**Lebanese Red Cross**



**ANNEX 3: TERM OF REFERENCE**

***Subject:*** *Middleware Application for BTS*

***Date:*** *September 15, 2025*

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# Introduction & Context

### Background and Context

The Lebanese Red Cross (LRC) continuously aims to enhance operational effectiveness, especially within its medical and laboratory sectors. The Middleware Integration System is required to optimize sample management, automate processes, ensure data accuracy, and support decision-making in line with international healthcare and humanitarian standards.

The system will primarily benefit the following sectors within LRC:

* Laboratory Departments (serology, and immunohematology)
* Quality Assurance and Compliance
* BTS Laboratory DATA Management

### Introduction

The Lebanese Red Cross (LRC), as the country’s leading humanitarian organization, continuously strives to enhance the efficiency, quality, and responsiveness of its healthcare services. With laboratory diagnostics forming a cornerstone of clinical decision-making and blood transfusion safety, there is a critical need to adopt advanced systems that ensure real-time data visibility, operational traceability, and compliance with international standards.

To this end, LRC plans to implement the Middleware (Analyzer Management System) Integration—a robust, scalable middleware solution that will enable automated sample tracking, real-time analyzer communication, intelligent quality management, and integrated decision-support features. This initiative aligns with LRC’s broader digital transformation agenda and will directly strengthen the capabilities of its Blood Transfusion Services (BTS), Central Laboratories, and Medical Units nationwide. Through this integration, LRC will ensure better patient outcomes, streamline laboratory workflows, and enhance regulatory compliance.

### Document Purpose

This Terms of Reference (ToR) document defines the technical and operational framework for the implementation of the Middleware Integration System at the Lebanese Red Cross (LRC). It serves as the primary reference for prospective vendors, internal stakeholders, and project te to understand the scope, objectives, deliverables, and expectations related to this system deployment.

The document outlines the system functionalities, integration requirements, and quality standards to be met in line with LRC’s operational context and strategic objectives. It is intended to:

* Clearly communicate the purpose and business case for the system.
* Define the functional, technical, and operational requirements.
* Guide vendors in preparing compliant proposals.
* Support the transparent evaluation and selection of a qualified vendor.
* Serve as the baseline for implementation planning, monitoring, and quality assurance.

By establishing a shared understanding of the project’s scope and deliverables, this ToR ensures alignment between LRC's strategic health objectives and the technical execution of the Middleware solution.

# Mandatory Bidder Requirements

*All bidders must meet the following mandatory requirements to be considered eligible for this procurement process. Failure to comply with any of these requirements may result in disqualification without further evaluation.*

The Supplier Must be able to deliver the service within 1 month or before the end of November 2025

### Legal and Financial Standing

* Registered company with the authority to operate in Lebanon or provide services to Lebanese institutions.
* Provide a valid commercial registration certificate and tax compliance documentation.
* Demonstrate financial stability through audited financial statements for the past two years.

### Technical Capacity

* Proven experience in the successful implementation of laboratory middleware systems or equivalent in at least two similar healthcare environments.
* Demonstrate full understanding of LIS (Laboratory Information System) integration and analyzer communication protocols.
* Ability to provide full system customization, data migration, and technical support.

### Quality and Security Standards *(Compliance with the following standards)*:

* + ISO 9001:2015 – Quality Management
	+ ISO/IEC 27001:2013 – Information Security Management
	+ ISO 13485:2016 – Medical Devices Quality Management
	+ IEC 62304 – Medical Device Software Lifecycle
	+ ISO 14971 – Risk Management for Medical Devices

### Human Resources and Team Composition

* Assign a dedicated project manager with relevant experience in ICT and health informatics.
* Provide CVs for key technical and implementation staff.
* Demonstrate capacity to conduct user training, change management, and post-implementation support.

### Implementation and Support Commitments

* Provide a detailed implementation plan including configuration, deployment, testing, training, and support phases.
* Commit to providing warranty, maintenance, and on-call support for at least one year post go-live.
* Offer on-site and remote technical support capabilities in both English and Arabic.

