Payment Gateway Integration: Integrate with a secure payment gateway to accept online card payments (Visa, MasterCard, and AMEX) in addition to digital wallets (Apple Pay, Google Pay, and Samsung Pay). Platform should at a minimum offer the following means of payment (payments management shall be handled by the merchant):
  - 1. Cash on Delivery
  - 2. Credit card payments
- 3. The platform must be capable to integrate with e-invoicing system (APIs shall be provided by MoDEE)
- 4. The Platform should support multi-currency.
- 5. The Platform should detect the country of the buyer and display the platform with the associated language. For example, buyers from Jordan should see the Arabic interface as the default one while buyers from USA should see English as the default interface.
- 6. The design of The Platform should be simple, appealing, and consistent.

- 7. The winning bidder should deliver at least 3 (UI) designs for The Platform, to allow the client to choose the most suitable design
- 8. The Platform should work without the need for any third party component or application.
- 9. The Platform should be built using the latest technologies and the programming language should employ the latest powerful techniques.
- 10. The Platform architecture must be based on the latest industry standards best practices.
- 11. The database of The Platform should be secure, scalable, fast, and able to save millions of records, highly available, easily maintainable, and compliant with data privacy regulations, capable of handling complex queries, supporting real-time data processing, and ensuring data integrity.
- 12. The user interface solution should support latest versions of the top 5 browsers. According to the W3C standards.
- 13. The Platform should be open licensed without any fees for adding users or any other features for the platform.
- 14. The Platform should be able to import certain data from ACI and ACC databases. Data includes categories, sub categories, factories, merchants... Etc.

The winning bidder is required to perform an initial data migration at the project's inception for all the needed data from (ACC and ACI), ensuring seamless integration with related databases for ongoing updates The Platform should provide automatic database backup.

15. Performance: The system should meet efficiency targets to serve volumes of transactions and number of users. Please find the performance measures defined in annex 5.8 "e-service Performance KPIs".

The winning bidder shall propose the values of e service performance KPIs mentioned in annex 5.8 and they should adhere to industry best practices which are subject to approval, rejection or modification by MODEE in cooperation with MOITS, ACC AND ACI and the relevant entities.

- 16. System features: The system should support the following features: Availability, Scalability, Usability, Maintainability, Reliability and flexibility for future improvements and library growth.
- 17. Logging and versioning: The system must log user authentication events, including the timestamp and actions performed by each user. All log entries should be stored in a dedicated database. The tracking system should facilitate the retrieval of this information, providing detailed audit trails. The tracking system should help getting such information:
  - Timestamp of creation/modification
  - User last changed and date last changed

- Changed record and last operation (Create, Update, and Delete).
- Before and after value for each column that has changed.
- Keep Track of what user retrieve or view (Select)
- Error reports and history reports

Auditing and data versioning features should be configurable based on administrator selection to specify which system resources needs to audit and track changes.

- 18. The system provide a user friendly interface along with on-line help (in both languages) for user guidance while applying for different services transactions through messages or wizard .
- 19. The Platform should provide Order management and tracking
- 20. Platform Cart and checkout feature: Users can add products to their cart to buy them and they will need to be able to edit products (Quantity, attributes like color or size) and/or remove them directly from Cart. The cart will need to have a function to apply promo codes issued by merchants for either a cashback to their account or discount to be applied on products purchases. The cart works for one merchant at any time; users can't add items to the same cart from different merchants' stores. Multiple items from different merchants' stores will have to be separated into different purchases using different carts. The following components will need to be available as a minimum on the cart:
  - Item name and Item picture
  - Quantity Ordered
  - Price at the time of order
  - Discount if any and available at the time of order
  - Shipping price according to preset rules (according to courier or jurisdiction)
  - Total price after any applicable discounts, offers or application of promo codes
  - Edit feature for quantity, attributes and for deletion of the item from Cart.
  - Expected Delivery time frame (Duration and Date)
  - "Proceed to check out" button to pay using payment options
- 21. Gifting Feature: Platform needs to allow users to buy gifts to others on Platform through a dedicated gifting feature on cart. The following is the minimum required:
  - Ability to enter gifted person information separately than the information of the user buying the gift.
  - Ability to add greeting cards and wrapping and deciding on the date the gift to be delivered.
  - Ability to allow others to share for the gift payment online with the buying user. Users need not be registered on Platform to share in paying for the gift.
  - A notification system to notify people that they have been gifted by the user, to be released on a specific date using SMS.

- 22. User Wallet: A place where users can accumulate their cashback on Platform accumulated from offers or promo codes offering cashback. Such amounts can be used on cart on the next purchase as a priority before paying for the residual amount by other payment means.
- 23. Bulk discounts: A page to allow merchants to apply bulk discounts using categories, classifications, and sub-categories. This page should allow for setting duration for the validity of discount, from and to date so the system can apply and remove such discounts per defined date parameters.
- 24. Shipping and delivery: where merchant can define the courier company (ies) he would like to use to have orders happening on his online store be delivered. He can choose from "Self-Deliver" to state that he will be delivering the products or select any other courier available on Platform according to the list of applicable couriers to the region he operates in. If the merchant delivers cross governorates, he needs to choose an applicable option.
- 25. Return and Cancelation Policy: where the merchant can choose his Return, Exchange, and Cancelation policy from predefined set of policies defined by the Admin.

#### **Technical Requirements:**

The Interactive Market Space should meet the following specifications as the minimum:

#### **Content Management System (CMS) Requirements**

- 1. The Platform should be built using Content Management System.
- 2. The CMS should allow building unlimited number of pages and unlimited number of menus and sub-menus.
- 3. Fully web-based CMS.
- 4. The CMS should provide control over content publishing.
- 5. The content update should be simple and could be done by non-technical staff.
- 6. The CMS should allow for complete flexible design, for example, data and design should be separate.
- 7. The CMS should allow privileges on content, for example, it should allow assigning content to be viewed only by registered entities. The privilege could be on the whole page or part of it.
- 8. The CMS should provide approval workflow for site content. (on platform level)
- 9. The CMS should have powerful text editor with WYSIWYG features (What You See Is What You Get), multimedia support, font formats support, etc.

- 10. The CMS should have powerful form builder in order to create forms dynamically, results should be sent to email addresses and/or saved to the CMS database.
- 11. The CMS should have version control over all Market Space content with the ability to retrieve any previous version.
- 12. The system will send notification(s) according to the progress of the requests, the supported notification delivery methods includes and not limited to:
  - 1. E-Mail
  - 2. SMS
  - 3. User inbox
  - 4. WhatsApp/SANAD JO
- 13. The Platform should have dynamic site map that is updated automatically based on The Platform pages.
- 14. The Platform should have Frequently Asked Questions (FAQs) section.
- 15. Content Publishing: Provide the ability to schedule content publication, allowing administrators to set specific dates and times for content to be automatically published or unpublished
- 16. Content Preview and Draft Mode: Provide a preview function that allows administrators to review content before publishing it live, as well as a draft mode for saving incomplete or work-in-progress content.
- 17. Responsive Design: Ensure that the CMS supports responsive design principles, allowing the created content to adapt and display correctly on different devices and screen sizes.
- 18. Backup and Restore: Implement automatic backup and restore capabilities to ensure data integrity and provide recovery options in case of data loss or system failures.
- 19. Content Import and Export: Provide import and export capabilities to migrate content from other systems or export content for backup, sharing, or migration purposes.

#### **Solution Requirements**

- 1. The Platform should provide user registration and authentication module for all users types. Users' types are:
  - Commercial and industrial entities
  - Buyers
  - Platform business users
  - Platform admins

Following MoDEE standards for registration and authentication as below:

For Jordanian and non-Jordanian users, winning bidder is requested to integrate with SANAD platform, which includes registration module.

For other types of users specified in the requirements gathering phase winning bidder is requested to recommend, describe, design in details and implement the registration module.

Regarding users profiles, winning bidder should take into consideration that each applicant will have one user profile (unified user profile), which will contain the status of all his transactions regardless the way of applying to the service (walk-in or on-line).

MODEE is working on adding the registration and user profile For Institutions and companies' users at SANAD, The winning bidder should upon completing the Institutions and companies integrate the proposed solution with SANAD platform, if it's not ready yet please refer to framework agreement options related to registration and authentication.

Winning bidder is requested to use IDM Authentication mechanism for Jordanian users, and to use it for non-Jordanian once it's ready which needs user activation to be authenticated.

For other types of users, winning bidder is obliged to recommend, describe, design in details and implement the system user authentication mechanism along with information security measures in order to guarantee information confidentiality, integrity, availability and accountability (non-repudiation) to meet the security level sufficient to guarantee service delivery and to consider all types of users specified in the requirements gathering phase. The utilization shall still support secure authentication method based on business and functional requirements, best practices, and international standard such as WS-Security standards. The module shall be presented to ENTITY and MODEE subject matter experts and concerned stakeholders for approval before the implementation phase. Noting that windows authentication is not accepted.

The winning bidder is required to develop the Web Application of the ENTITY to support identity federation standards such as SAML 2.0, WS-Federation, and support the X.509 standard. Both Single-Sign-on and Just-in-time registration features should be enabled and configured

Employee's authentication must be through Active Directory.

- 2. The Platform should provide password retrieval feature.
- 3. The Platform should provide approval cycle for registering factories process where factory will not be considered as registered unless approved by ACI through this workflow.
- 4. The Platform should provide a public profile page for each registered entity. This page includes information about the entity such as name, location, contact information, logo, etc. In addition, this profile should contain the entity catalogs and products with the information that will be described later.
- 5. The Platform should provide the ability to manage user profile through username and password.
- 6. Each registered entity should be able to manage (view, add, update, delete,) unlimited number of catalogs. Catalog information should include name, category, sub category, image, etc. The Platform should build default catalog for the new registered factory. The catalog category and

sub category should conform to Business owner's classifications and standards (ACI, ACC and MOITS).

7. The winning bidder is required to upload profile content (images, text, video ...etc.) for the factories for the first time noting that number of factories are around 100, and the content preparation is factory responsibility in cooperation with ACI Regarding uploading the content of merchants the bidder is required to cost it as optional item

(approximate number of merchants is 50, 000)

- 8. The Platform should regenerate thumbnails of the images.
- 9. The Platform should have the features of resizing the images to be uploaded to a certain dimension and ensuring that the image is within acceptable range.
- 10. The Platform should display latest added products on the home page according to certain criteria such as minimum display time, maximum number of products on the home page per registered factory, etc ...
- 11. The Platform should allow buyer to register online for The Platform. Registration information may include user name, password, email, first name, last name, city, country, areas of interests, etc.
- 12. The Platform should provide a robust way for online registration such as providing a mechanism to check available name, enforcing buyers to follow certain standards for passwords (for example, 8 characters, upper and lower case, not user name, ...), providing a mechanism to check email address such as email confirmation, etc.
- 13. The Platform should provide registered buyer area to manage user profile, manage buy requests, ... etc
- 14. The Platform should provide remember my password feature.
- 15. The Platform should provide advanced communication channels between registered buyers and registered entities through internal messaging and chatting features.
- 16. The Platform should provide the ability to send a message from the registered buyer to the registered entities. Both parties should be able to reply to that message. The email should include registered buyer information such as name and email in addition to the product the registered buyer is interested in.
- 17. The Platform should offer advanced chat functionality, including user presence indicators (e.g., available, unavailable), real-time messaging, content moderation capabilities, and other related features
- 18. The Platform should provide inbox and outbox for the communications within The Platform.

