

SECTION 5. TERMS OF REFERENCE

1. Project Background

The Green Climate Fund (GCF), through the United Nations Development Programme (UNDP), is providing financial support and expertise to assist the Government of Mauritius in achieving their targets set in the Long-Term Energy Strategy and to empower URA for the regulation of Renewable Energy (RE) in Mauritius. In this context, the project – Accelerating the transformational shift to a low-carbon economy in the Republic of Mauritius - is being implemented at national level and is financed under the Green Climate Fund (GCF). The project is being implemented in 3 components whereby component 1 is focused on the institutional strengthening of URA in order to equip it accordingly for its respective mandates.

The Utility Regulatory Authority (URA) has been set up in 2016 in accordance with the Utility Regulatory Authority Act 2004 to regulate utility services, namely electricity, water and wastewater in Mauritius. The objectives of the URA are to:

- ensure the sustainability and viability of utility services;
- protect the interests of both existing and future customers;
- promote efficiency in both operations and capital investments in respect of utility services;
- promote competition to prevent unfair and anti-competitive practices in the utility services industry.

1.1 Current status

At present, the IT system at URA is a basic system with laptops, internet connection, and email and there is no specialist and adapted MIS software nor any appropriate server(s) for centrally managing the information requirements of these institutions. In line with the operationalization and institutional strengthening strategies of URA, a robust, up-to-date, fully-fledged and integrated (hardware and software) MIS system is required.

This TOR comprises two lots as follows:

- 1) Lot 1 - Supply and Implementation of an On-Premise Enterprise Resource Planning System for the Utility Regulatory Authority (URA).
- 2) Lot 2 - Design, Development and Hosting of a Website for the Utility Regulatory Authority (URA).

2. Lot 1 – Supply and Implementation of an On-Premise Enterprise Resource Planning System for the Utility Regulatory Authority (URA).

2.1 Objectives

The main objective of this project is to supply and implement an Enterprise Resource Planning System with the following features:

- General Ledger
- Account Receivables
- Account Payables
- Fixed Assets
- Cash Management
- Licensing Management
- Complaints Management
- Compliance Management
- Inventory
- Purchasing

The project will consist of, but not limited to, several components including the software, database and related services to be procured as listed below:

- supply, installation, systems integration and implementation of an Enterprise Resource Planning (ERP) system (production and non-production environments)
- supply of software licences
- supply, installation, configuration and commissioning of database management system and associated network services (production and non-production environments)
- training, documentation and knowledge transfer for the Purchaser's end users in the use and operation of the systems
- training, documentation and knowledge transfer for the Purchaser's IT technical staff to become self-sufficient in maintaining and supporting the systems
- development of test plans and performing test cases for the solution during the various stages of the project including the acceptance testing of the solution
- provision of post implementation support
- provision of warranty period and services
- provision of proposal for post warranty and commissioning annual maintenance and costs
- specification of technical infrastructure required for the deployment and proper functioning of the solution