### References and Past Experience

* Provide at least two clients references for similar systems implemented in the last five years.
* Include project summaries, dates of execution, and contact information for verification.
* The Short-listed bidders must provide a Proof-of-Concept (POC) as a final verification of the solution’s capabilities, demonstrating how it addresses LRC’s specific use cases in real-world applications.

# Solution Requirements

Bidders are advised that compliance with all mandatory technical requirements outlined in this document is a prerequisite for consideration. Any bid that fails to meet these requirements will be deemed non-compliant and might be disqualified from the evaluation process. It is the responsibility of each bidder to ensure that all mandatory criteria are thoroughly addressed.

Bidders are required to carefully review the solution requirements outlined in the table. For each feature:

1. Indicate whether the feature is included in your proposed solution by selecting **Yes** or **No** in the designated column.
2. Provide the **page number** from your submitted proposal in the “comment” column where the details of the feature's implementation can be found.
3. The requirement listed in Bold are mandatory

Failure to complete the table accurately or to provide page references for verification may result in disqualification from the evaluation process.

Bidder Who Fail to meet the any of the mandatory Requirements will directly consider technically evaluated since those will be PASS/FAIL criteria

**Important Notice to Bidders:**Please ensure that you complete the “Page number as per the Bidder Technical Proposal” column in the table provided below. Bidders who fail to complete this section will not be considered for technical evaluation.

To facilitate proper evaluation, kindly ensure that:

* Your Technical Proposal pages are numbered sequentially.
* The page numbers correspond accurately to the sections/items listed in the table.
* The table is fully filled out when submitting your Technical Proposal.
* This will allow the evaluation committee to track and verify each requirement efficiently.