- 19. The Platform should enable registered buyers to create and manage their interests of products categories. And based on the interest the Platform shall display relevant products/ factories
- 20. Each registered entity should be able to manage emails and chatting conversions sent by platform registered buyers through user name and password.
- 21. Each registered buyer should be able to manage emails and chatting conversions sent by registered factories through user name and password.
- 22. The Platform should provide advanced email features such as sending notifications to personal or business email account when receiving an email on The Platform account for the registered buyer / registered entity
- 23. The Platform should provide the ability to send buy request (to specific entity) as well as RFQs (general request) from registered buyers to registered entites. Buy request information includes product, description, time frame limits, contact information, etc. RFQ information includes product, category, sub category, location, quantity, etc. The Platform should be able to determine the registered entities which are capable of providing the required product as per the RFQ details and then to send the RFQ to them.
- 24. The Platform should provide the ability to track order status, view order history
- 25. The Platform should provide the ability to send complaints.
- 26. The Platform should be able to send promotion and update emails to registered buyers according to certain criteria and roles. Criteria includes the frequency of sending such emails (monthly, bi-monthly, ...), time of sending RFQ or buy request from the registered buyer, products categories or sub categories (for example, products with same category as the registered buyer RFQ or buy request), etc.
- 27. Administration and moderations: to manage platform activities for example but not limited to- the following:
  - a. Manage user's information, privileges, profiles, products, etc.
  - b. Search registered factories, registered buyers and pending registration requests.
  - c. De-activate / delete registered buyers.
  - d. Limit the number of catalogs, products or disk space for each registered entity. The Platform should assign default values for the new registered factory.
  - e. The Platform should provide the administrators with the capabilities to maintain contact list and block list of registered buyers.
  - f. Manage Security Permissions.
  - g. Manage lookups

- h. Any other administration requirements collected during business requirements gathering and analysis phase
- 28. The Platform should provide advanced banner and advertisement area/module. The Platform should provide features such as accepting images, videos, sounds, etc. The Platform should provide simple and clear fees management features (number of clicks, duration, order,). This area should be added anywhere and many times in The Platform pages and each instance should be managed by itself. This advertisement module will be managed by ACI.
- 29. The Platform should provide powerful and advanced search features in The Platform languages.
- 30. The search should include searching products and registered entities.
- 31. The Platform should provide popular search features.
- 32. The Platform should provide related products feature.
- 33. Advanced search should include category, sub category, product, registered entity name or part of the name, product posting date, price range, etc.
- 34. The Platform should provide the ability to sort any list or search results by its columns such as price, manufacturer, etc.
- 35. The Platform should provide the ability to filter any list or search results by its columns as price, manufacturer, etc.
- 36. The Platform should provide directory for registered entities.
- 37. The Platform should provide browsing features for products based on a certain registered entity, category, sub category, etc.
- 38. The Platform should include promotion features such as tell a friend for the website or certain product or factory.
- 39. The Platform should provide reporting tool and dashboards, reports for all entered information. For example, reports of registered entities, registered buyers, product of each registered entity, categories, sub categories, etc.
- 40. The Platform should provide reports for all purchase transactions such as buy requests in a certain period of time, buy requests based on entity or category, RFQs based on time, etc.
- 41. The Platform should provide the ability to exporting all reports to Excel and PDF formats Or any other type that is requested such as HTML, DOC, XML.
- 42. The Platform should provide tracking reports such as site visits, page visits, entry pages, top pages, visitor trend, technical analysis, etc.

#### 2.3 Activities and deliverables

There are certain activities to be performed and deliverables to be provided by the winning bidder during execution of the Project. More detailed information on each of them is given in the next paragraphs. The bidder shall provide such services, deliverables, in addition to support, maintenance and warranty, including any requirements or activities needed for the proper functioning of the system beside those outlined in the following listing and the cost of these requirements or activities should be included in the fixed lump sum price submitted by the bidder. All the final documentation deliverables of the project are required to be prepared in Arabic. Nevertheless, very technical documents such as DB design, architecture design, etc. can be accepted in English language.

#### Component 1 – System Delivery

#### **Required Activities**

- Perform requirements gathering and analysis for processes/services related to the scope of work, and suggest any enhancement on the workflow of the services/processes that facilitate the digitization of the system taking into consideration all related laws, rules and regulations.
- Document SOPs and service card of all related service on ARIS platform using MODEE filter.
- Study, analyze and document customer experience in providing the required services and processes describing all channels and touch points for each type of recipient proposed to deliver and provide the services on ARIS platform on MODEE filter
- Conduct meetings with stakeholders involved in processes/services and provide a technical assessment for the integration points to determine the most appropriate integration way to obtain the required data.
- Provide detailed requirements specifications document (SRS) for the new systems showing integration with both internal and external systems and stakeholders.
- Provide a high-level design of the solution, describing system architecture, functions and interactions of all the components taking into consideration providing all options for solution architecture that may result from the assessment which will be conducted in the MOITS, ACC and ACI
- Conduct sprint review sessions with MODEE and MOITS, ACC and ACI team.
- Design, develop, implement, deploy (install, test, launch) and rollout of the proposed solution. including the use of shared components and services like the SMS Gateway, government payment gateway, e-Government Contact Center, Government Service Bus (GSB), IDM where required.
- Integration with stakeholders will be done through consuming the already available APIs through GSB
- The winning bidder must take into consideration that services requests must be directed/ redirected to the related directorate for processing through the system.
- Develop scanning functionality/feature to enable MoITS, ACC and ACI users to scan documents and upload it to the system.
- Build restful APIs to expose the services in the scope of work over GSB to be consumed by any other channel or application (i.e SANAD). Those APIs should be developed according to MODEE standards.
- Develop all needed web services and APIs as provider and /or consumer, needed for the proper functioning of the system.
- The built APIs should comply with MoDEE and Sanad requirements.

- Build the new services within this scope using the restful APIs which published on GSB.
- Provide very well documentation for the built APIs.
- Provide full use case scenarios for the built APIs.
- Working closely with MODEE Datacenter teams to deploy the built APIs over GSB and test them.
- Make full cycle test of the APIs published over GSB and deliver its Postman collection.
- Develop and conduct the User Acceptance Test (UAT) in collaboration with MODEE.
- Developing all delivered documents forms including QR code by using the Government QR-Code System.
- The winning bidder is required to perform an initial data migration at the project's inception for all the needed data from (ACI and ACC), ensuring seamless integration with related databases for ongoing updates
- We seek to develop the platform that serves both ACC and ACI through a unified portal, with each entity's interface accessible via distinct, dedicated links, each offering a customized interface while leveraging a shared backend infrastructure.

#### **Technical proposal requirements**

- Describe the implementation methodology for all the points that are mentioned in the scope of work and eservice system delivery component
- Provide a high-level design and logical architecture of the solution, describing system architecture, functions, and interactions of all the components.

#### **Financial proposal requirements**

• List all costs associated with eservice system delivery activities

#### **Deliverables**

- Documented Standard Operating Procedures (SOP) and services card with customer journey models for the processes after enhancement on ARIS.
- Detailed solution architecture, with the description of models in UML, BPMN, or other relevant standard largely adopted by the ICT industry, which will include sufficient details of the architecture in several sections
- SRS (Software Requirement Specifications)
- Sprint reviews feedback and sign off.
- Implemented overall systems delivery rolled out in the MOITS, ACC and ACI head quarter and branches/directorates, including relevant interfaces, data migration, and web services necessary for integration with all related internal and external systems
- Detailed integration document for integrations with internal and external stakeholders
- Complete Solution source code with documentation
- The database model (as a diagram, document, etc.)

- Tested and deployed APIs
- Technical and business documentation for the implemented APIs
- End-user manuals (including and not limited to FAQ, "How do I" questions; in Arabic).

## Component 2 – Required e-Service Infrastructure

#### **Required Activities**

- 1. Must provide the solution hosted on the Government Private Cloud (GPC) and fully integrated with Nutanix AHV/VMware Vsphere.
- 2. Must provide the solution design architecture that includes the required virtual machines (VMs), databases (DBs), or any other related services (GPC and infrastructure services are listed in the below table\*).
- 3. Must describe each component's functionality and role in the architecture, knowing that GPC provides 3-tiers architecture for management and security purposes (Web, App, and Data).
- 4. Must provide the required sizing (computing specifications) that will be utilized for VMs and DBs.

\* GPC provides the bidders with different services as shown in the below table.

		Government Private Cloud (GPC) Services
1	Virtual Mac	hines
	Option 1	Windows Server 2019\2022 Enterprise Edition (Licensed).
	Option 2	UPUNTU / Oracle Linux
	Option 3	Any other OS is the bidder responsibility to provide, install,
		configure, and license it. Any required licenses must be included
		in the financial proposal as optional item.
2	Databases	
	Option 1	MySQL database as a service on GPC (DBaaS)
	Option 2	Microsoft SQL database as a service on GPC (DBaaS)
	Option 3	Oracle database as a service on GPC based on EXADATA. The
		available version is 19C.(DBaaS)
	Option 4	Installing your own MySQL, MS SQL server, Oracle DBs or any
		other DBs. In this case, it is the bidder responsibility to provide,
		install, configure, and license the DB. Licenses cost must be
		included in the financial proposal as optional item.
3		
	1.	Load Balancer (LB)
	2.	web application Firewall (WAF)
	3.	Publishing & DNS
	4.	Object storage
	5.	Micro Segmentation
	6.	Backup Solution
	7.	Warm DR Site on infrastructure level; the bidder must provide
		business continuity plan for all proposed solution components
	8.	antivirus
	9.	SSL certificate
	10.	SMTP Integration

	11.	SMS Gateway integration
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#### **Technical proposal requirements**

The bidder is required to provide the following information in the technical proposal in relation to the required infrastructure:

- Proposed options for hosting on GPC
- Logical infrastructure architecture showing all solution components and its description
- Proposed GPC services that will fulfill project's needs and requirements
- Required computing resources to host the solution

Note: If during the implementation found that the infrastructure component described in the technical proposal submitted by the winning bidder does not fulfill the requirements of the scope of this project, then the winning bidder must provide all additional needed infrastructure components and the cost of all these additional components will borne by the winning bidder

#### **Financial proposal requirements**

The bidder is required to provide list of all costs associated with the required infrastructure components, services, and licenses in the financial proposal.

#### **Deliverables**

The winning bidder is required to provide the below deliverables:

- 1. Comprehensive logical infrastructure architecture
- 2. Computing resources required to host the solution.
- 3. All required licenses

## Component 3 – Information Security

#### **Required Activities**

- If the services hosted outside the GPC the winning bidder should conduct a security risk assessment at the beginning of the project and reflect the mitigation on the developed solution
- **API Security :** the winning bidder should follow the OWASP API Security Top 10 guide when implement and develop the APIs in addition to Modee API requirement
- Web application security: make sure that any new Portlets developed are protected against web application threats. At latest OWASP Top 10 vulnerabilities(<u>OWASP Top 10:2021</u>)
- For secure development the bidder should follow the OWASP Application Security Verification Standard (ASVS) and Mobile Application Security Verification Standard (MASVS) and Web Security Testing Guide project and apply the applicable control from them
- Input validation must be done on the client side and server side
- Two factor authentication/OTP must be implement on the user login and the password policy must have the minimum standard requirement
- Ensure registration, credential recovery, and API pathways are hardened against account enumeration attacks by using the same messages for all outcomes
- Establish and use a secure development lifecycle and Establish and use a library of secure design patterns or paved road ready to use components

- Use a server-side, secure, built-in session manager that generates a new random session ID with high entropy after login. Session identifier should not be in the URL, be securely stored, and invalidated after logout, idle, and absolute timeouts
- Design and build secure connections and communication channels using TLSv2 or above and only Strong Cipher is used
- Ensure all login, access control, transaction and server-side input validation failures can be logged with sufficient user context to identify suspicious or malicious accounts and held for enough time
- Ensure high-value transactions have an audit trail with integrity controls to prevent tampering or deletion, such as append-only database tables or similar.
- Work with MODEE to add the service on the web application firewall(WAF)
- MODEE reserves the right to perform their own vulnerability assessment and/or penetration test on any task that has been done by the bidder and provide the vulnerability reports to the winning bidder to apply appropriate recommendations to ensure system security. Another security test should be conducted to ensure recommendations are reflected
- Agree on both "Information Security Policy/ bit.ly/3tcxct1" and "المعلومات "المعلومات" annex 5.6
- The winning bidder should Fill and Sign the Security Assessment Questionnaire in Annex (5.5) and submit it to MoDEE upon request.
- Data handling & Exchange must comply with Data Protection law
- The winning bidder must read and adhere on the national cyber security center instruction ,guideline and control
   (2023 معايير وضوابط الامن السيبراني للجهات المتعاقدة مع الوزارات والدوائر الحكومية compressed.p df (ncsc.jo))
- The winning bidder must read and adhere on the SDCL security requirements mentioned in annex 5.13

