Annex A: Terms of Reference (ToR)

Provision of ERP Implementation and Systems Integration Services for Enhanced Institutional Management and Governance of Local Partner

Reference No.

P23-05/OT/26/296

PART 1: BACKGROUND AND CONTEXT

1.1 The BRIGHTLY Project & YFCA

The Yemen Family Care Association (YFCA), under the "Building Resilience through Integrated Community-based and Humanitarian Systems Transformation and Leadership in Yemen (BRIGHTLY)" project, is committed to strengthening the institutional capacity of local civil society organizations (CSOs) and national NGOs. A core component of this localization agenda is the digital transformation and automation of partner organizations' internal business processes, ensuring they possess the robust, secure, and compliant systems required by international donors (UN agencies, INGOs, and institutional donors).

As the facilitating organization, YFCA is issuing these unified Terms of Reference (ToR) to procure the services of a qualified IT and Systems Integration Company to deploy, configure, and integrate ERP and automation solutions across eight (8) partner organizations simultaneously.

1.2 The "RETAIN & ADAPT" Principle

1.2.1 The "RETAIN & ADAPT" Principle

This ToR is the direct result of a comprehensive ERP Capacity Readiness Assessment conducted across all eight partner organizations. The assessments revealed that all the organizations require some form of digital transformation.

Therefore, the ToR provides (and the detailed Assessment thereto) the specific guiding automation strategy for each partner organization. As part of this strategy, the partner organizations require the following, as specified by the organization in the relevant assessment report:

1. **The retention of some systems, modules, and data** that are currently functioning at an acceptable capacity and that are scalable and upgradable to cover the relevant modules and functionalities needed by the organization.
2. **Adaptation and configuration of existing software environments** — whether by the selected firm directly, or by the original developer sub-contracted by the Service Provider under the responsibility rule below — to adopt, migrate, configure, customize (at configuration level, not new code), and integrate the relevant solutions (open-source and proprietary) to close the identified functional gaps.
3. **Integration or alignment** (wherever reasonable and technically possible) of different modules to create a unified data flow and a digitized work environment.
4. **No new custom software development from scratch.**

1.2.2 Original Developer Responsibility Rule

Notwithstanding the above, and without prejudice to the Service Provider's role as Lead Systems Integrator, the following rule applies to every module that the relevant assessment report (in particular, the "System Status & Action Plan" section) specifies as being completed or enhanced by the original system developer:

> **(a) Role and responsibility.** The Service Provider's role for that module is coordination, quality assurance, and integration oversight. The Service Provider remains accountable to YFCA for the proper discharge of that role, including timely escalation of any failure by the original developer to deliver against the agreed scope. Because the original developer is identified by the partner organization's prior deployment, by proprietary lock-in, or by the relevant assessment report, and is sub-contracted by the Service Provider, primary technical responsibility for the original developer's deliverables — including the adequacy of specific functionalities, integrations, and timelines that depend on the developer's cooperation — rests with the original developer. The Service Provider shall not be held liable for the technical adequacy of those deliverables where it has discharged its coordination, quality assurance,

and oversight obligations in accordance with the approved Configuration Blueprint and the reporting requirements in Part 5. Where the Service Provider performs the configuration or enhancement directly, however, primary technical responsibility remains fully with the Service Provider.

(b) Cost cap. The original developer's work shall be scoped and capped at a realistic financial ceiling. The ceiling shall be proposed by the Service Provider in its financial proposal and agreed with YFCA before any work is commissioned. YFCA may, at its discretion, assist in negotiating the ceiling with the original developer.

(c) Financial-proposal transparency and negotiation basis. For every original-developer module, the Service Provider's financial proposal must separately itemize (i) the Service Provider's overall coordination, quality assurance, and integration-oversight cost and (ii) an estimated amount per module for the original developer's deliverables, together with the basis and assumptions for that estimate. These figures shall constitute the basis for subsequent negotiation with the Service Provider and the original developer. If the Service Provider's estimate matches the original developer's quotation, no further negotiation on that module is required; if it does not, the difference shall be resolved through negotiation among YFCA, the Service Provider, and the original developer. Pending the availability of the original developer's quotation at proposal stage, the Service Provider's estimate shall be treated as provisional and shall be validated against that quotation during Phase 0, with any resulting difference resolved through the negotiation mechanism above before the relevant work is commissioned. No original-developer work shall be bundled into a single line item.