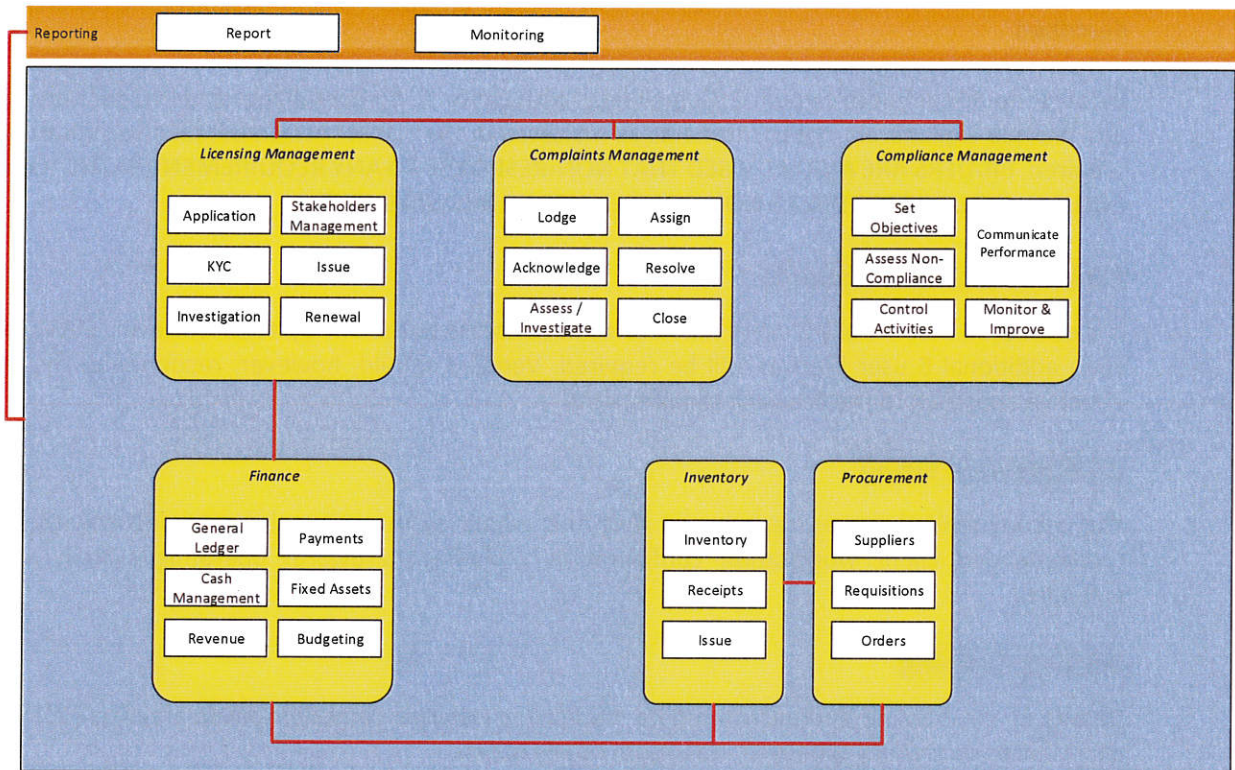
2.2 Solution Scope

The scope of the potential software solution should include the complete set of requirements included in this document. In this context, the potential solution should comprise the functional requirements annexed to this RFP.

However, the proposed solution should be able to cater not only to the existing operations of URA but also be able to keep up with the changing operational activities of URA along with emerging industry developments in the future.

2.3 Functional architecture

The diagram below depicts the high-level functional architecture for URA.



2.4 System Requirements

In order to enable the utilization of the solution features comprehensively, the solution is expected to cover the following requirements as well.

- Workflow with email integration
- Alert with email notifications
- Easy Application Navigation
- Operations Reporting
- Executive Dashboard
- Financial Reporting
- Open Interfaces
- Attachment Functionality
- User Management
- Audit trails
- Data Import/ Export Management

2.5 Response to Functional Requirements

Bidders must complete the ERP Functional Requirement Questions sheets as per Appendix 1 and submit same in MS-Word format. The proposed solution for each functional requirement should be briefly described.

Bidders should complete column C (Compliance) with either 'C' for compliance and 'NC' for non-compliance and provide explanatory notes / remarks as indicated in the tables. Attach detailed technical literature if required. **BIDDERS ARE ALSO ADVISED THAT NON-RESPONSE TO ANY REQUIREMENT IN THE "Compliance" COLUMN WILL BE TREATED AS NON-COMPLIANCE TO REQUIREMENT.**

2.6 Licensing Requirements

It is estimated that initially 6 users will need to have access to the ERP system. However, at the end of first year, additional 6 user licenses will be required. Vendors should, however, recommend the most cost-effective approach to the licensing requirements.

2.7 Hardware Sizing

The recommended server capacity to host the whole system must be provided together with the recommended client workstation configuration, including hardware, operating system and related software.

2.8 User Training

Details of the training approach must be stated, for instance computer-based training (CBT), hands on experiences on training database, classroom or any other.

Bidders will have to dispense training so that there is appropriate and adequate technology transfer that would make end-users fully conversant with the proposed System. Training should encompass application, and system administration.

All training should be held at the URA site. Different types of training should be provided as follows:

2.8.1 Pre-UAT Training

Prior to User Acceptance Testing (UAT), the successful bidder should provide Pre-UAT training to all the users who have been selected by URA for carrying out the UAT exercise. The Pre-UAT training should ensure that the users are trained on the following:

- How to proceed with the testing of their respective modules/screens/functionalities.
- How to log/report issues found during UAT.

2.8.2 Training on Application Software

Training on the proposed System should be dispensed to all concerned users. The objective of the training is to give URA users a comprehensive practical know-how for effective operation of all the different functionalities as part of the scope.

2.8.3 Training on System Software, RDBMS and Reporting

The training session will be held exclusively for URA IT Staff. This training should cover the following:

- ***Training on Systems Software***
 - Systems Administration tasks
 - Troubleshooting procedures
 - Backup/Restore functionalities on the proposed System
 - Any other items as required by specific system proposed
- ***Training on RDBMS and Reporting***
 - Database administration tasks
 - Database fine tuning/optimization
 - Troubleshooting procedures
 - Any other as required by specific system proposed

Notes on Training

The practical aspects of how to deliver the training in order to minimize disruption to work can best be determined by URA. It is however important to ensure that:

- a) training should start 3 weeks prior to the whole system goes live
- b) the training is comprehensive
- c) the training is timed with the availability of equipment and application software to allow staff to put their newly acquired skills in practice

The following information is to be provided:

- a) cost of training
- b) details of courses to be provided
- c) number of training sessions
- d) duration of each training session
- e) experience of trainers
- f) adequate training manuals (user manual, system administration manual) have to be provided prior for each of the sessions at URA.