## **Technical proposal requirements**

• Comply to all activities and deliverables related to security component

#### **Financial proposal requirements**

• List all costs associated with information security activities

#### **Deliverables**

Risk assessment and mitigation report (if applicable)

# Component 4 – Change Management, Knowledge Transfer, Training & Customer Journey/Experience

#### **Required activities**

- a) It is important to emphasis that the design of standard **customer Journey/experience** would be of great help to the Modee and MOITS, ACC AND ACI, who may be in the process of developing new e-Government services to ensure consistency among e-Government services in general and with launched services in MOITS, ACC AND ACI in specific, and provide a focus for customer experience, please refer to Annex (5.1) for more information about the customer journey/experience
  - The winning bidder is required to prepare, present and execute plan of knowledge transfer and training for identified stakeholders among different users' types.
  - Change management and awareness sessions should be conducted; in two levels; technical team and top management awareness
  - The following are training types:
    - End user training (TOT), (30)
    - Training on the selected technology (15)
    - $\circ$  End user training (200)
    - System Administrators (15)
    - E-Government Contact Centre representatives (3)
  - Provide training handout material, materials should include related links and videos.(soft and hard copies for all attendees)
  - Provide educational videos (for services recipients), the duration for the videos must be within 2–3 minute with Arabic professional narration services for providing dialogue and narration.
  - The final educational video; will be used on YouTube, Social media channels, websites and as seems appropriate.
  - Training venue and all needed PCs and equipment for training purposed will be the responsibility of the winning bidder.
  - Comply to Customer journey Compliance sheet

#### **Technical proposal requirements**

• Comply to all activities and deliverables related to change management component

#### **Financial proposal requirements**

• List all costs associated with change management activities

#### **Deliverables**

- Training plan for all training sessions
- Arabic and English videos detailing how to use the system upon the requirements mentioned above in activities section.
- Executed training sessions for all relevant e-Service stakeholders. provide delivery notes for executed sessions

- Training material (hardcopy and soft copy) (including Administrator training, Technical training, Stakeholders training, End-user training).
- Customer journey Compliance sheet

## Component 5 – Operations Support and Maintenance

To execute "Operation Support and Maintenance" component of this project, the winning bidder is required to perform the activities mentioned below for 24 months after obtaining the preliminary acceptance for the system under the scope of work. Noting that any additional related activities needed for the proper functioning of the system should be provided by the winning bidder and its cost should be included in the fixed lump sum price submitted by the winning bidder:

- Assign a contact person / account manager to be responsible during the support and maintenance period of this contract.
- Provide support and maintenance services on 24x7 basis for severities 1&2 and 8x5 for severities 3&4 for the implemented solution by a team which possesses the proper knowledge and proven experience of the proposed solution.
- Ensure the availability of qualified resources at the local partner's premises to provide onsite support when needed.
- Provide detailed implementation plan for any pre-planned maintenance operation that may affect MOITS, ACC AND ACI services availability, functionality or stability, with necessity to provide roll-back plan before commencing with maintenance operation
- Issue a service report after each and every site visit registering the reported incident, its root cause and the followed procedures that resulted in the successful resolution including the taken and/or suggested recommendations and measures that shall prevent such incidents / issues from reoccurring in the future.
- Comply with the service level requirements defined below
- Provide a renewal of the software license (if any and requested) to cover the maintenance and support period.
- Provide communication channels to enable the MOITS, ACC AND ACI to report incidents that should be tracked and monitored until final resolution by the winning bidder, and keeping MOITS, ACC AND ACI informed about the status for these incidents until the final resolution.
- Use a ticketing system that records all reported incidents and service request and ensuring government MOITS, ACC AND ACI have access to both the system and report incident the generated incident-reports, and it shall be able to integrate with the ticketing system in Modee if requested.
- Applying the latest fixes, patches and required updates to the installed software during the support and maintenance period (if required) while ensuring system's integrity, reliability, conformity, and normal operation for all system features including the content
- If hardware provide in the scope of the project, then spare parts required under the scope of this RFP shall be provided and installed by the winning bidder, the winning bidder has to use only genuine parts when replacing defected ones otherwise the winning bidder will be held responsible for all losses incurred due to using non-genuine spare parts or not adequate parts ( in case the resolution needed replacing a spare parts, and if more time needed, the winning bidder must get the related government MOITS, ACC AND ACI approval to extend the time, otherwise a penalty will be apply )

• Define Escalation Procedure including the levels of escalation and name and contact details for contact person.

#### **Technical proposal requirements**

• Comply to all activities and deliverables related to operations support and maintenance component

#### **Financial proposal requirements**

• List all costs associated with operation support and maintenance activities

#### Deliverables

- Service reports for all reported and resolved incidents approved by a representative from the owner.
- Proof of licenses renewal ( if any available in the scope)

## SERVICE LEVEL REQUIREMENTS

#### **Severity Levels:**

#### Severity One (Urgent)

A severity one (1) issue is a catastrophic production problem which may severely impact the Required Service\Solution Availability, In such case, part or all Required Service\Solution production components are down or not functioning; loss of production data and no procedural work around exists.

#### Severity Two (High)

A severity two (2) issue is a problem where the Required Service\Solution is functioning but in a severely reduced capacity. The situation is causing significant impact to portions of business operations and productivity of Required Service\Solution. The system is exposed to potential loss or interruption of service.

#### Severity Three (Medium)

A severity three (3) issue is a medium-to-low impact problem, which involves partial non-critical functionality loss one, which impairs some operations but allows the Required Service\Solution users/administrators to continue to function. This may be a minor issue with limited loss or no loss of functionality or impact to the client's operation and issues in which there is an easy circumvention or avoidance by the end user.

#### Severity Four (Low)

Important problem but it can wait no loss of functionality or impact to the client's operation and issues in which there is an easy circumvention or avoidance by the end user.

#### Severity Five (Planned)

Means an occurrence that can be scheduled and planned to a specific timing.

Severity	Response Time	Resolution Time
1	1 hour	8 hours.
2	2 hours	24 hours
3	4 hours	3 working days
4	8 hours	5 working days
5	As will be planned and agree and the winning bidder	d between MOITS, ACC AND ACI

#### Table 1: Response, Resolution, times for different severity levels

\*Support required to be 24x7 basis for severities 1&2 and 8x5 for severities 3&4.

Where:

**<u>Response Time</u>**: Time taken to acknowledge receiving of reported incident calculated from the time sending an email explaining the incident, opening a ticket on bidder ticketing system, or conducting a phone call with the assigned support engineer by the bidder or bidder's first line of support.

**<u>Resolution Time</u>**: Time taken to solve the reported incident completely (permanent or workaround solution). Resolution Time is calculated from the end of the defined response time for each severity level as shown in the above table.

#### **Escalation Procedure and Penalties:**

For incidents classified as Severity Level 1, 2, 3 & 4, if bidder:

- 1. Passed the Response Time: first level of escalation will be applied by notifying bidder's Technical Support Manager or the assigned contact person.
- 2. If the winning bidder Passed the resolution time without solving the incident (permanent or a temporary solution) and without accepted reasons from the government MOITS, ACC AND ACI (who owns the project), then the government MOITS, ACC AND ACI is entitled to fix the problem and to apply a penalty on the winning bidder in accordance with the following criteria in the below table and all costs incurred by the government MOITS, ACC AND ACI for fixing the incident will be charged to the winning bidder and deducted from his dues or the performance/ maintenance bond.

#### **Table 2: Penalties**

Severity	Definition	Penalty
1	Must be done, essential to business survival. Business can't continue	A penalty of (Awarding Value in J.D/Project Duration in days)*0.1 J.D. shall be applied for each day or part of a day passing the resolution time. This penalty will be applied until resolving the incident. After 2 days, if the incident not resolved then (the government MOITS, ACC AND ACI who owns the project) have the right to called 3rd party to resolve the incident and all cost

		incurred by government MOITS, ACC AND ACI for fixing the problem will be charged to winning bidder .
2	Should be done, near essential to business survival.	A penalty of (Awarding Value in J.D/Project Duration in days)*0.085 J.D. shall be applied for each day pass the resolution time. This penalty will be applied until resolving the incident. After 3 days, if the incident not resolved then (the government MOITS, ACC AND ACI who owns the project) have the right to called 3rd party to resolve the incident and all cost incurred by government MOITS, ACC AND ACI for fixing the problem will be charged to winning bidder
3	Could be done, high benefit to business if time and resources are available.	A penalty of (Awarding Value in J.D/Project Duration in days)*0.065 J.D. shall be applied for each day pass the resolution time. This penalty will be applied until resolving the incident. After 4 days, if the incident not resolved then (the government MOITS, ACC AND ACI who owns the project) have the right to called 3rd party to resolve the incident and all cost incurred by government MOITS, ACC AND ACI for fixing the problem will be charged to winning bidder
4	Important problem but can wait	A penalty of (Awarding Value in J.D/Project Duration in days)*0.045 J.D. shall be applied for each day pass the resolution time. This penalty will be applied until resolving the incident. After 5 days, if the incident not resolved then (the government MOITS, ACC AND ACI who owns the project) have the right to called 3rd party to resolve the incident and all cost incurred by government MOITS, ACC AND ACI for fixing the problem will be charged to winning bidder

## Component 6 – Agile Project Management

#### **Required activities**

- Appoint a designated Project Manager (full-time for the contract duration) to oversee the project execution together with project teams to execute all designated tasks and activities
- Develop a Project Plan, including project objectives and success criteria, deliverables, role/responsibilities, communication protocols, document control methodology, cost management, schedule management, quality management plan and any needed project plan.
- Develop and maintain the overall project schedule
- Develop project implementation strategy based on the needs and priorities of the business owner that will ensure stakeholders buy-in and creates the needed impact at the different stages of the project
- Develop a project plan that will determine and ensure the attainment of all project objectives through the proper prioritization and dependency consideration of different project activities.
- Work with Modee and MOITS, ACC and ACI and stakeholders to come up with solid rational for phased approach of the project implementation plan
- Ensure close cooperation with Modee and MOITS, ACC and ACI Project team as well as the service provider and dependencies representatives

- Schedule and conduct on-site bi-weekly progress meetings involving the project team. Meeting Minutes will be recorded and distributed, including an outstanding action Item Log, detailing the status of key decisions, responsibility and required timing.
- Conduct Weekly progress meetings with Modee in cooperation with MOITS, ACC and ACI team.
- Conduct periodic progress (steering committee) meetings with Modee and all stakeholders' representatives at least once a month. Provide and maintain a full and comprehensive plan that covers all project management knowledge areas (i.e., time, scope, quality, HR, communication, risk, etc.)
- Develop project organization structure to underline all possible resources needed from engaged parties including their roles and responsibilities as well as their involvement at different stages of the Project
- Establish and execute a process for reporting project progress including deadlines; delays, issues and critical paths to ensuring deliverables are met within resource constraints
- Establish and execute a process for project risks and issues management and mitigation
- Implement submission, key performance indicators and acceptance procedures for approving project deliverables
- Close the project and document lessons learnt.

Note: Modee will be providing the winning bidder with a project management kit that is mandatory to comply with.