|  |  |  |  |
| --- | --- | --- | --- |
| # | Requirement Description | Compliance (YES /NO) | Page number as per the Bidder technical proposal |
| 1. General Features |
| 1.1 | The middleware system can communicate with the LIS system and connect to any analyzer that is able to connect LIS systems. |   |   |
| 1.2 | The system has brand- and model-independent ready-to-use communication protocols for all analyzers that can connect to the LIS. It can develop this protocol as soon as possible based on information to be provided by the manufacturer for analyzers not included in the protocol (omitted, newly released etc.) |   |   |
| 1.3 | The system can receive online data from analyzers installed at various locations and they can be managed centrally. Closed-circuit connection is established with analyzers at various locations to ensure data security. **Mandatory** |   |   |
| 1.4 | It should be able to work closed circuit independent of the LIS system where needed. It should be possible to print barcodes, enter patients and create patient reports on the system. If LIS is disconnected, it should keep all data to be sent to LIS in its memory and transfer the data when the LIS system activates. |   |   |
| 1.5 | It should be possible to define any number of role-based users or various user groups at different authorization levels and the users of each group should be able to manage the pages defined for their own roles through their private usernames and passwords. |   |   |
| 1.6 | It should be possible to define an indefinite number of users on the system. |   |   |
| 1.7 | Although the system has the hard disk capacity located on the virtual or real computer hardware on which it runs, it should theoretically have indefinite record storage capacity. |   |   |
| 1.8 | The system(s) should have RS232, TCP/IP interface, and connection features and allow bidirectional data transfer. |   |   |
| 1.9 | The system should receive the information unidirectionally from LIS when a patient sample barcode is printed. It should be possible to run tests on the devices without additional queries. |   |   |
| 1.1 | The middleware should hold the following standards: ISO: 14971:2012, IEC 62304:2006/Amd 1:2015, ISO: 9001:2015, ISO: 13485:2016, ISO/IEC: 27001:2013. **Mandatory** |   |   |
| 1.11 | Calibration results can be transferred to the system if supported by the device. Test efficiency calculations can thus be performed more healthily. |   |   |
| 1.12 | The system should have successful international references throughout the world. |   |   |
| 1.13 | Analyzer information, calibration result, date and time related to each test result should be displayable on the same screen. |   |   |
| 1.14 |  Middleware holds Medical Device Class 1 certificate. **Mandatory** |   |   |
| 1.15 | Middleware has a documented software design lifecycle (SDLC) monitored by international standards and holds status under FDA Class 1 Exempt and MDD 93/42/EEC and 2007/47/EC directives. **Mandatory** |   |   |
| 1.16 |  Middleware can continue testing even when LIS is not operational, and all results should be transferable when LIS is back online. |   |   |
| 1.17 | The middleware system should have a separate server system independent of the LIS and HBYS system. All information can be stored in that server and be backed up against any risk of data loss. |   |   |
| 2. Test Management Modules |
| 2.1.1 | Performs patient entry and result reporting. |   |   |
| 2.1.2 | Prints patient barcode labels. |   |   |
| 2.1.3 | Labels can contain custom flexible descriptions and numberings. |   |   |
| 2.1.4 | Patient entry can be made with OMR and/or OCR feature. |   |   |
| 2.1.5 | Graphic results can be attached to the medical report. |   |   |
| 2.1.6 | Multiple reporting formats can be selected and used simultaneously. |   |   |
| 2.1.7 | Reports can be made from archive results. |   |   |
| 2.1.8 | New tests can be added, results cancelled, or devices deactivated based on error codes and criteria. |   |   |
| 2.2.1 | Rules of the software library can be organized by the user. |   |   |
| 2.2.2 | Defined rules can be tested using exemplary data before live use. |   |   |
| 2.2.3 | System records rule creators and update timestamps. |   |   |
| 2.2.4 | Changes to rules are saved by date. |   |   |
| 2.2.5 | User-friendly interface for rule definition, analyzer control, and system status monitoring. |   |   |
| 2.2.6 | Approval algorithms and parameters editable via interface without software development. **Mandatory** |   |   |
| 2.2.7 | Can evaluate serum indexes, QC results, history, and more; flags nonconforming results. |   |   |
| 2.2.8 | Algorithms can be customized by user or analyzer; rule count unlimited. |   |   |
| 2.2.9 | Allows reflex test and auto-dilution rules without user intervention. |   |   |
| 2.2.10 | Recommends test reruns on different analyzers based on rules. |   |   |
| 2.2.11 | Includes a ready-to-use rules library. **Mandatory** |   |   |
| 2.2.12 | Includes Intelligent Rule Definition Motor for easy rule creation. |   |   |
| 2.2.13 | Comes with at least 100 preconfigured, editable rules. |   |   |
| 2.2.14 | Prevents result transfer in case of alerts or errors. |   |   |