Comprehensive training material will have to be provided to the staff being trained. URA reserves the right to reproduce the training materials for subsequent in-house training of other staff.

2.9 Further Information

2.9.1 Additional information to be included in the Financial Proposal

The service provider shall supply software licences, installation services, parameterisation, reporting, customisation wherever applicable, user training, data migration, documentation, user support and technical support

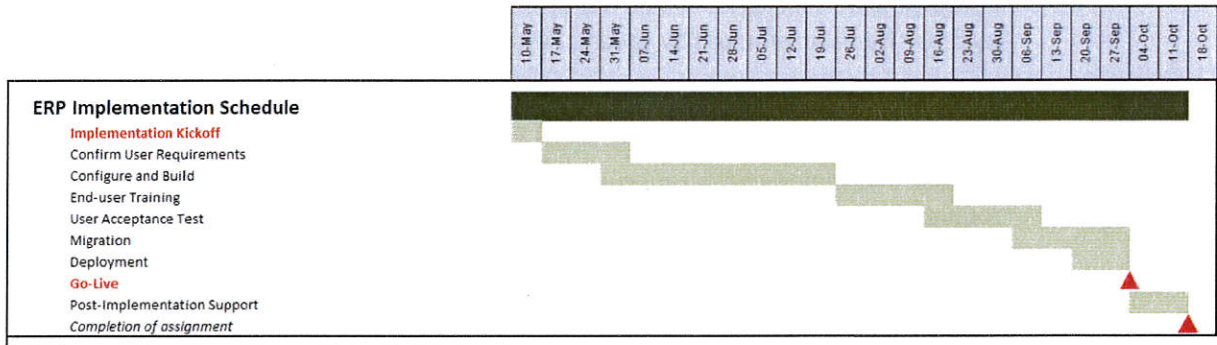
The particulars listed below should be considered in the financial proposal:

- Payment terms for software licenses, services and any other costs
- Annual recurring cost in terms of maintenance for 5 subsequent years; maintenance includes access to upgrades, patches, fixes and help desk support
- All extra costs such as travel costs, accommodation, per diem, and any other item/s.

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Only the costs related to the implementation of the ERP during the contract duration would be weighted in the financial evaluation process. Annual recurrent costs (including licence renewal and maintenance) would be required for reference for future budgeting.

2.9.2 Project Implementation Schedule



ERP Implementation Milestones		
SN	Milestone	Time Schedule
1	Kick-Off Meeting	06/05/2019
2	Confirm User Requirements	31/05/2019
3	Configure and Build	19/07/2019
4	End-user Training	16/08/2019
5	User Acceptance Test	06/09/2019
6	Migration	30/09/2019
7	Deployment	30/09/2019
8	Go-Live	01/10/2019
9	Post-Implementation Support	11/10/2019

Note: Bidders must abide to the above implementation schedule

2.9.3 Backup and Recovery

To provide a well-documented backup and recovery procedures and backup and recovery to be tested on-site during the implementation phase.

2.9.4 Data Migration

Opening Balances for AR, AP, GL and FA from the existing spreadsheet system should be successfully migrated. Bidders are required to quote all relevant charges that shall be applicable for this migration. It will be the responsibility of the bidder to check whether all the migration has been properly carried out.

The typical testing activities, such as unit testing, functional testing and acceptance testing should be carried out to certify the migration.

2.9.5 System Performance Tuning

The system is expected to act within a second in response to the first user input. System performance tuning shall be done with testing, during implementation, as well and after going live, to establish the right response to support operations.

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2.9.6 Warranty

The bidder shall provide warranty on the proposed solution and shall specify the period of warranty.

2.9.7 Maintenance and Support Services

Maintenance and support services sections must cover software related issues such as changes, enhancements and integrations.

Bidders must state the process to handle the following:

- System issues encountered during live operations within business hours (e.g. help desk facility)
- Fixing bugs
- System test plans
- Documentation maintenance
- Implementation of future releases or upgrades

2.10 Deliverables

The consultancy firm is expected to submit the following deliverables during the course of the project:-

(i) A project charter consisting of the following:-

- a. A detailed Gantt chart showing milestones/major deliverables and highlighting the critical path as well as the duration for the assignment, including expected completion date(s).
- b. A schedule detailing timing of consultations with stakeholders
- c. Any other relevant section(s), document(s), process(es), literature and reference.