#### **Technical proposal requirements**

• Comply to all activities and deliverables related to project management component

#### **Financial proposal requirements**

• List all costs associated with project management activities

#### **Deliverables**

- Project kick-off presentation (in English or Arabic)
- A project milestone schedule during the project preparation phase
- Project management documentation that will cover the different knowledge areas, listed below but not limited to:
  - Project management plan
  - Communications management plan
  - Stakeholder management plan including project organization structure and roles and responsibilities
  - Risk management plan
  - Quality management plan ( as Described in Quality Management Component)
  - Deliverables traceability matrix
- Issues and risk logs
- Action log

- Scheduled project status and progress reports (Weekly) addressing Reasons behind any deviation from Project baseline plan.
- Project closing presentation (in English or Arabic) outlining work completed, lessons learned and recommendations for "next steps"

## Component 7 – Quality Management

#### **Required activities**

- Perform agile testing as it will be an integral part of the software development, where the whole development team will be conducting the testing on the developed features and functionalities and check behavior of the outcomes according to the expectations and requirements of MODEE and MOITS, ACC and ACI team.
- Assign a dedicated Quality team to ensure quality of project deliverables or software through the related set of (Verification and Validation) activities.
- Prepare a detailed Quality plan scope that should include all project phases, deliverables, and artefacts of any type relevant to the project nature like Portals, websites, e-Services software, documentation, etc.
- Provide all Quality deliverables, which ensure that all related activities are done successfully. This includes but not limited to Test Plans, Test Case Scenarios including acceptance test scenarios, Testing results/reports, Testing Summary report, Defect (Bug) report and other required/proposed artefacts.
- Prepare the testing/staging environment to be identical to production environment in the following points:
  - Testing environment is fully Integrated to all web services and web forms
  - Testing environment is fully integrated to staging e-payment gateways and shared government services
- Perform all needed activities in the User Acceptance Testing that should be done in cooperation with MODEE/ third party and MOITS, ACC and ACI teams, all bugs and defects should be solved in order to get the approval on system launching before each phase.

**NOTE:** MODEE reserves the right to perform their own functional and non-functional test including security, performance, load, stress, quality and customer journey test on the solution (2 rounds test) and provide the reports to the winning bidder to apply bug fixing and recommendations to ensure system functionalities this will be done in each phase.

- <u>Prior conducting performance test, winning bidder, with collaboration with MoDEE</u> project manager, has to deliver the requirements listed in annex 5.9: Performance Test <u>Checklist.</u>
- In case an additional round of testing is needed after the official 2 rounds, the cost will be covered by the winning bidder.

Following are the estimated cost in JD for each testing type for each service:

# Item D	Description	Additional round (JD)
----------	-------------	-----------------------

1.	Quality Test	620 (per service)
2.	Customer Journey Test	440
3.	Performance test	100
4.	Load test	100
5.	Stress test	100
6.	Security	730

## **Technical proposal requirements**

- Describe methodology and quality standards for the overall Quality Management
- Comply that testing/staging environment will be identical to production environment in the following points:
  - Testing environment is fully Integrated to all web services and web forms
  - Testing environment is fully integrated to staging e-payment gateways and shared government services
- Identify and describe the testing tools should be used by the bidder to perform all required testing types to measure of project deliverables quality and final products.

#### **Financial proposal requirements**

• List all costs associated with Quality Management activities

#### **Deliverables**

- Quality Check lists
- Complete Quality Assurance and Control documentation including functional and nonfunctional reports and health check reports against the pre-defined performance measures (KPIs).
- UAT Test Cases, scenarios aligned with test data.
- Performed UAT sessions reports

#### 4: ADMINSTRATIVE PROCEDURES & REQUIREMENTS

#### 4.1. Response Procedures

All inquiries with respect to this RFP are to be addressed to the Modee in writing by mail, e-mail or fax with the subject "Jordan National Platform for E-commerce and Industry". Inquiries can only be addressed to [ eGov tenders@modee.gov.jo] by [7/8/2024]. Responses will be sent in writing no later than [14/8/2024]. Questions and answers will be shared with all Bidders' primary contacts.

#### 4.2. Response Format

Bidders responding to this RFP shall demonstrate up-to-date capabilities and experience in providing similar services and similar engagements of the same scope and size. <u>These services and engagements must be</u> performed by the bidder during the last 8 years (1 similar successfully accomplished projects is required). <u>As the following:</u>

الأقل مشابه لنطاق العمل (تطوير منصات مشابهة للمنصات ضمن نطاق العمل) على ان تكون بداية ونهاية المشروع	مطلوب مشروع واحد على
	خلال اخر 8 سنوات
(30 علامة) سيتم وضعها اعتمادا على تقييم أفضل مشروع تم تقديمه يغطى كافة مكونات نطاق العمل ولا يتم تجزئة	علما بأن علامة المشروع
<u>روع.</u>	المكونات على اكثر من مش

Note: accomplishment letters might be requested during the evaluation process

#### Important Note:

1) Bidders must detail the description about Scope, size and year for each project according to the below template

Project Name	
Start date	
End date	
Project size	
Detailed Project	
components	
Client contact	
number and email	

**Note:** Where some skills are not available, the bidder should joint venture or sub-contract with a reputable **local/international firm** to cover for this specific skill, services or equipment provided that all partners to a joint venture will be jointly and severally responsible towards Modee In case of subcontracting, the subcontractor has to be approved by Modee and the contractor will be liable for all works performed by the sub-contractor.

Bidders' written response to the RFP must include:

#### **Part I: Technical Proposal**

- A. Corporate capability statement : Corporate capability statement <u>must</u> include all the following:
  - Corporate technical capabilities and experience in implementing similar solutions together with detailed description and reference to each component underlined in Section 3: Scope of the project.
  - Detailed proposed Team Resumes (with names) (each resume will be subjected to the approval of Modee, in case of replacements the winning bidder has to abide by Modee requirements for replacements and approvals. In the implementation phase Modee reserves the right to request replacement of any resource that cannot fulfill the job)
  - Description and references to similar projects performed in the last 8 years.
  - Reference to appropriate work samples
  - If a bidder is a joint venture, partners need to be specified with the rationale behind the partnership. Corporate capability statement should be provided for all partners
  - Current client list, highlighting potential conflict of interest
  - Submit work plan allocation resources with their percentage of involvement
  - Project Organizational Structure
- B. Technical proposal: The technical proposal should include the approach to achieving the scope of work defined in this RFP and delivering each of the major components as specified in the Deliverables section. In order for the evaluation to progress quickly and effectively, bidders are requested to provide Part I of their proposal as per the format described in Annex 5.4.

#### **Part II: Financial Proposal**

The financial proposal should include a cost summary and a detailed cost analysis section. The cost summary must provide a fixed lump sum price in Jordan Dinars for the overall scope of work and deliverables including all fees, taxes including sales tax. The supporting detailed cost analysis should provide a breakdown and details of the pricing should be provided. The day rates and expenses for any consultants should be included separately along with the time for which they will be required. The bidder will provide separately all professional fees and expenses (travel, project equipment, accommodation and subsistence, etc) for the duration of the project. The pricing should show the proposed linkage between deliverables and payments. Financial proposal should include the Form of Bid (حرض المناقصة) and summary of remuneration (خلاصة بدلات الأتعاب) attached in the Arabic Sample Agreement under a cost (3) duly filled; signed and stamped by the bidder. The Financial proposal should be submitted in separation of the technical proposal. In order for the evaluation to progress quickly and effectively, bidders are requested to provide their proposal as per the format described in Annex 5.2.

على الفريق الثاني ان يشمل سعره الضريبة العامة على المبيعات بنسبة (16 %) الا اذا كانت الشركة	-
خاضعة للضريبة العامة على المبيعات بنسبة (0) % (بموجب كتاب رسمي من هيئة الاستثمار يرفق مع	
العرض المالى) يتم عكس هذه النسبة على السعر المقدم من قبلها.	
في حال عدم توضيح الضريبة العامة عل المبيعات على السعر المقدم من قبل الشركة يعتبر سعر الشركة	-
شامل للضريبة العامة على المبيعات بنسبة 16 %.	

#### Part III: Bid Security

This part includes the original Bid Guarantee.

## 4.3. Response Submission

Bidders must submit proposals to this RFP to the Modee no later than **12:00 PM on [19/8/2024]** (Jordan Local Time).

Ministry of Digital Economy and Entrepreneurship

Tender No: [44/eGovt/2024] Tendering Department – 3rd floor Ministry of Digital Economy and Entrepreneurship 8th circle P.O. Box 9903 Amman 11191 Jordan Tel: 00 962 6 5805642 Fax: 00 962 6 5861059

Proposals should be submitted as 3 separate parts each part in a separate well-sealed and wrapped envelope clearly marked, respectively, as follows:

- Part I "Jordan National Platform for E-commerce and Industry Technical and Corporate Capabilities Proposal". This part (envelop) should contain 1 original hard copies and 1 softcopy (USB Flash) [in Microsoft Office 2010 or Office 2010 compatible formats]. This part should not contain any reference to cost or price. Inclusion of any cost or price information in the technical proposal will result in the bidder's proposal being disqualified as irresponsive.
- Part II "Jordan National Platform for E-commerce and Industry Financial Proposal". This part (envelop) should contain 1 original hard copies and 1 softcopy (USB Flash) [in Microsoft Office 2010 or Office 2010 compatible formats].
- Part III "Jordan National Platform for E-commerce and Industry Bid Bond" This part (envelope) should contain 1 hard copy. This part should not contain any reference to cost or price. Inclusion of any cost or price information in the technical proposal will result in the bidder's proposal being disqualified as irresponsive.

**Note:** Each CD should be enclosed in the relevant envelop. Late submissions will not be accepted nor considered and in case of discrepancy between the original hard copy and other hard copies and/or the soft copy of the proposal, the hard copy marked as original will prevail and will be considered the official copy. Proposals may be withdrawn or modified and resubmitted in writing any time before the submission date.

Regardless of method of delivery, the proposals must be received by the Modee no later than **12:00 PM [19/8/2024]** (Amman Local Time). Modee will not be responsible for premature opening of proposals not clearly labeled.

## 4.4. Response Evaluation

All responses to the RFP will be evaluated technically and financially and the winning proposal will be selected on the basis of "best value" in terms of technical superiority as well as cost effectiveness. Technical and financial proposals shall be reviewed by the Purchase Committee at the Ministry and evaluated in accordance with the following procedure:

The overall proposal will be evaluated according to the following criteria:

- 1. Overall Technical Proposal 70%
- 2. Overall Financial Proposal 30% The overall bidders mark will be calculated as follows:

(30\* least value of financial proposals) / bidder financial proposal value + (%70\*bidder technical mark)

Technical proposal shall be first evaluated according to the following criteria:

1. References in similar projects (30.00%)

مطلوب مشروع واحد على الأقل مشابه لنطاق العمل (تطوير منصات مشابهة للمنصات ضمن نطاق العمل) على ان تكون بداية ونهاية المشروع خلال اخر 8 سنوات علما بأن علامة المشروع (30 علامة) سيتم وضعها اعتمادا على تقييم أفضل مشروع تم تقديمه يغطى كافة مكونات نطاق العمل ولا يتم تجزئة المكونات على اكثر من مشروع.