| 2.3.1 | Stores reagent information alongside patient results. |   |   |
| 2.3.2 | Supports Delta Check and actions on abnormal results. |   |   |
| 2.4.1 | Displays hematology results in colored graphic formats. |   |   |
| 2.4.2 | Displays scatterplots, graphs, and cell counts. |   |   |
| 3. Sample Management Modules |
| 3.1.1 | System can track each sample barcode reading interval separately. **Mandatory** |   |   |
| 3.1.2 | Audit, planning, and reorganization reports are available. |   |   |
| 3.1.3 | Sample receipt durations are traceable. **Mandatory** |   |   |
| 3.1.4 | Inter-station workflow targets and alerts for delays. |   |   |
| 3.1.5 | Tracks whether the sample is currently on a device. |   |   |
| 3.1.6 | Workflow view accessible via web interface. |   |   |
| 3.2.1 | Automation provides real-time sample location and test prioritization. |   |   |
| 3.3.1 | TAT can be calculated and compared month-to-month. **Mandatory** |   |   |
| 3.3.2 | System tracks full analytic process and alerts for TAT exceedance. |   |   |
| 3.3.3 | TAT reports available for audit. |   |   |
| 3.3.4 | Separate TAT criteria are available. |   |   |
| 3.3.5 | Customizable TAT start and end points. |   |   |
| 3.4.1 | Supports barcode-based sample archiving and container tracking. |   |   |
| 3.4.2 | Tracks archive durations, e.g., refrigerator storage. |   |   |
| 3.4.3 | Warns before archiving incomplete samples. |   |   |
| 3.5.1 | Tracks temperature and duration during sample transfer; accessible via web if needed  |   |   |
| 4. Quality Management Modules |
| 4.1.1 | Display QC results from multiple devices on a single graph for comparison. |   |   |
| 4.1.2 | Track QC results with kit lot numbers. **Mandatory** |   |   |
| 4.1.3 | Export QC data to Excel including QC and reagent lot numbers. |   |   |
| 4.1.4 | Implement Westgard rules with real-time analysis. |   |   |
| 4.1.5 | Enable definition and real-time analysis of Westgard rules. **Mandatory** |   |   |
| 4.1.6 | Allow device deactivation based on QC results. |   |   |
| 4.1.7 | Record all data and errors from connected systems. |   |   |
| 4.1.8 | Display QC results across sample types and devices in unified view. |   |   |
| 4.1.9 | Warn and deactivate tests/devices for non-conforming QC results. |   |   |
| 4.1.10 | Allow only authorized users to change QC values. |   |   |
| 4.1.11 | Continuously track and report internal/external QC failures. |   |   |
| 4.1.12 | Display QC results, graphs, and warnings from all analyzers. |   |   |
| 4.1.13 | QC-based comparisons shown on Levey Jennings or Youden plots. |   |   |
| 4.1.14 | QC module supports Mentor features, calculates Z-Score, %Deviation, and CV%. **Mandatory** |   |   |
| 4.2.1 | Perform moving average calculations per device. |   |   |
| 4.2.2 | Track bulk moving averages across devices for same test. |   |   |
| 4.2.3 | Compare averages from different devices on same graph. |   |   |
| 4.2.4 | Track filtered moving averages (by gender, age, abnormal, etc.). |   |   |
| 4.2.5 | Display moving averages and QC graphs side-by-side. |   |   |
| 4.2.6 | Support dynamic grouping of up to 10,000 results for live monitoring and alerting. |   |   |
| 4.2.7 | Support EMA, XBAR-B, Median, SMA and display on unified chart. |   |   |
| 4.3.1 | Online SOP module available. |   |   |
| 4.3.2 | Includes audit/case tracking log. |   |   |
| 4.3.3 | Manage nonconformities with ISO 15189 corrective plans and reporting. |   |   |
| 4.3.4 | Support auto-generated notes/comments via rules. **Mandatory** |   |   |
| 4.4.1 | Enable device maintenance plans with date/intensity schedules. |   |   |
| 4.4.2 | Provide maintenance reports. |   |   |
| 4.4.3 | Allow maintenance-based audit reports. Optional  |   |   |
| 4.4.4 | Interface for temperature tracking (e.g., refrigerators, transfer containers). Optional |   |   |
| 4.5 | Integrate with Technopath IAMQC and Biorad-URT systems. |   |   |
| 5. Device & Equipment Management Module |
| 5.1.1 | System can connect to various brand devices and display their screens. |   |   |
| 5.1.2 | Displays device QC screens. |   |   |
| 5.1.3 | Displays moving averages, statistics, and reports. |   |   |
| 5.1.4 | Shows device maintenance, failure, and quality status. **Mandatory** |   |   |
| 5.1.5 | Displays TAT information. |   |   |
| 5.1.6 | Shows list of nonconforming samples. |   |   |
| 5.1.7 | Displays test run reports. |   |   |
| 5.1.8 | Shows test inventory and reagent status. |   |   |
| 5.1.9 | Uses color codes to indicate: communication, QC, maintenance, errors, etc. |   |   |
| 5.1.10 | Supports viewing of devices located at remote sites. |   |   |
| 5.1.11 | Labviewer module allows viewing device screens and issuing commands. |   |   |
| 6. Statistical Breakdown and Report Module |
| 6.1.1 | Generates reports from data (age, gender, device, results, consumption, QC, etc.) in user-defined timeframes. **Mandatory** |   |   |
| 6.1.2 | No additional queries needed; custom reports created through GUI. |   |   |
| 6.1.3 | Supports trend analysis for any selected date range. |   |   |
| 6.1.4 | Includes at least 30 ready-to-use report templates. |   |   |
| 6.1.5 | Reports exportable to Excel or PDF formats. |   |   |