(ii) An approved solution blueprint for the proposed system

(iii) An approved report on the training, including the training plan, training materials for users and administrators, and training sign-off

(iv) The user acceptance test (UAT) sign-off

(v) Commissioning report confirming system is operational

(vi) Project completion report

ERP Implementation Deliverables		
SN	Activity	Deliverable
1	Project Charter	- Project Charter document - Project Planning - Progress Report
2	Kick-Off	- Kick Off Presentation - Key users interview schedule
3	Confirm User Requirements	- Solution Blueprint Sign-off
4	End-user Training	- Training Plan - Training Manuals - Training Sign-off
5	User Acceptance Test	- UAT Sign-off
6	Migration	- Data Conversion Sign-off
7	Go-Live	- Fully Operational system
8	Post-Implementation Support	- Post Go-Live Sign-off - Project Sign-off

2.11 Submission procedure

All outputs/deliverables should be submitted to the GCF Project Manager and copied to the CEO of URA for review. The team will review all outputs/deliverables and their comments shall be communicated to the consultants within 14 days of submission of the output/deliverable. The consultants will then have to consider and incorporate the comments within a period of 2 weeks from the date of receipt of comments. The consultants will have to provide for justifications when comments are not incorporated in the output/deliverable.

2.12 Required qualifications of key experts

2.12.1 Key Expert 1 – Team Leader

Education

- Post graduate degree in IT/management or any other related field, with specialization in System Architecture field from a recognized university. Specialisations in MIS, and/or Project Management, will be an advantage.

Experience

- At least 8 years' relevant experience in terms of project planning, development and review, resource planning, role and responsibility definition, coordination across multiple teams, project risk analysis and mitigation techniques related to MIS/IT projects, among others.
- Experience in implementing at least 2 similar projects. **Written evidence for experience claimed in the form of reference letters from the client should be provided in the technical proposal.**
- Experience in developing MIS for Governmental Bodies or parastatals would be an advantage.

Skills and competencies:

- Strong leadership and planning skills.
- Strong understanding of needs and issues of non-profit companies.
- Strong analytical skills.

Language

- Excellent written and spoken French and English is required. Report writing skills is a must.

2.12.2 Key Expert 2 – ERP System Implementation Expert

Education

- A Degree in Information System, Software Engineering or any other closely related field(s)

Experience

- Must have at least 5 years' experience of successful system analysis and design for IT project implementation.
- Experience in implementing at least 2 similar projects. **Written evidence for experience claimed in the form of reference letters from the client should be provided in the technical proposal.**
- Experience in software development/programming for MIS for Governmental bodies or parastatals would be an advantage.

Skills and competencies

- Strong leadership and planning skills
- Strong understanding of IT needs and issues of institutions.
- Strong analytical skills

Language

- Excellent written and spoken French and English is required

2.13 Reporting, Presentations and Language

All project implementation documents such as progress reports, draft project documents, templates, preliminary and intermediate designs, layouts, specification documents etc. shall be submitted in editable Microsoft Office Word Version and editable PDF Version, and in hard copies (4 copies) in a scale to be agreed with all stakeholders and in soft copy. The soft copy should not be secured with password(s) to allow printing or copy and paste of extract from the reports.

The language of the assignment shall be in English. All the outputs and deliverables shall be written in English language and should be presented in a format acceptable by URA. All the final versions of the reports and documentation should also be dispatched to the Project Manager electronically. There shall be no security restrictions on printing/editing in the deliverables.

The Consultant will have to submit all the deliverables where applicable, in draft form (in soft format - MS Word) in the first instance, and should thereafter incorporate any comments URA may submit, prior to their finalisation. Draft reports and documentation would have to be submitted at least 2 weeks before the final reports/documentation are due so that MARENA will have ample time for review. Payment will be made only on the final deliverables, and these final deliverables should be to the satisfaction of the URA and the UNDP Country Office.

2.14 Logistical Arrangements

All transportation costs and administrative costs related to the execution of the assignment are to be borne by the consultant. In case workshops/training sessions have to be organised, all costs will be borne by UNDP.

2.15 Delivery and Payment Schedule

- Deliverables will be the basis for the payment schedule. All reports will be submitted in draft (for comments) and then final.
- The Deliverables shall be submitted in electronic editable format (MS Word, and Pdf versions) and by courier to the following recipients. The address for delivery is:

Mrs Vichitra Purdassee, Project Manager
Accelerating the Transformational Shift to a Low-Carbon Economy in the Republic of Mauritius
(Component 1)
Email: vichitra.purdassee@undp.org

Copied to:
Mr Suraj Naiko
Officer-in-charge, Utility Regulatory Authority (URA)
Email : snaiko@uramauritius.mu

ERP Implementation Payment Schedule			
SN	Milestone	Time Schedule	Payment Schedule
1	Approved Project Charter Document	10/05/2019	10%
2	Approved Solution Blueprint	07/06/2019	15%
3	Training Sign-off	23/08/2019	15%
4	UAT Sign-off	13/09/2019	15%
5	Post Go-Live Sign-off	07/10/2019	20%
6	Project Sign-off	30/10/2019	25%