> حجم المشروع 5 علاما<u>ت</u> نطاق العمل 25 علامة، مقسمة كما يلى: يتضمن ربط مع جهات خارجية او داخلية او كلاهما 4 علاما<u>ت</u> يتضمن سير عمل (work flow) 7 علاما<u>ت</u> يتضمن واجهات خلفية (frontend)7 علاما<u>ت</u> يتضمن واجهات خلفية (Backend)7 علاما<u>ت</u>

2. Staff Qualifications and Experience (30.00%):

Provide the following Minimum CVs required (minimum Bachelor Degree for all

#### CVs):

- One Project manager, with at least bachelor degree. At least five years as a project manager for development and implementation of IT software systems. With PMP certificate or equivalent Preferable to have more certifications in project management (ACP, PMI-RMP, SP....etc)
- 2 Business Analyst, with at least bachelor degree. At least five years as an analyst of business requirements for projects for the development and implementation of IT software systems. Preferable to have more certification in business analysis (PMI-PBA,,, etc)
- One Technical leader /system architect, with at least bachelor degree in the field of ICT. At least five years in design (including DB design and System architecture), development and implementation of IT software systems with service-oriented software architecture

- 3 Software backend/full stack developer, with at least bachelor degree in the ICT field. At least five years of experience
- One Software frontend developer/client side of IT software systems, with at least bachelor degree in the field of ICT. At least five years of experience
- One Flutter developer, with at least bachelor degree in the ICT field. At least five years of experience.
- 2 Quality Control Engineer, with at least bachelor degree. At least five years as quality tester for projects of the development and implementation of IT software systems. With ISTQB certificate or equivalent
- One System Engineer, with at least bachelor degree in the field of ICT. At least five years of experience
- One information security Specialist with at least three years' experience and industry-recognized certifications may be preferred
- One UI\UX expert with at least 3 years' experience in Customer journey and UI\UX.

## Note: include a copy/ image for the requested professional certificate for each resource within the technical proposal

- 3. Proposed Approach and Methodology in correspondence to the RFP requirements including to the following components (40%):
  - 1. E-Service System Delivery
  - 2. Required e-Service Infrastructure
  - 3. Quality Management
- 4. Comply to the following:
  - 1. Comply to project time frame
  - 2. Comply to high level functional requirements in section 2.1
  - 3. Comply to high level system requirements in section 2.2
  - 4. Comply to perform all activities and submit all deliverables mentioned in section 2.3

#### <u>Note: Refer to the detailed evaluation criteria attached in annex (5.10)</u> Each bidder is required to fill annex 5.11 and annex 5.12 and provide them in the technical proposal

Only those bidders that qualify in the technical proposal (qualification mark 70% or above), will have their financial offers reviewed. The Financial proposal will be evaluated only for companies who qualify. The financial offer of those who do not qualify will not be opened and will be returned. MODEE reserves the right not to select any offer. MODEE also assumes no responsibility for costs of bidders in preparing their submissions.

## 4.5. Financial Terms

Bidders should take into consideration the following general financial terms when preparing and submitting their proposals:

5. All prices should be quoted in Jordanian Dinars inclusive of all expenses, governmental fees and taxes, including sales tax

- 6. The type of contract will be a fixed lump sum price contract including costs of all software or/and hardware, licensees, documentation, maintenance, support, knowledge transfer, training, warranty, and professional fees, profits and over heads and all other expenses incurred
- 7. A clear breakdown (table format) of the price should be provided including price for consulting time, other expenses, etc.
- 8. The bidder shall bear all costs associated with the preparation and submission of its proposal and Modee will in no case be responsible or liable for these costs, regardless of the conduct or outcome of the proposal process.
- 9. The bidders shall furnish detailed information listing all commissions and gratuities, if any, paid or to be paid to agents relating to this proposal and to contract execution if the bidder is awarded the contract. The information to be provided shall list the name and address of any agents, the amount and currency paid and the purpose of the commission or gratuity.
- 10. The Bidder shall submit a (Tender Bond) proposal security on a form similar to the attached format in Jordanian Dinars for a flat sum of <u>(4000J.D)</u> (in a separate sealed envelope. The bond will be in the form of certified cheque or bank guarantee from a reputable registered bank, located in Jordan, selected by the bidder
- 11. r. The bidder shall ensure that the (tender bond) proposal security shall remain valid for a period of 120 days after the bid closing date or 30 days beyond any extension subsequently requested by the Purchase Committee, and agreed to by the bidder.
- 12. Any proposal not accompanied by an acceptable proposal security (tender bond) shall be rejected by the Purchase Committee as being non-responsive pursuant to RFP.
- 13. The proposal security of a joint venture can be in the name of all members participating in the joint venture submitting the proposal or in the name of one or more members in the joint venture.
- 14. The proposal security of the unsuccessful bidders will be returned not later than 30 days after the expiration of the proposal validity period.
- 15. The winning bidder is required to submit a performance bond of 10% of the total value of the contract within 14 days as of the date of award notification letter.
- 16. The proposal security of the winning bidder will be returned when the bidder has signed the contract and has furnished the required performance security.
- 17. The proposal security may, in the sole discretion of the Purchase Committee, be forfeited:
  - If the bidder withdraws its proposal during the period of proposal validity as set out in the RFP; or
  - In the case of winning bidder, if the bidder fails within the specified time limit to sign the contract; or sign the joint venture agreement in front of a notary public in Amman, Jordan; or furnish the required performance security as set out in the contract.
- 18. The winning bidder has to pay the fees of the RFP advertisement issued in the newspapers.
- 19. Modee is not bound to accept the lowest bid and will reserve the right to reject any bids without the obligation to give any explanation.
- 20. Bidders must take into consideration that payments will be as specified in the tender documents and will be distributed upon the winning submission and acceptance of the scope of work and of the deliverables and milestones of the scope of work defined for the project by the first party.

**21.** Modee takes no responsibility for the costs of preparing any bids and will not reimburse any Bidder for the cost of preparing its bid whether winning or otherwise.

## 4.6. Legal Terms

Bidders should take into consideration the following general legal terms when preparing and submitting their proposals:

- 0. If the Bidder decides to form a joint venture, Each partner in the joint venture shall be a business organization duly organized, existing and registered and in good standing under the laws of its country of domicile. The Bidder must furnish evidence of its structure as a joint venture including, without limitation, information with respect to:
  - the legal relationship among the joint venture members that shall include joint and several liability to execute the contract; and
  - the role and responsibility of each joint venture member
- 1. The Bidder must nominate a managing member (leader) for any joint venture which managing member will be authorized to act and receive instructions on behalf of all the joint venture members
- 2. All Bidders must register on the national e-invoicing system نظام الفوترة الوطني
- 3. All bidders should duly sign the joint venture agreement attached to this RFP under Annex 5.7 by authorized representatives of the joint venture partners without being certified by a notary public and to be enclosed in the technical proposal in addition to authorization for signature on behalf of each member. Only the winning bidder partners in a joint venture should duly sign the joint venture agreement attached to this RFP under Annex 5.7 by authorized signatories and this agreement is to be certified by a Notary Public in Jordan
- 22. The bidders shall not submit alternative proposal. Alternative proposals will be returned unopened or unread. If the bidder submits more than one proposal and it is not obvious, on the sealed envelope(s), which is the alternative proposal, in lieu of returning the alternative proposal, the entire submission will be returned to the bidder and the bidder will be disqualified.
- 23. The proposal shall be signed by the bidder or a person or persons duly authorized to bind the bidder to the contract. The latter authorization shall be indicated by duly-legalized power of attorney. All of the pages of the proposal, except un-amended printed literature, shall be initialed by the person or persons signing the proposal.
- 24. Any interlineations, erasures or overwriting shall only be valid if they are initialed by the signatory (ies) to the proposal.
- 25. The bid shall contain an acknowledgement of receipt of all Addenda to the RFP, the numbers of which must be filled in on the Form of Bid attached to the Arabic Sample Agreement
- 26. Modee requires that all parties to the contracting process observe the highest standard of ethics during the procurement and execution process. The Special Tenders Committee will reject a proposal for award if it determines that the Bidder has engaged in corrupt or fraudulent practices in competing for the contract in question.

**Corrupt Practice** means the offering, giving, receiving or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution>

**Fraudulent Practice** means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of Modee, and includes collusive practice among Bidders (prior to or after proposal submission) designed to establish proposal prices at artificial non-competitive levels and to deprive MOITS, ACC and ACI of the benefits of free and open competition.

- 27. No bidder shall contact Modee, its employees or the Special Tenders Committee or the technical committee members on any matter relating to its proposal to the time the contract is awarded. Any effort by a bidder to influence Modee, its employees, the Special Tenders Committee or the technical committee members in the Purchase Committee's proposal evaluation, proposal comparison, or contract award decision will result in rejection of the bidder's proposal and forfeiture of the proposal security
- 28. The remuneration of the Winning Bidder stated in the Decision of Award of the bid shall constitute the Winning Bidder sole remuneration in connection with this Project and/or the Services, and the Winning Bidder shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Winning Bidder shall use their best efforts to ensure that the Personnel, any Sub-contractors, and agents of either of them similarly shall not receive any such additional remuneration.
- 29. A business registration certificate should be provided with the proposal
- 30. If the bidder is a joint venture, then the partners need to be identified with the rationale behind the partnership. Corporate capability statement should also be provided for all partners.
- 31. The laws and regulations of The Hashemite Kingdom of Jordan shall apply to awarded contracts.
- 32. The Bidder accepts to comply with all provisions, whether explicitly stated in this RFP or otherwise, stipulated in the government Procurement ByLaw 8 of 2022 and its Instructions, , and any other provisions stated in the Standard Contracting sample Arabic Contract Agreement Annexed to this RFP including general and special conditions, issued pursuant to said Unified Procurement ByLaw 8 of 2022 and its Instructions
- 33. Modee takes no responsibility for the costs of preparing any bids and will not reimburse any bidder for the cost of preparing its bid whether winning or otherwise.
- 34. Bidders must review the Sample Arabic Contract Agreement provided with this RFP and that will be the Contract to be signed with the winning bidder. Provisions in this Sample Arabic Contract Agreement are not subject to any changes; except as may be amended by MODEE before tender submission; such amendments are to be issued as an addenda.
- 35. Proposals shall remain valid for period of (90) days from the closing date for the receipt of proposals as established by the Special Tenders Committee.
- 36. The Special Tenders Committee may solicit the bidders' consent to an extension of the proposal validity period. The request and responses thereto shall be made in writing or

by fax. If a bidder agrees to prolong the period of validity, the proposal security shall also be suitably extended. A bidder may refuse the request without forfeiting its proposal security; however, in its discretion, the Special Tenders Committee may cease further review and consideration of such bidder's proposal. A bidder granting the request will not be required nor permitted to modify its proposal, except as provided in this RFP.

- 37. Modee reserves the right to accept, annul or cancel the bidding process and reject all proposals at any time without any liability to the bidders or any other party and/withdraw this tender without providing reasons for such action and with no legal or financial implications to Modee.
- 38. Modee reserves the right to disregard any bid which is not submitted in writing by the closing date of the tender. An electronic version of the technical proposal will only be accepted if a written version has also been submitted by the closing date.
- 39. Modee reserves the right to disregard any bid which does not contain the required number of proposal copies as specified in this RFP. In case of discrepancies between the original hardcopy, the other copies and/or the softcopy of the proposals, the original hardcopy will prevail and will be considered the official copy.
- 40. MOITS, ACC AND ACI reserves the right to enforce penalties on the winning bidder in case of any delay in delivery defined in accordance with the terms set in the sample Arabic contract. The value of such penalties will be determined in the Sample Arabic contract for each day of unjustifiable delay.
- 41. Bidders may not object to the technical or financial evaluation criteria set forth for this tender.
- 42. The winning bidder will be expected to provide a single point of contact to which all issues can be escalated. MOITS, ACC AND ACI will provide a similar point of contact.
- 43. MOITS, ACC AND ACI is entitled to meet (in person or via telephone) each member of the consulting team prior to any work, taking place. Where project staff is not felt to be suitable, either before starting or during the execution of the contract, MOITS, ACC AND ACI reserves the right to request an alternative staff at no extra cost to MOITS, ACC AND ACI.
- 44. Each bidder will be responsible for providing his own equipment, office space, secretarial and other resources, insurance, medical provisions, visas and travel arrangements. MOITS, ACC AND ACI will take no responsibility for any non-Government of Jordan resources either within Jordan or during travel to/from Jordan.
- 45. Any source code, licenses, documentation, hardware, and software procured or developed under 'Jordan National Platform for E-commerce and Industry' is the property of MOITS, ACC AND ACI /MODEE upon conclusion of 'The Project'. Written consent of MOITS, ACC AND ACI must be obtained before sharing any part of this information as reference or otherwise.
- 46. Bidders are responsible for the accuracy of information submitted in their proposals. Modee reserves the right to request original copies of any documents submitted for review and authentication prior to awarding the tender.