# Technical Proposal Submission - Format

A description of the required format and content of the technical proposals is provided below.

Suppliers need to attach the completed checklist (TECHNICAL PROPOSAL CHECKLIST) of this document with the proposal.

## Cover Letter

The proposal should include a cover letter signed by the authorized representative of the Supplier.

## Management Summary

Supplier should designate in this paragraph, its authorized representative that should sign the proposal. Additionally, this paragraph should include the names of individuals who are authorized to negotiate with LRC and name the Supplier’s sales representative.

## Assumptions

List the assumptions that have been made throughout the proposal. Where possible, cross-reference each assumption listed with the part(s) of the proposal that are directly affected by that assumption.

## Deployment Options

In this section of the response document, Suppliers should describe the proposed deployment method(s):

* On Cloud deployment
* On Tenant hosting

Supplier should also communicate and describe the available environments (development, testing, pre-production, production, etc.)

## Licensing Options

Explain the basis of the Software Licensing (e.g. Per user, per module, per Business unit, Per host, …).

Define what principle is used: Concurrent users, module users, generic users, categories, etc. Would LRC incur any additional license for development, testing, and training environments?

## Product Roadmap

Provide details on the future roadmap of the product with supporting documents.

## General & Functional Requirements

Suppliers are asked to respond to each detailed requirement specified in this document.

The response should enable LRC to form a clear understanding of:

* Functionality provided by the proposed solution
* Base software components required to provide the proposed functionality
* Enhancements needed to provide the proposed functionality
* The compliance of Suppliers’ proposed solution

Suppliers are required to mark their compliance to the process flows and listed requirements by selecting one of the following choices:

* **Fully Covered:** the proposed solution can completely fulfill the requirement
* **Partially Covered**: the proposed solution can partially fulfill the requirement - Comments detailing the fulfilled requirement are mandatory in this case
* **Not Covered:** Cannot be provided

For customization or partially available functionality, Suppliers need to mention the level of effort required as High/Medium/Low against each process. Efforts are categorized based on the following measures:

* **High**: More than two man-weeks of time efforts
* **Medium**: One to two man-weeks of time efforts
* **Low**: Less than one man-week of time efforts

Suppliers are expected to fill in detailed remarks for customizations/partially available flows that will allow LRC to evaluate the appropriateness of classification of effort into the above three categories.

Please note that Supplier response to these flows will be considered binding and will be used in the project Terms of Reference and all scope related discussions during the implementation.

## Project Management Methodology

A comprehensive Project Management methodology is essential for a successful implementation project. Given the scale of LRC environment and level of complexity the bidders perceive, they are requested to provide detailed information about the Project Management methodology they will follow should they be awarded the project.

The methodology should address at a minimum the following areas:

* **Scope and Milestone Management**: Suppliers are requested to provide a Work Breakdown Structure.
* **Structure for the work plan** they are proposing, with a complete listing of the project deliverables.

***Deliverables should include at a minimum:***

* Documentation of the Functional Requirements
* Documentation of System Design and Architecture
* Documentation of all customizations and modifications
* Sample User Acceptance Testing Scenarios
* User Acceptance Testing Results Documentation
* User and administrator manuals
* **Quality Management:** A comprehensive Quality Plan must be proposed and described in detail, consisting of the following three (3) plans:
	+ **Organization Plan**
	+ **Production Plan**
	+ **Delivery Plan**
* **Risk Management**: The mechanism by which the Suppliers team would be assessing risks in the project, and the mitigation steps required to be implemented. The bidder must adopt a Risk Management Plan that is designed to identify potential project risks, describe these risks, and provide mechanisms for their resolution.
* **Issues Resolution Management**: the mechanism by which the Supplier’s team would be addressing emerging issues in the project, and what escalation procedures are available for LRC in case of issues identified from within the Supplier’s team.
* **Change Management:** The bidder must propose a detailed Change Management Plan, including the management of bugs and incidents declaration.
* **Integration Methodology:** An integration methodology must be proposed, following the below phases:
* **Define Plan**
* **Design**
* **Develop**
* **Test**
* **Deploy**
* **Monitor & Optimize**
* **Maintenance & Support**
* **Communication Management**: LRC expects progress updates via meetings to be held with the implementation team, progress reports to be circulated and Key milestones meetings with Projects sponsors (steering committee).