(d) Direct-delivery obligations preserved. Nothing in this rule relieves the Service Provider of its obligations under Part 2 with respect to modules it configures, integrates, or delivers directly, nor of its obligation to report on and escalate any failure by an original developer to deliver against the capped scope.

1.3 Consolidated Profile of the 8 Partner Organizations

To allow bidders to accurately size the required licensing, hosting, and deployment efforts, the table below summarizes the scale of the 8 organizations.

Organization	Acronym	HQ Location	# of Staff	# of Volunteers	# of Active Grants/Projects	Active Donors	Core System Designation
Abyan Youth Foundation	AYF	Abyan	30	300	2	2	OnyxPro (upgrade from Al-Mutakamil)
Bena Charity for Human Dev.	BCFHD	Taiz	46	15	5	4	Self-developed ERP (continuation with original developer)
Benevolence Coalition for Humanitarian Relief	BCHR	Mukalla	420	340	24	22	OnyxPro (enhancement: Accounting, Procurement, HR)
Building Foundation for Development	BFD	Aden	95	15	12	9	Hybrid: Onyx Pro (core accounting + basic procurement) + ERPNext (HR, PM, MEAL, remaining procurement)
Life Makers Meeting Place Org.	LMMPO	Sana'a	73	8	7	3	ERPNext (new deployment; Oracle migration)
Nahda Makers Organization	NMO	Aden	150	49	15	11	ERPNext (partial deployment; finalize Finance, Procurement, HR via original developer)

Tamdeen Youth Foundation	TYF	Sana'a	25	-	7	6	ERPNext (configuration/customization; taking over from prior service provider)
Yanabia Al-Khair Foundation	YKF	Aden	60	60	29	5	OnyxPro (enhancement: Accounting, Procurement, HR)

Universal (all 8): *Project Management and MEAL — delivered by the Service Provider for AYF, BCHR, LMMPO, NMO, TYF, and YKF; embedded in BCFHD's self-developed ERP (original developer); and ERPNext-based for BFD (original ERPNext developer). See Part 2.3.*

1.4 IT Environment Baseline & Core System Allocation

1.4.1 Consolidated IT Baseline Assessment

The following table summarizes the self-reported IT baselines from the Innovare Capacity Readiness Assessments. Bidders must use this to design their hosting, security, and support strategies.

Org.	Current Hosting	Connectivity	IT Support	Encryption Status (Baseline)	Backup Status	Data Ownership Policy
AYF	Local desktops only	Reliable but slow	Outsourced	None	Ad-hoc	Partially documented
BCFHD	On-premises server	Reliable high-speed	Dedicated IT	None	Regular (tested occasionally)	No policy
BCHR	Cloud (SaaS)	Reliable high-speed	Dedicated IT	None	Regular (tested occasionally)	Partially documented (informal)
BFD	Cloud (IaaS/PaaS)	Reliable but slow	Dedicated IT	At rest & in transit	Daily, off-site (ERP only)	Partially documented
LMMPO	On-premises server	Intermittent	Dedicated IT	At rest only (not in transit)	Regular (tested occasionally)	Documented w/ named owners
NMO	Cloud (SaaS)	Reliable high-speed	Dedicated IT	Unknown	Regular (tested occasionally)	Informal
TYF	Cloud (SaaS)	Reliable high-speed	Part-time IT	At rest & in transit	Regular (tested occasionally)	Documented w/ named owners
YKF	Cloud (IaaS/PaaS)	Reliable but slow	Dedicated IT	None	Daily, off-site (tested)	No policy

Notes to Bidders:

1. *The "Encryption Status" and "Data Ownership Policy" columns represent critical gaps that the Service Provider must remediate under Track 3 (IT & Data Management Procedural Infrastructure).*
2. ***Note on Hosting:*** *The "Current Hosting" column reflects the self-reported baseline. Consistent with NFR-03 and Part 3.2, all eight organizations, including BCFHD and LMMPO, shall be hosted in a cloud environment as the main hosting model. Hardware purchase is excluded from the scope of the assignment and must not be included in the financial proposal.*

1.4.2 Core System Environment Categorization

Based on the consolidated profile in Section 1.3 and the responsibility rule in Section 1.2, the Service Provider will deploy and configure solutions across four core-system categories and one universal set of requirements, as set out below. The detailed module-level scope for each organization is in the relevant assessment report.