- 47. The bidder may modify or withdraw its proposal after submission, provided that written notice of the modification or withdrawal is received by the Purchase Committee prior to the deadline prescribed for proposal submission. Withdrawal of a proposal after the deadline prescribed for proposal submission or during proposal validity as set in the tender documents will result in the bidder's forfeiture of all of its proposal security (bid bond).
- 48. A bidder wishing to withdraw its proposal shall notify the Special Tenders Committee in writing prior to the deadline prescribed for proposal submission. A withdrawal notice may also sent by fax, but it must be followed by a signed confirmation copy, postmarked no later than the deadline for submission of proposals.
- 49. The notice of withdrawal shall be addressed to the Special Tenders Committee at the address in RFP, and bear the contract name "Jordan National Platform for E-commerce and Industry" and the words "Withdrawal Notice".
- 50. Proposal withdrawal notices received after the proposal submission deadline will be ignored, and the submitted proposal will be deemed to be a validly submitted proposal.
- 51. No proposal may be withdrawn in the interval between the proposal submission deadline and the expiration of the proposal validity period. Withdrawal of a proposal during this interval may result in forfeiture of the bidder's proposal security.
- 52. The Bidder accepts to comply with all provisions, that are explicitly stated in this RFP and any other provisions stated in the Standard Sample Arabic Contract Agreement attached hereto and Tendering Instruction and attached hereto.
- 53. The winning bidder shall perform the Services and carry out their obligations with all due diligence, efficiency, and economy, in accordance with the highest generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe methods. The Winning Bidder shall always act, in respect of any matter relating to this Contract or to the Services, as faithful advisers to MOITS, ACC AND ACI , and shall at all times support and safeguard MOITS, ACC AND ACI 's legitimate interests in any dealings with Sub-contractors or third parties.
- 54. If there is any inconsistency between the provisions set forth in the Sample Arabic Contract Agreement attached hereto or this RFP and the proposal of Bidder; the Sample Arabic Contract Agreement and /or the RFP shall prevail
- 55. MOITS, ACC AND ACI reserves the right to furnish all materials presented by the winning bidder at any stage of the project, such as reports, analyses or any other materials, in whole or part, to any person. This shall include publishing such materials in the press, for the purposes of informing, promotion, advertisement and/or influencing any third party. MOITS, ACC AND ACI shall have a perpetual, irrevocable, non-transferable, paid-up right and license to use and copy such materials mentioned above and prepare derivative works based on them.
- 56. Bidders (whether in joint venture or alone) are not allowed to submit more than one proposal for this RFP. If a partner in a joint venture participate in more than one proposal; such proposals shall not be considered and will be rejected for being none-responsive to this RFP.

- 57. Amendments or reservations on any of the Tender Documents: Bidders are not allowed to amend or make any reservations on any of the Tender Documents or the Arabic Sample contract agreement attached hereto. In case any bidder does not abide by this statement, his proposal will be rejected for being none-responsive to this RFP. If during the implementation of this project; it is found that the winning bidder has included in his proposal any amendments, reservations on any of the tender documents or the Contract; then such amendments or reservations shall not be considered and the items in the tender documents and the Contact shall prevail and shall be executed without additional cost to MOITS, ACC AND ACI and the winning bidder shall not be entitled to claim for any additional expenses or take any other legal procedures.
- 58. Nothing contained herein shall be construed as establishing a relation of principal and agent as between MOITS, ACC AND ACI and the Winning Bidder. The Winning Bidder has complete charge of Personnel and Sub-contractors, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.
- 59. The Winning Bidder, their Sub-contractors, and the Personnel of either of them shall not, either during the term or after the expiration of the Contract, disclose any proprietary or confidential information relating to the Project, the Services, the Contract, or MOITS, ACC AND ACI 's business or operations without the prior written consent of MOITS, ACC AND ACI . The Winning Bidder shall sign a Non-Disclosure Agreement with MOITS, ACC AND ACI as per the standard form adopted by MOITS, ACC AND ACI. A confidentiality undertaking is included in annex 5.3.
- 60. Sample Arabic Contract Agreement Approval:

Bidders must review the Sample Arabic Contract Agreement version provided with the RFP, which shall be binding and shall be signed with winning bidder.

<u>Bidders must fill out, stamp and duly sign the Form of Bid</u> (نموذج عرض المناقصة) attached to the Arabic Sample Agreement under (2) ملحق رقم and enclose it in their financial proposals.

Bidders must fill out the summary payment schedule form sub annex 3 (الملحق رقم 3) which is part of the Arabic Sample Contract version provided with the RFP, sign and stamp it, and enclose it with the Financial Proposal.

**Bidders must also fill out and duly sign the Financial Proposal Response Formats under Annex** 5.2 of this RFP and enclose it in the financial proposals.

Proposals that do not include these signed forms are subject to rejection as being none responsive.

#### PROHIBITION OF CONFLICTING ACTIVITIES

Neither the Winning Bidder nor their Sub-contractors nor their personnel shall engage, either directly or indirectly, in any of the following activities:

- During the term of the Contract, any business or professional activities in Jordan or abroad which would conflict with the activities assigned to them under this bid; or
- After the termination of this Project, such other activities as may be specified in the Contract.

#### INTELLECTUAL PROPERTY RIGHTS PROVISIONS

- Intellectual Property for the purpose of this provision shall mean all copyright and neighboring rights, all rights in relation to inventions (including patent rights), plant varieties, registered and unregistered trademarks (including service marks), registered designs, Confidential Information (including trade secrets and know how) and circuit layouts, and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.
- Contract Material for the purpose of this provision shall mean all material (includes documents, equipment, software, goods, information and data stored by any means):
  - a) Brought into existence for the purpose of performing the Services;

b) incorporated in, supplied or required to be supplied along with the Material referred to in paragraph (a); or

- c) Copied or derived from Material referred to in paragraphs (a) or (b);
- Intellectual Property in all Contract Material vests or will vest in MOITS, ACC AND ACI. This
  shall not affect the ownership of Intellectual Property in any material owned by the Winning Bidder,
  or a Sub-contractor, existing at the effective date of the Contract. However, the Winning Bidder
  grants to MOITS, ACC AND ACI, or shall procure from a Sub-contractor, on behalf of MOITS,
  ACC AND ACI, a permanent, irrevocable, royalty-free, worldwide, non-exclusive license
  (including a right of sub-license) to use, reproduce, adapt and exploit such material as specified in
  the Contract and all relevant documents.
- If requested by MOITS, ACC AND ACI to do so, the Winning Bidder shall bring into existence, sign, execute or otherwise deal with any document that may be necessary or desirable to give effect to these provisions.
- The Winning Bidder shall at all times indemnify and hold harmless MOITS, ACC AND ACI, its officers, employees and agents from and against any loss (including legal costs and expenses on a solicitor/own client basis) or liability incurred from any claim, suit, demand, action or proceeding by any person in respect of any infringement of Intellectual Property by the Winning Bidder, its officers, employees, agents or Sub-contractors in connection with the performance of the Services or the use by MOITS, ACC AND ACI of the Contract Material. This indemnity shall survive the expiration or termination of the Contract.
- The Winning Bidder not to benefit from commissions discounts, etc. The remuneration of the Winning Bidder stated in the Decision of Award of the bid shall constitute the Winning Bidder sole remuneration in connection with this Project and/or the Services, and the Winning Bidder shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Winning Bidder shall use their best efforts to ensure that the Personnel, any Sub-contractors, and agents of either of them similarly shall not receive any such additional remuneration.

#### • THIRD PARTY INDEMNITY

Unless specified to the contrary in the Contract, the Winning Bidder will indemnify MOITS, ACC AND ACI, including its officers, employees and agents against a loss or liability that has been reasonably incurred by MOITS, ACC AND ACI as the result of a claim made by a third party:

- Where that loss or liability was caused or contributed to by an unlawful, negligent or willfully wrong act or omission by the Winning Bidder, its Personnel, or sub-contractors; or
- Where and to the extent that loss or liability relates to personal injury, death or property damage.

#### LIABILITY

- The liability of either party for breach of the Contract or for any other statutory cause of action arising out of the operation of the Contract will be determined under the relevant law in Hashemite Kingdom of Jordan as at present in force. This liability will survive the termination or expiry of the Contract. Winning bidder's total liability relating to contract shall in no event exceed the fees Winning bidder receives hereunder, such limitation shall not apply in the following cases (in addition to the case of willful breach of the contract):
  - gross negligence or willful misconduct on the part of the Consultants or on the part of any person or firm acting on behalf of the Consultants in carrying out the Services,
  - an indemnity in respect of third party claims for damage to third parties caused by the Consultants or any person or firm acting on behalf of the Consultants in carrying out the Services,
  - infringement of Intellectual Property Rights

#### 4.7. Conflict of Interest

- 61. The Winning bidder warrants that to the best of its knowledge after making diligent inquiry, at the date of signing the Contract no conflict of interest exists or is likely to arise in the performance of its obligations under the Contract by itself or by its employees and that based upon reasonable inquiry it has no reason to believe that any sub-contractor has such a conflict.
- 62. If during the course of the Contract a conflict or risk of conflict of interest arises, the Winning bidder undertakes to notify in writing MOITS, ACC AND ACI immediately that conflict or risk of conflict becomes known.
- 63. The Winning bidder shall not, and shall use their best endeavors to ensure that any employee, agent or sub-contractor shall not, during the course of the Contract, engage in any activity or obtain any interest likely to conflict with, or restrict the fair and independent performance of obligations under the Contract and shall immediately disclose to MOITS, ACC AND ACI such activity or interest.
- 64. If the Winning bidder fails to notify MOITS, ACC AND ACI or is unable or unwilling to resolve or deal with the conflict as required, MOITS, ACC AND ACI may terminate this Contract in accordance with the provisions of termination set forth in the Contract.

#### 4.8. Secrecy & Security

The Winning bidder shall comply and shall ensure that any sub-contractor complies, so far as compliance is required, with the secrecy and security requirements of MOITS, ACC AND ACI, or notified by MOITS, ACC AND ACI with the Winning bidder from time to time.

#### **4.9. Document Property**

All plans, drawings, specifications, designs, reports, and other documents and software submitted by the Winning bidder in accordance with the Contract shall become and remain the property of MOITS, ACC AND ACI, and the Winning bidder shall, not later than upon termination or expiration of the Contract, deliver all such documents and software to MOITS, ACC AND ACI, together with a detailed inventory thereof. Restrictions about the future use of these documents, if any, shall be specified in the Special Conditions of the Contract.

#### 4.10. Removal and/or Replacement of Personnel

- 65. Except as MOITS, ACC AND ACI may otherwise agree, no changes shall be made in the key Personnel. If, for any reason beyond the reasonable control of the Winning bidder, it becomes necessary to replace any of the key Personnel, the Winning bidder shall provide as a replacement a person of equivalent or better qualifications and upon MOITS, ACC AND ACI approval.
- 66. If MOITS, ACC AND ACI finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Winning bidder shall, at MOITS, ACC AND ACI's written request specifying the grounds thereof, provide as a replacement a person with qualifications and experience acceptable to MOITS, ACC AND ACI.

#### 4.11. Other Project-Related Terms

MOITS, ACC AND ACI reserves the right to conduct a technical audit on the project either by MOITS, ACC AND ACI resources or by third party.