Suppliers are to provide their recommendations as to the frequency of reporting, and the communication channels open to LRC with the Supplier’s Senior Management.

In addition, the bidder must describe in detail the methodologies adopted for all the above areas to ensure clarity and transparency throughout the project lifecycle.

## Implementation Plan

Suppliers are expected to provide relevant details at sufficient granularity for LRC to compare and evaluate the overall implementation plan and Supplier’s experience and readiness to undertake the project.

LRC envisages a phased approach to this implementation but leaves the definition of phases and the implementation strategy to Suppliers. Suppliers should provide the implementation strategy and propose all necessary details for LRC to understand and evaluate the implementation plan.

### Project Plan

Provide a plan of the tasks/activities required and associated start and finish dates. Deliverables, dependencies, and milestones should be indicated and described:

* An overall high-level plan covering all phases with timelines and effort estimate.
* For each phase of the implementation, Supplier should provide a detailed project plan. Describe clearly the services that will be provided during implementation including installation, configuration, testing and cutover.
* For each task identify the number of resources required, the Supplier role, LRC role, risks, and dependencies, if any.

## System Administration

The proposal should provide the details requested about the administration of the system in the proposed solution.

### Resilience and Recovery

Describe the attributes of the solution that will provide high availability, preventing downtime during live operations.

### Security

Describe the security elements of the proposed solution and explain their use and operation.

*Security should address:*

* Restricted access to system functions
* Restricted access to information
* User / System activity audit
* Encrypted storage of information
* Transaction audit

### System Management

Describe how the proposed system is managed, including:

* Performance monitoring and optimization
* Problem reporting and diagnosis.
* Database management
* Software upgrades and patch releases when applicable

### Infrastructure Requirements

The supplier should list the infrastructure requirements for on-cloud development.

## Training

Supplier should identify what training is required for LRC staff for each part of the solution in order to ensure the efficient monitoring and operation of the e-PCR implementation; a clear description of the offered trainings should be provided as part of the answer.

At a minimum, the following training programs are required:

* System Administration Training (Should cover routine administration tasks)
* Technical IT Training
* Application report customization.
* End User -Train the Trainer- Training for each implemented module

For all training, provide details of:

* Objective
* Duration and timing of sessions
* Structure and content of sessions
* Numbers of trainers at sessions
* Method i.e. Train the trainer.

## Support

LRC requires that Suppliers provide support before, during and after the completed roll out of the full proposed application system to be included in the implementation project.

Provide the following details for base software and enhancements:

### Pre-implementation

Detail pre-implementation approach & facilities which would be made available for system familiarization, training and testing.

### Support Agreement

Clearly identify all of the different lines of support applicable. For each line of support provide the following details:

* Standard hours of support
* Additional hours for support
* Location of support offices
* Number of employees at support locations able to provide relevant support to LRC.
* Method of communication used for support.
* Service Level agreements including response time to helpdesk requests

### Support Procedures

Provide a description of how support procedures will operate, including severity rating of problems, handling and problem escalation process, including acknowledgement and fix time based on severity level.

* Remote
* On-site for critical issues
* Web based
* Telephonic

## Suppliers Information & Experience

*The Supplier is required to provide detailed information about their company and relevant experience. This should include:*

**Supplier Details:** A clear summary of the company, covering the company name, main office location, ownership structure, date of establishment, number of years in operation, turnover for the last three financial years, and the proportion of turnover derived from work in the MENA region. The supplier should also describe the products and services they market or support, as well as the number and percentage of staff currently and directly involved with the products and services proposed in this proposal.

**Previous Experience:** The Supplier must provide details of prior implementations in similar industries, including the status of the different components implemented. For each reference, the Supplier should provide the customer name, business sector/nature, location, number of employees or business volumes, number of users, and contact information (name, phone, email). Additionally, the supplier should specify the products and modules in use, including version numbers, the contract signature date, the go-live date, their exact contribution to the project, and any other relevant information that demonstrates their experience and capability.