A. A. OnyxPro Environment (3 Organizations): AYF, BCHR, YKF

Scope: Retention (AYF: upgrade from Al-Mutakamil) of the OnyxPro core, with the required enhancements and module activations for Accounting, Procurement, and HR/Payroll, delivered by YemenSoft under sub-contract to the Service Provider. The Service Provider coordinates, quality-assures, and oversees YemenSoft's work, configures the workflows, approval matrices, and reporting templates around the OnyxPro environment, and integrates OnyxPro with the PM/MEAL modules and external banking/payment systems, in accordance with the responsibility rule in Section 1.2.

B. Hybrid OnyxPro + ERPNext Environment (1 Organization): BFD

Scope: Retention of Onyx Pro for core accounting and basic procurement (enhanced via YemenSoft under sub-contract to the Service Provider); finalization and integration of the ERPNext modules for HR, Project Management, MEAL, and the remaining procurement (via the original ERPNext developer, coordinated by the Service Provider); and direction of the integration and data flow between the two systems. The responsibility rule in Section 1.2 applies to the modules delivered by YemenSoft and by the original ERPNext developer; the Service Provider remains primarily technically responsible for the modules it delivers directly.

C. ERPNext Environment (3 Organizations): LMMPO, NMO, TYF

Scope: Deployment, finalization, or configuration/customization of the ERPNext environment for Finance & Accounting, Procurement & Supply Chain, and HR & Payroll, as applicable to each organization (LMMPO: new deployment from Oracle; NMO: finalization via the original ERPNext developer; TYF: configuration/customization taking over from the prior service provider). Includes data migration from legacy systems, Employee Self-Service, attendance/timesheet-to-payroll integration, the mandatory pre-payment approval workflows, and integration of Finance, Procurement, and HR data flows. The responsibility rule in Section 1.2 applies to the modules delivered by the original ERPNext developer (NMO).

D. Self-Developed ERP Environment (1 Organization): BCFHD

Scope: Continuation and finalization of the self-developed ERP with the original developer under a YFCA-agreed cost cap, activation of Finance, Procurement, HR, Project Management, and MEAL modules, data migration mapping, integration across modules, and the mandatory pre-payment approval workflows. The Service Provider's role is coordination, quality assurance, and integration oversight, in accordance with the responsibility rule in Section 1.2.

E. Universal Requirements (All 8 Organizations):

- **Project Management & MEAL**. Delivered by the Service Provider for AYF, BCHR, LMMPO, NMO, TYF, and YKF; embedded in BCFHD's self-developed ERP (original developer); ERPNext-based for BFD (original ERPNext developer, coordinated by the Service Provider). In all cases, the PM/MEAL solution must integrate or align with the core environment so that project expenditures and results are visible in a single view. See Part 2.3.
- **IT & Data Governance.** Implementation of standardized IT and Data Management policies (Access Controls, Encryption, Backup/Recovery) across all 8 organizations. See Part 2.4.
- **Procedural Gap.** All organizations exhibit critical gaps in IT procedural infrastructure, which must be addressed alongside the software deployment.

PART 2: SCOPE OF WORK (THE SOLUTION TRACKS)

To achieve the objectives of this assignment efficiently and at an economic scale, the Service Provider will deliver the scope of work across three integrated Tracks, preceded by a mandatory Validation Phase. The Service Provider is expected to act as the Lead Systems Integrator and to be accountable to YFCA for the overall delivery of the assignment, including the coordination, quality assurance, and integration oversight of all deliverables. Where a module is delivered by an original system developer in accordance with the responsibility rule in Section 1.2, primary technical responsibility for that module's deliverables rests with the original developer, and the Service Provider remains accountable for the proper discharge of its coordination, quality assurance, and oversight role.