#### 5. ANNEXES

- 5.1 Customer Journey Experience Standard (attached)
- 5.2 financial Proposal Response Format
- 5.3 confidentiality undertaking
- 5.4 Technical Proposal Response Format
- 5.5 Security Assessment Questionnaire
- (Published on MODEE website) سياسة استخدام موارد تكنولوجيا المعلومات 5.6
- 5.7 joint venture agreement
- 5.8 e-service Performance KPIs (attached)
- 5.9 Performance Test Checklist (attached)
- 5.10 Detailed Evaluation Criteria (attached)

5.11 Bidders Information

5.12 WB Letter of Acceptance

5.13 SDLC Security Requirements

# Annex 5.2. Financial Proposal Response Format

Please indicate the overall estimated cost of your proposed solution.

Cost should be broken down as per the schedules below as well as the detailed scope of work presented in section 3 of this document.

The price quotation should be all-inclusive fixed lump sum price and provided in Jordanian Dinars (JD). All prices are inclusive of all fees, finance rate and taxes. All prices are for site delivery.

# Project Total Cost (Lump Sum Contract Amount) for the total compensation for the whole WORK contemplated under this proposal: [ JD]

component	Amount
System delivery component	
Required Licensees	
Infrastructure component	
Information Security	
Change Management, Knowledge Transfer, Training and Customer Journey/Experience	
Operations Support, Maintenance and Warranty	
Quality Management	
Project Management	
Total	
L Total Amount in Words: (Only Dinars)	Jerre Jordanian

#### **Project Detailed Cost for all components:**

#### 1. Component name :

Component name	Resource	Unit cost (man day cost) <u>per</u> <u>resource</u>	Number of Units (man days) per resource	Total Cost	Comments
[List all activities	Skill 1				
associated with					
Requirements Gathering, Assessment and Digital					
Transformation Roadmap]					
	Skill 2				
	Skill N				
	Skill 1				
	Skill 2				
	Skill N				
	Skill 1				
	Skill 2				
	Skill N				
TOTAL Total Amount in Words:	(Only				Jordanian

Dinars)

#### 2. <u>Component name :</u>

<u>Component name</u> Re	esource	Unit cost (man day cost) <u>per</u> <u>resource</u>	Number of Units (man days) per resource	Total Cost	Comments
--------------------------	---------	--	---	------------	----------

[List all activities	Skill 1			
associated with Business				
Process Re-Engineering				
(Re-design the business				
processes "TO BE") and e-				
Services System Delivery]				
	Skill 2			
	Skill N			
	Skill 1			
	Skill 2			
	Skill N			
	01.11.1			
	Skill 1			
	Skill 2			
	SKIII 2			
	Skill N			
TOTAL	<u> </u>	1	<u> </u>	1
Fotol Amount in Words	(Only			Jordanian

Dinars)

#### 3. <u>Required Licenses</u>

Software Supplier	Name of Software	License Metrics (i.e. by number of clients, processor power or other	No Licenses	Unit price	Total	two years maintenance (24/7) and upgrade	Total (Including maintenance)
			TOTAL				

# ANNEX 5.3: CONFIDENTIALITY UNDERTAKING

#### **Confidentiality Undertaking**

This Undertaking is made on [DATE] by [NAME] "[Consultant]" to the benefit of (ENTITY NAME), "[Principal]" [Entity Address].

**WHEREAS**, (ENTITY NAME) possesses certain financial, technical, administrative and other valuable Information (referred to hereinafter as Confidential Information)

**WHEREAS**, [Consultant], while performing certain tasks required by the Principal in connection with the ...... (The Project), did access such Confidential Information,

WHEREAS, the Principal considers the Confidential Information to be confidential and proprietary.

#### **Confidential Information:**

As used in this Agreement, the term "Confidential Information" means all information, transmitted by Principal or any of its subsidiaries, affiliates, agents, representatives, offices and their respective personnel, consultants and winning bidders, that is disclosed to the Winning bidder or coming to his knowledge in the course of evaluating and/or implementing the Project and shall include all information in any form whether oral, electronic, written, type written or printed form. Confidential Information shall mean information not generally known outside the Principal, it does not include information that is now in or hereafter enters the public domain without a breach of this Agreement or information or information known to Winning bidder by Third Party who did not acquire this information from Principal".

The Consultant hereby acknowledges and agrees that;

- (1) The Confidential Information will be retained in the Principal's premises and will not be moved without the express written consent of the Principal. All Confidential Information shall be and remain the property of the Principal, and such Confidential Information and any copies thereof, as well as any summaries thereof, shall be promptly returned to the Principal upon written request and/or destroyed at the Principal's option without retaining any copies. The Winning bidder shall not use the Confidential Information for any purpose after the Project.
- (2) It will use all reasonable means and effort, not less than that used to protect its own proprietary information, to safeguard the Confidential Information.
- (3) The Winning bidder shall protect Confidential Information from unauthorized use, publication or disclosure.
- (4) It will not, directly or indirectly, show or otherwise disclose , publish, communicate, discuss , announce, make available the contents of the Confidential Information or any part thereof to any other person or entity except as authorized in writing by the Principal.
- (5) It will make no copies or reproduce the Confidential Information, except after the Principal's written consent.

#### **Remedy and damages:**

The Winning bidder acknowledges that monetary damages for unauthorized disclosure may not be less than 20% of the Project and that Principal shall be entitled, in addition to monetary damages and

without waiving any other rights or remedies, to such injunctive or equitable relief as may be deemed proper by a court of competent jurisdiction.

#### **Employee Access and Control of Information**

It is understood that the Winning bidder might need from time to time to discuss the details of confidential Information with other individuals employed within its own or associated companies in order to support, evaluate, and/or advance the interests of the subject business transaction. Any such discussion will be kept to a minimum, and the details disclosed only on a need to know basis. Prior to any such discussion, the Winning bidder shall inform each such individual of the proprietary and confidential nature of the Confidential Information and of the Winning bidder's obligations under this Agreement. Each such individual shall also be informed that by accepting such access, he thereby agrees to be bound by the provisions of this Agreement. Furthermore, by allowing any such access, the Winning bidder agrees to be and remain jointly and severally liable for any disclosure by any such individual that is not in accordance with this Agreement.

#### Miscellaneous

The obligations and rights of the Parties shall be binding on and inure to the benefit of their respective heirs, successors, assigns, and affiliates. This Agreement may be amended or modified only by a subsequent agreement in writing signed by both parties. Winning bidder may not transfer or assign the Agreement or part thereof. No provision of this Agreement shall be deemed to have been waived by any act or acquiescence on the part of the Principal, its agents or employees, nor shall any waiver of any provision of this Agreement shall be construed and enforced according to Jordanian Law. The Winning bidder hereby agrees to the jurisdiction of the Courts of Amman, Jordan and to the jurisdiction of any courts where the Principal deems it appropriate or necessary to enforce its rights under this Agreement.

#### **Term of Agreement**

The obligations of the parties under this Agreement shall continue and survive the completion of the Project and shall remain binding even if any or all of the parties abandon their efforts to undertake or continue the Project.

IN WITNESS WHEREOF, the Winning bidder hereto has executed this Agreement on the date first written above.

**Consultant:** 

By:\_\_\_\_\_

**Authorized Officer** 

ANNEX 5.4: Technical Proposal Response Format

Introduction

**Executive Summary** 

This includes the bidder's understanding of the terms of reference, scope of work and necessary skills, and company profile. This involves including an overview of the main points contained in the proposal with references to sections where more detailed discussion of each point can be found (maximum 4pages).

#### Approach

A detailed description of how the bidder will undertake each major area in the SCOPE OF THE PROJECT and DELIVERABLES section, required resources (bidder, MODEE and third party) and any special skills required, the deliverables (format and structure), use of any methodology and how it will cover the scope, use of any standard tools, and duration of any work streams.

#### [Activity 1]

#### **Implementation Approach**

Actions	Approach
Provides a listing of the actions needed for the Activity	Describes the bidder's approach for implementing the action; including Process (i.e. steps) Standard methodologies adopted Scope of involvement for each stakeholders

#### Deliverables

Deliverables	Format and Structure
Provides a listing of the deliverables of the Activity	Describes the format (e.g. MS Word document) and Structure (e.g. Outline, indicating the scope and content) of each deliverable.

#### [Activity 2]

### Implementation Approach

Actions	Approach
Provides a listing of the actions needed for the Activity	Describes the bidder's approach for implementing the action; including Process (i.e. steps) Standard methodologies adopted Scope of involvement for each stakeholders

#### Deliverables

Deliverables	Format and Structure
0	Describes the format (e.g. MS Word document) and Structure (e.g. Outline, indicating the scope and content) of each deliverable.

# [Activity ...]

### Implementation Approach

Actions	Approach
Provides a listing of the actions needed for the Activity 	Describes the bidder's approach for implementing the action; including Process (i.e. steps) Standard methodologies adopted Scope of involvement for each stakeholders 

#### Deliverables

Deliverables	Format and Structure
Provides a listing of the deliverables of the Activity	Describes the format (e.g. MS Word document) and Structure (e.g. Outline, indicating the scope and content) of each deliverable.

#### Work Plan and Duration

The work plan and duration for the overall consulting work, including any dependencies between the separate items in the scope. The bidder should provide milestones for each deliverable. The work plan should break down the phases and tasks within each phase and indicate which resources will be working on these tasks.

#### **Track Record**

The bidder's track record on projects similar in both size and nature undertaken in the last five years, and references of suitable client references with contact details.

#### **CVs of Project Staff**

A summary of proposed team and a description of each project staff role and their relevant experience. Brief resumes of the team who will work on the project (all detailed resumes should be included in an Appendix). The bidder should also indicate the availability of the proposed staff and indicate which phases of the project each team member is participating in, what role they will be playing, and what their utilization rate will be (percentage of their time), below is the required template to be filled for each team member.

Curriculum Vitae	
Proposed Position on the Project:	
Name of Firm:	

Name of Personnel:				
Profession/Position:				
Date of Birth				
Years with the Company:		Nationality:	 	
Proposed Duration on Site:				
Key Qualifications and Releva	nt Experience			
_				_
			 	—
			 	—
Expected Role in MODEE Pro	ect			
Expected Role in MODEE Pro	ect			_
Expected Role in MODEE Pro	ect		 	_
-	ject			
Expected Role in MODEE Pro	ject			
-	ject			

	Position held		
(b)	Employment record		
	Employer		
	Position held		
(c)	Employment record	_	
(0)			
	Employer		
	Position held		
Langu	ages:		
8			
	<b>ReadingSpeaking</b>	Writing	
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**Other Information** 

# ANNEX 5.5: Supplier Security Assessment Questionnaire

This Security Assessment Questionnaire has been issued by MoDEE to [**Supplier Name**] to serve as a preliminary assessment of the security controls provided as part of the requested service. On completion MoDEE will make

a decision as to the level of physical audit required. Any deliberately false statements on this assessment will be treated as a breach of contract

**Instructions:** Please provide a detailed response to each question with evidence if possible. For questions that are not applicable to the services provided to MoDEE, please mark the question as "N/A" and provide an explanation.