All information should be clear, complete, and verifiable, as it will be used in the evaluation of the proposal.

## General Conditions

### Offer validity:

Bids must remain valid for a minimum of three (3) calendar months from the bid submission deadline.

### Payment Terms:

Payments will be made via bank transfer within 30 to 45 calendar days from the date of receipt of complete and correct supporting documentation (including invoice, GRN, etc.). VAT, where applicable, will be settled separately in Lebanese Pounds (LBP) via cheque or other method

## Additional Information

Provide any additional information not requested in other sections and considered relevant. Also, list any document forming part of the proposal as additional information under separate enclosures.

## WRITTEN STATEMENTS

*Suppliers are required to provide the following signed and stamped written statements:*

Confirmation of acceptance to enter a three (3) year Framework Agreement with fixed prices.

Confirmation of acceptance of LRC’s standard payment terms.

Confirmation of acceptance of Signing the Non-Disclosure agreement in case of awarding template attached for your reference

Mandatory to be completed Signed and Stamped By the bidder

|  |
| --- |
| **Technical Proposal Checklist** |
|  **#**  | **Description**  | **Completed/ Included**  | **Reference**  |
|  |  | **YES** | **NO** |  |
| 1 | Cover Letter  |[ ] [ ]   |
| 2 | Management Summary  |[ ] [ ]    |
| 3 | Assumptions  |[ ] [ ]    |
| 4 | Deployment Options  |[ ] [ ]    |
| 5 | Licensing Options  |[ ] [ ]    |
| 6 | Licenses Versions  |[ ] [ ]    |
| 7 | Product Roadmap  |[ ] [ ]    |
| 8 | General & Functional Requirements  |[ ] [ ]    |
| 9 | Project Management Methodology |[ ] [ ]   |
| 10 | Implementation Plan  |[ ] [ ]    |
| 11 | System Administration |[ ] [ ]    |
| 12 | Training  |[ ] [ ]    |
| 13 | Support  |[ ] [ ]    |
| 14 | Suppliers Information & Experience  |[ ] [ ]    |
| 16 | Commercial Conditions  |[ ] [ ]    |
| 17 | Additional Information if any |[ ] [ ]    |
| 18 | Non-Disclosure Agreement  |[ ] [ ]    |
| 19 | Written Statements |[ ] [ ]   |

# TECHNICAL EVALUATION:

Matrix tool that can be used to evaluate submitted bids and identify the one that provides the best value for money Bidders will be scored and weighted based on the following criteria:

**Technical Evaluation – 70%**

**Financial Evaluation – 30%**

* Suppliers who do not meet the mandatory requirements outlined in Sections 2 and 3 of this document will be disqualified and will not proceed to the technical evaluation stage.
* Bidders must achieve a minimum score of **50%/70% in the technical evaluation** to be considered eligible.
* The award will be granted to the bidder achieving the **highest combined technical and financial score**.

|  |  |  |  |
| --- | --- | --- | --- |
| **Category / Criteria** | **Sub-Criteria** | **Points (Max)/Sub criteria** | **Weight (%)** |
| **Functionality** | Based on compliance with requirements Note: The 10 points will be divided equally among all non-mandatory requirements listed in the Annex 3 (page 6-9)  | 10 Points | 40% |
| **Training** | Training ApproachIn-person with online if needed = 5 pts; Online only = 3 pts  | 5 Points | 5% |
| Training MaterialsMaterials provided = 5 pts; None = 0 pts | 5 Points |
| **After Sales Assistance & Support** | Support Agreement (SLA response time)24/7 including = 7 pts; Working hours = 5 pts; Else = 2 pts | 7 Points | 10% |
| Support ProceduresTicket system + escalation = 3 pts; Not available = 0 pts | 3 Points | 10% |
| **Security** | System Access list Exists = 5 pts; Partial = 2 pts; Not applicable = 0 pts | 5 Points | 10% |
|  Different layers of security Security groups = 5 pts; None = 0 pts | 5 Points |
| **Bidder Profile** | Company Profile related to the Scope of work>10 years = 4 pts; 5–10 years = 3 pts; <5 years = 0 pts | 4 Points | 5% |
| References related to the scope of work (with proof: PO and or contract and or completion certificate)1 pt per reference with maximum 6 points | 6 Points |
| **Financial Cost** | Price Competitiveness  | 10 Points | 30% |