2.1 Phase 0: Site Assessment & Validation (Month 1)

Before any system configuration begins, the Service Provider must conduct a rapid site assessment and validation across all 8 organizations.

- **Purpose:** To confirm the baseline data (user counts, data volumes, branch connectivity) and validate the specific requirements outlined in the Innovare Capacity Readiness Assessment Reports.
- **Output:** A finalized, signed-off **Configuration Blueprint** for each organization, detailing the exact modules, workflows, and data migration mappings to be executed.

2.2 Track 1: Core Function Configuration (Finance, Procurement, HR & Payroll)

This Track covers the core operational modules for all 8 organizations, structured in four sub-tracks that mirror the allocation in Section 1.4. The Service Provider will configure these modules based on each organization's designated software environment, ensuring that no custom development from scratch is undertaken, and in accordance with the responsibility rule in Section 1.2. Where a module is delivered by an original system developer (YemenSoft, the ERPNext original developer, or BCFHD's original developer), the Service Provider's role is coordination, quality assurance, and integration oversight, and primary technical responsibility for that module's deliverables rests with the original developer, as set out in Section 1.2.

A. OnyxPro Environment (AYF, BCHR, YKF)

The Service Provider will retain (AYF: upgrade from Al-Mutakamil) the OnyxPro (YemenSoft) core for accounting and will sub-contract YemenSoft to execute the required enhancements and module activations for Accounting, Procurement, and HR/Payroll, in accordance with the responsibility rule in Section 1.2. Scope includes:

1. **Sub-contract management (YemenSoft).** The Service Provider will sub-contract YemenSoft, coordinate and quality-assure their work against the Configuration Blueprint and escalate any failure by YemenSoft to deliver against the capped scope (Section 1.2(a), (b)). For AYF, this includes the Al-Mutakamil-to-OnyxPro upgrade and the parallel-run period before final migration.
2. **Workflow & process configuration.** The Service Provider will review and provide guidance on the business workflows, approval matrices, and reporting templates around the OnyxPro environment (Accounting, Procurement, HR/Payroll), including donor-specific reporting templates where required (YKF).
3. **Data migration.** The Service Provider will supervise, in coordination with YemenSoft, the data cleansing and migration processes where required, including the Al-Mutakamil-to-OnyxPro migration for AYF.
4. **Integration.** The Service Provider will act as the integration lead to connect the enhanced OnyxPro environment with the PM/MEAL modules (Part 2.3) and with external banking/payment systems, to the extent technically feasible and possible.

B. Hybrid OnyxPro + ERPNext Environment (BFD)

The Service Provider will deliver BFD's hybrid environment, with Onyx Pro retained for core accounting and basic procurement, and ERPNext finalized and integrated for HR, Project Management, MEAL, and the remaining procurement. Scope includes:

1. **Onyx Pro (core accounting and basic procurement).** Enhanced via YemenSoft under sub-contract to the Service Provider, with the Service Provider coordinating, quality-assuring, and overseeing YemenSoft's work in accordance with the responsibility rule in Section 1.2.
2. **ERPNext (HR, Project Management, MEAL, remaining procurement).** Finalized and integrated via the original ERPNext developer, coordinated by the Service Provider, with primary technical responsibility for the developer's deliverables resting with the developer in accordance with Section 1.2.
3. **Integration and data flow between Onyx Pro and ERPNext.** The Service Provider will direct the integration and data flow between the two systems so that finance, procurement, HR, and project/MEAL data are visible in a unified view.
4. **HR & Payroll completion.** Implementing Employee Self-Service (ESS), integrating attendance/timesheets with payroll, eliminating the Excel-based payroll, and configuring the mandatory pre-payment approval workflows.
5. Data migration and parallel run for the modules being moved or finalized, as set out in the Configuration Blueprint.