#### Part 1: Document Control

Company name and address	
Assessment complete by	
Date of assessment	

#### **Part 2 : Policy Compliance**

Control Area	Control Question	response
	Does your organization have a documented information security policy	
Security Policies	Are all security policies and standards readily available to all	
	users (e.g., posted on company intranet)	
Policy Coverage	<ul> <li>security policies and standards:</li> <li>Acceptable Use</li> <li>Data Privacy</li> <li>Remote Access / Wireless</li> <li>IT Security Incident Response</li> <li>Email / Instant Messaging</li> </ul>	addressed within your information <ul> <li>Access Control</li> <li>Encryption Standards</li> <li>Data/System Classification</li> <li>Anti-Virus</li> <li>Physical Security</li> <li>Clear Desk  Network/Perimeter</li> </ul>

#### Part 3: Detailed Security Control Assessment

Control Area	Control Question	response
Asset Classification and Control	Do you maintain an inventory of all important information assets with asset owners clearly identified Describe how user access is granted to different information classifications What are your procedures with regards to the handling	
	and storage of information assets Do terms and conditions of employment clearly define information security	
Personnel Security	requirements, including non- disclosure provisions for separated employees and contractors	

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	Do you conduct formal	
	information security	
	awareness training for all	
	users, including upper	
	management	
	Is there a formal procedure	
	dictating actions that must be	
	taken when a user has violated	
	any information security	
	policies	
	Are all users required to sign	
	a confidentiality agreement	
	Describe the physical security	
	mechanisms that prevent	
	unauthorized access to your	
	office space, user	
	workstations, and server	
	rooms/data centres	
	What physical access	
	restrictions have you put in	
	place	
	Do you have a formal media	
Physical and Environmental	destruction policy	
Security	Do you employ automatic	
	locking screen savers when	
	users' workstations remain	
	idle after a set period of time	
	Are logs maintained that	
	record all changes to	
	information systems	
	How do you protect the	
	confidentiality and integrity	
	company and MoDEE	
	Describe how you segregate	
	duties to ensure a secure	
	environment.	
	How do you protect your	
	systems against newly-	
	discovered vulnerabilities and	
	threats?	
	Do you scan traffic coming	
	into your network for viruses?	
Communications		
Communications and		
<b>Operations Management</b>	documented and monitored to	
<b>Operations Management</b>	documented and monitored to ensure they are properly	
Operations Management	documented and monitored to ensure they are properly followed	
Operations Management	documented and monitored to ensure they are properly	
Operations Management	documented and monitored to ensure they are properly followed How many users will have	
Operations Management	documented and monitored to ensure they are properly followed How many users will have privileged access to systems	
Operations Management	documented and monitored to ensure they are properly followed How many users will have privileged access to systems containing MoDEE Data	
Operations Management	documented and monitored to ensure they are properly followed How many users will have privileged access to systems containing MoDEE Data What processes and standards	
Operations Management	documented and monitored to ensure they are properly followed How many users will have privileged access to systems containing MoDEE Data What processes and standards do you follow for incident	
Operations Management	documented and monitored to ensure they are properly followed How many users will have privileged access to systems containing MoDEE Data What processes and standards	

management, and		
	configuration management	
	How do you dispose of	
	computer media when they	
	are no longer of use	
	Describe your account and	
	password restrictions	
	Do you conduct periodic	
	checks on users' accesses to	
	ensure their access matches	
	their responsibilities	
	Are failed login attempts	
	recorded and reviewed on a	
Access Control	regular basis	
	Do workstations or	
	production servers currently	
	utilize any type of Host	
	Intrusion Prevention or	
	Detection software	
	Are employee devices	
	encrypted	
	Has a dedicated Information	
Information Security Incident	Security Response Team been	
Management	established	
	Has a listing of current	
	emergency telephone	
	numbers for police, fire	
	department, medical aid and	
<b>Business</b> Continuity	company officials been	
Management	strategically located	
	throughout all facilities and at	
	off-site locations	
	Do you have procedures in	
	place for business continuity	
	place for business continuity	

Do you have or plan to get ISO27001 Certificate:

(On MoDEE Website) سياسة استخدام موارد تكنولوجيا المعلومات :ANNEX 5.6

# ANNEX 5.7: JOINT VENTURE AGREEMENT

**Standard Form of Joint-venture Agreement** 

#### JOINT-VENTURE AGREEMENT

اتفاقية ائتلاف

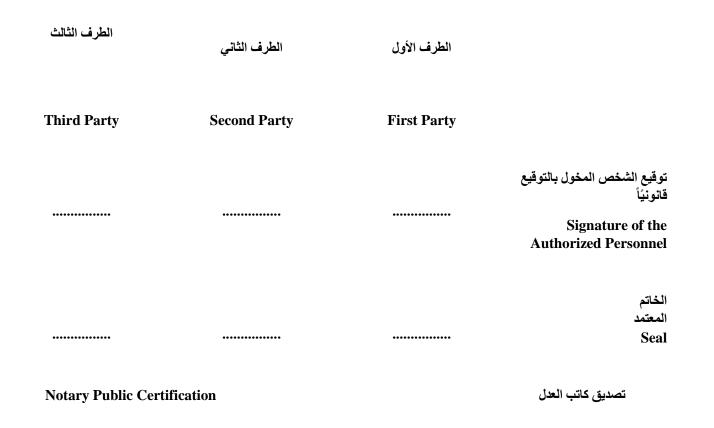
It is agreed on this day.....of......2008 between:-

تم الاتفاق في هذا اليوم الموافق / /

Represented by Mr
Represented by Mr
Represented by Mr.

- 2- All parties of the Joint Venture shall be obliged to perform all works agreed upon with the employer which are specified in the tender contract, and they are jointly and severally responsible for all works related to tender no. ( / ) and the contract pertaining thereto. Should one party fails or delays to perform its obligations either partially or totally, it shall be the responsibility of all other parties jointly and severally without reservation to execute all obligations set under the contract with the Employer to the same standards specified by the contract .
- 3- The parties to the Joint Venture nominate ...... as leader of the Joint Venture. Any correspondence between the Employer and the parties to the Joint Venture shall be addressed to such leader.
- 4- The parties to the Joint Venture nominate Mr.....as a representative of the leader and he is authorized to sign on behalf of the Joint Venture all documents and contracts related to tender no. ( / ), and to represent the Joint Venture before all competent courts and non-official bodies in all contractual, administrative, financial and legal issues related to tender No. ( / ) and the contract pertaining thereto.
- 5- The parties to the Joint Venture have no right to terminate this agreement or substitute the leader's representative until the works awarded to them by the contract to this tender are completed and shall remain responsible before the employer until the works are finally taken over as per the conditions of taking over specified in the Tender / Contract documents .
- 6- This agreement is written in both Languages Arabic and English should any discrepancy in interpretation arise the Arabic text shall be considered the authentic.

- 1- على تشكيل ائتلاف فيما بينهم لتنفيذ أعمال عقد العطاء رقم (
   ) المتعلق ب.....
   مع صاحب العمل.
- 2- يلتزم جميع أطراف الائتلاف بإنجاز جميع الاشغال المتفق عليها مع صاحب العمل والمنصوص عليها في عقد العطاء ويكونون متضامنين ومتكافلين في مسئولياتهم نحو صاحب العمل فيما يخص كافة الاعمال المتعلقة بالعطاء رقم ( / ) والعقد الخاص به. وفي حالة تخلف أو تأخر أحد أطراف الائتلاف عن إنجاز المسئوليات المناط به تنفيذها جزئياً أو كلياً يلتزم بقية الأطراف مجتمعين و / أو منفردين دون تحفظ بإنجاز جميع الالتزامات المحددة بالعقد الموقع مع صاحب العمل بالشكل المتفق عليه في العقد.
- 5- لا يحق لأطراف الائتلاف أو أي طرف فيه فسخ الائتلاف فيما بينهم أو تبديل ممثل رئيس الائتلاف إلا بعد انتهاء الأشغال المحالة عليهم بموجب العقد الخاص بهذا العطاء وتكون مسئولياتهم تجاه صاحب العمل قائمه إلى حين تسليم الأشغال استلاماً نهائيا حسب شروط الاستلام المحددة فى وثائق العقد / العطاء
- 6- حررت هذه الاتفاقية باللغتين العربية والإنجليزية في حالة نشوء أي اختلاف في تفسير أي من بنودها تعتبر لغة العقد المعتمدة هي اللغة العربية وملزمة للطرفين



# ANNEX 5.11: Bidders Information

Required info	Details
The name of the company (as in the registration license)	
The location of the company	
The owners of the company	
The name and owners of the subcontractor company (if any)	

The name of the Joint Venture members and	
their owners (if any)	
The name and owners of the local partner (in	
case of international bidder)	
The human recourses working on this tender	
(names, experience, current employer)	
The registration license of the bidder (the	Attachment
subcontractor and the JV member)	

# ANNEX 5.12: Letter of acceptance

# Letter of Acceptance of the World Bank's Anticorruption Guidelines and Sanctions Framework<sup>1</sup>

Date:

Invitation of Bids/Proposals No.\_\_\_\_\_

<sup>1</sup>[<u>Drafting note</u>: This document shall be signed by bidders/proposers/consultants and submitted as part of their bids/proposals. In addition, this document shall be signed by the winning bidder/consultant and incorporated as part of the contract.]

We, along with our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not) consultants and personnel, acknowledge and agree to abide by the World Bank's policy regarding Fraud and Corruption (corrupt, fraudulent, collusive, coercive, and obstructive practices), as set out and defined in the World Bank's Anti-Corruption Guidelines<sup>2</sup> in connection with the procurement and execution of the contract (in case of award), including any amendments thereto.

We declare and warrant that we, along our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not), consultants and personnel, are not subject to, and are not controlled by any entity or individual that is subject to, a temporary suspension, early temporary suspension, or debarment imposed by a member of the World Bank Group, including, inter alia, a cross-debarment imposed by the World Bank Group as agreed with other international financial institutions (including multilateral development banks), or through the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement. Further, we are not ineligible under the laws or official regulations of MoDEE or pursuant to a decision of the United Nations Security Council.

We confirm our understanding of the consequences of not complying with the World Bank's Anti-Corruption Guidelines, which may include the following:

- a. rejection of our Proposal/Bid for award of contract;
- b. in the case of award, termination of the contract, without prejudice to any other remedy for breach of contract; and
- c. Sanctions, pursuant to the Bank's Anti-Corruption Guidelines and in accordance with its prevailing sanctions policies and procedures as set forth in the Bank's Sanctions Framework. This may include a public declaration of ineligibility, either indefinitely or for a stated period of time, (i) to be awarded or otherwise benefit from a Bank-financed

To:

<sup>&</sup>lt;sup>2</sup>Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by International Bank for Reconstruction and Development Loans and the International Development Agency Credits and Grants, dated October 15, 2006, and revised in January 2011 and July 2016, as they may be revised from time to time.

contract, financially or in any other manner;<sup>3</sup> (ii) to be a nominated<sup>4</sup> sub-contractor, subconsultant, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project.

We understand that we may be declared ineligible as set out above upon:

- a. completion of World Bank Group sanctions proceedings according to its prevailing sanctions procedures;
- b. cross-debarment as agreed with other international financial institutions (including multilateral development banks);
- c. the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement; or
- d. Temporary suspension or early temporary suspension in connection with an ongoing World Bank Group sanctions proceeding.

For avoidance of doubt, the foregoing effects of ineligibility do not extend to a sanctioned firm's or individual's execution of its ongoing Bank-financed contracts (or its ongoing subagreements under such contracts) that are not the subject of a material modification, as determined by the Bank.

We shall permit, and shall cause our sub-contractors, sub-consultants, agents (whether declared or not), personnel, consultants, service providers or suppliers, to permit the Bank to inspect<sup>5</sup> all accounts, records, and other documents relating to the procurement process

<sup>&</sup>lt;sup>3</sup> For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification or initial selection), expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

<sup>&</sup>lt;sup>4</sup>A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the bidding document) is one which has been: (i) included by the bidder in its pre-qualification or initial selection application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

<sup>&</sup>lt;sup>5</sup>Inspections in this context are usually investigative (i.e., forensic) in nature: they involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data, and information (whether in hard copy or electronic format) deemed relevant for the

and/or contract execution (in the case of award), and to have them audited by auditors appointed by the Bank.

We agree to preserve all accounts, records, and other documents (whether in hard copy or electronic format) related to the procurement and execution of the contract.

Name of the Bidder/Proposer/Consultant:

Name of the person duly authorized to sign the Bid/Proposal on behalf of the Bidder/Proposer/ Consultant:

Title of the person signing the Letter:

investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third-party verification of information.