# Costing

The proposal should provide fixed price quotations, and any recurring costs expressed in terms of monthly/annual costs for all products and services relating to the proposed solution.

Suppliers must include all costs within their proposal including expenses if any that should be categorized separately.

Where the Supplier considers there is insufficient information contained in this document to enable it to submit costs, it should set clear assumptions in the proposal enabling easy evaluation should we change those parameters, or it could formally request this information in writing from LRC during the preparation of the proposal.

State periods for which quoted prices will be applicable and provide details of any guaranteed prices and price increase limits including protection for LRC against increases over specified limits.

All costs must be quoted in Fresh USD $.

Costs should be shown in a summary cost schedule, divided into the following three sections:

* Software License costs (including all maintenance and ongoing costs, if any)
* Professional Services costs including Training costs
* Other costs - if any (to include all expenses)

Provide details of charge rates that will be applicable throughout the implementation period. Any supplementary assistance after the delivery and end of maintenance or change requests not included in the initial delivery should be provided with the billing rate for man-day.

Two case scenarios have been included below in which bidders can choose one of the two and fill a prepared set of questions below to provide the necessary clarifications regarding their cost structures. Bidders can resort to their own scenarios to fill the question set with their assumptions clearly stated in the notes section. **To be filled digitally only**

Implementation option: application hosted in LRC premises. The bidder must fill the set of questions below to reflect the application implementation backdown cost as detailed below and in the Annex 2 Bid Form

### Software License Costs

The first section, Software Costs, is to summarize costs relating to the acquisition and enhancement of all base software components. Enhancements include enhancements to software and development of new software modules. Both application and system software should be addressed in this section. The estimated grand total of all software costs should also be specified including

* Base application software modules (lumpsum or annual)
* Enhancements to base application software modules
* Eventual annual yearly support/maintenance costs

Based on the delivery model, please price initial one-time software acquisition costs or monthly/yearly licenses for each proposed application system which must be paid by LRC (including development, testing environments).

Unit cost per each license per type of user should be specified.

Please indicate any warrantee or free maintenance period.

Also, please advise about the applied tariffs for additional licenses. This will be taken in the evaluation of the solution cost as we want to be sure additional licenses will be competitively priced).

### Professional Services Costs

The second part of the cost schedule, Implementation Costs, should summarize costs relating to implementation tasks that are not absorbed into the provision of items under software or hardware. All implementation tasks should be accounted for under a cost summary.

1. Project Management
	1. Project planning, task scheduling and resource planning
	2. Progress monitoring and reporting
	3. Risk Management
	4. Change Management
	5. Issue Resolution Management
	6. Quality Management
	7. Communication Management
2. Functional Consulting
	1. Business detailed requirements specification and gap analysis
	2. Documentation
	3. Configuration
	4. Process Testing
	5. Customization Testing
	6. Pilot if any
	7. Post Go Live Stabilization & Support
3. Training & User Acceptance
	1. System Administration Training
	2. Super User Training
	3. User guides / Training manuals
	4. Guided User Acceptance Testing
4. Technical Consulting
	1. Software customization documentation
	2. Environments Management
	3. Deployments
5. Other implementation costs
6. Support & Maintenance Cost if any (Lumpsum & Rates)

Supplier should advise about the rules and rates that could be applied for additional works outside the scope of agreed services.

### Other Costs

This section should provide a summary of any further costs identified in the solution but cannot be included in the Software or Implementation sections of the schedule.

Expenses should be included in this section and should be cross-referenced with software, hardware or implementation categories above. The grand total of all other costs should be specified. This includes other expenses like travel etc.