C. ERPNext Environment (LMMPO, NMO, TYF)

The Service Provider will deploy, finalize, or configure/customize the ERPNext environment for Finance & Accounting, Procurement & Supply Chain, and HR & Payroll, as applicable to each organization, in accordance with the responsibility rule in Section 1.2. Scope includes:

1. **LMMPO — new deployment.** Deploy ERPNext for Finance, Procurement, and HR; migrate data from Oracle Accounting; run the legacy and new systems in parallel before final cut-over; configure the mandatory pre-payment approval workflows; integrate Finance, Procurement, and HR data flows.
2. **NMO — finalization via the original ERPNext developer.** Finalize the partially deployed ERPNext modules for Finance, Procurement, and HR via the original ERPNext developer, coordinated and quality-assured by the Service Provider, with primary technical responsibility for the developer's deliverables resting with the developer in accordance with Section 1.2. Includes Employee Self-Service, attendance/timesheet-to-payroll integration, and the mandatory pre-payment approval workflows.
3. **TYF — configuration/customization, taking over from the prior service provider.** Continue and complete the ERPNext configuration/customization from the point reached with the prior service provider, covering Finance, Procurement, and HR; activate the completed procurement module; configure the mandatory pre-payment approval workflows; integrate Finance, Procurement, and HR data flows.
4. **Common to C.** Data migration from legacy systems (Oracle for LMMPO; MAX3 for NMO; as applicable for TYF), data migration mapping, and integration of Finance, Procurement, and HR data flows.

D. Self-Developed ERP Environment (BCFHD)

The Service Provider will support the continuation and finalization of BCFHD's self-developed ERP system with the original developer under a YFCA-agreed cost cap, in accordance with the responsibility rule in Section 1.2. The Service Provider's role is coordination, quality assurance, and integration oversight. Scope includes:

1. **Coordination of the original developer.** Coordinate and quality-assure the original developer's continuation and finalization of the self-developed ERP across Finance, Procurement, HR, Project Management, and MEAL, against the Configuration Blueprint and the YFCA-agreed cost cap (Section 1.2(b)–(c)).

2. **Activation and configuration support.** Support the activation of the Finance, Procurement, HR, Project Management, and MEAL modules, including the mandatory pre-payment approval workflows and the required approval matrices.
3. **Data migration mapping and integration oversight.** Oversee data migration mapping and cross-module integration and verify that the system meets the functional and non-functional requirements in Part 3.
4. **Escalation.** Report on and escalate any failure by the original developer to deliver against the capped scope (Section 1.2(d)).

2.3 Track 2: Project Management & MEAL Adaptation (Mandatory for ALL 8)

Track 2 covers the Project Management and MEAL modules for all 8 organizations, delivered through two models: (A) a common, one-size-fits-all PM/MEAL module developed by the Service Provider on an internationally recognized open-source project-management/MEAL platform, for AYF, BCHR, LMMPO, NMO, TYF, and YKF; and (B) PM/MEAL modules already under development by the original developers of BFD and BCFHD, for which the Service Provider provides coordination, quality assurance, and operationalization in accordance with the responsibility rule in Section 1.2. In both models, the PM/MEAL solution must be designed so that it can be integrated or at least aligned with the organization's core systems (ERPNext, OnyxPro, or self-developed ERP), and must allow flexibility in designing the levels of measure (outputs, outcomes, and impact indicators) and in reporting to the needs of the specific organization.

A. Common PM/MEAL module (AYF, BCHR, LMMPO, NMO, TYF, YKF)

The Service Provider will deploy, configure, and adapt a pre-existing, internationally recognized open-source Project Management and MEAL platform (ERPNext's PM/MEAL module or a more specialized open-source solution), as a common, one-size-fits-all module for the six organizations. The common module provides standardized architecture, data model, indicator-management framework, and reporting engine; each organization may customize windows, functionalities, levels of detail, and reporting templates to fit its own specific needs and purposes, without altering the underlying architecture. Scope includes:

1. **One-size-fits-all architecture.** Deploying a single, standardized PM/MEAL architecture across the six organizations to reduce licensing costs and maintenance complexity, while allowing per-organization customization of windows, functionalities, levels of detail, and reporting templates. The architecture must be designed for integration, or at least alignment, with the organization's core systems.
2. **Tailored configuration.** Configuring the module to each organization's specific needs, including digitizing their specific indicator banks (outputs, outcomes, and impact indicators, log frames, and data collection forms), and customizing the windows, functionalities, levels of detail, and reporting templates accordingly.
3. **Donor reporting.** Configuring the system to automatically generate standard donor progress dashboards and financial reports, including financial reports drawn from the integrated core system (see Integration below), eliminating the current manual Word/Excel processes that take 1–2 weeks.
4. **Integration.** Linking or, where full integration is not technically possible, aligning the PM/MEAL module to the organization's core system (ERPNext or OnyxPro) so that project expenditures and results are visible in a single view, and so that project and grant data flows between the PM/MEAL module and the core system.

B. Original-developer PM/MEAL (BFD, BCFHD)

For BFD and BCFHD, the PM/MEAL modules are being delivered or continued by the organizations' original developers (the ERPNext developer for BFD; BCFHD's original developer for its self-developed ERP). The Service Provider's role is coordination, quality assurance, and operationalization, in accordance with the responsibility rule in Section 1.2:

1. **Coordination.** Coordinate with the original developer on the PM/MEAL module's scope, data model, indicator definitions, and reporting conventions, to ensure alignment with the organization's core system and, where relevant, with the common PM/MEAL architecture in paragraph A.
2. **Quality assurance.** Quality-assure the original developer's PM/MEAL deliverables against Part 3 (FR-PRJ, FR-MEL) and the Configuration Blueprint, and report on and escalate any failure to deliver (Section 1.2(d)).
3. **Operationalization.** Support the organization in operationalizing the PM/MEAL module: user training, indicator-bank migration/verification, reporting-template configuration, and integration verification with the core system.
4. **No duplication.** The Service Provider shall not duplicate the original developer's PM/MEAL build; its role is coordination, QA, and operationalization, not re-development.

2.4 Track 3: IT & Data Governance Policy Framework Implementation

(Newly inserted section to restore sequential flow)

Track 3 covers the development, customization, and rollout of standardized IT & Data Governance policy frameworks across all eight partner organizations to resolve the procedural gaps identified during baseline assessments. The Service Provider shall draft, tailor, and operationalize customized policy manuals for each organization based on the minimum acceptable standards outlined in Part 7. Scope includes:

1. **Data Governance Frameworks:** Developing and tailoring Data Ownership & Stewardship Policies, Data Classification Schemes, and Data Retention & Archival Schedules specific to each CSO's operational reality.
2. **Access Control & Security Infrastructure:** Establishing documented Role-Based Access Control (RBAC) matrices enforcing segregation of duties, User Provisioning/De-provisioning workflows, Acceptable Use Policies, and IT Incident Response Plans.
3. **Resilience & Backup Protocols:** Implementing Backup & Disaster Recovery (DR) policies aligned with the mandatory cloud hosting model (NFR-03), defining RPO/RTO metrics, and establishing procedures for local documentation backups.
4. **Operationalization & Focal Point Training:** Conducting dedicated training for designated IT focal points per organization to ensure full institutional adoption and administrative enforcement of all policies.

2.5 Deliverable Handover & Closure

At the end of the assignment, the Service Provider will hand over to each partner organization and to YFCA a complete handover package covering all systems, modules, and policies delivered under this ToR. The handover package shall include, at a minimum:

- the **signed-off Configuration Blueprint** for each organization (D1);
- **system documentation, administrative credentials, and data dictionaries for each configured environment** (ERPNext, OnyxPro, self-developed ERP), including where these are produced by an original developer under Section 1.2;
- **the PM/MEAL configuration for each organization** — indicator banks, log frames, data collection forms, customized windows/functions/levels of detail, and reporting templates — including where the PM/MEAL module is delivered by an original developer (BFD, BCFHD);
- the **IT & Data Management Policy manuals for each organization** (D6), including Data Ownership, RBAC matrices, Encryption, Backup/Recovery, and Retention policies;
- the **data migration and parallel-run record for each organization**, documenting the migration and the suspension of legacy systems (D7);
- the **training materials, user manuals, and attendance records** for the role-based training delivered (D8);
- **evidence of data portability** (export capability in CSV, SQL, Excel without vendor assistance), in accordance with NFR-05; and

- **any other deliverable required under Part 4**.

Where a handover item is produced by an original system developer (YemenSoft, the ERPNext original developer, or BCFHD's original developer), the Service Provider is responsible for obtaining, verifying, consolidating, and handing over that item, and for confirming that the handover is complete and usable, in accordance with the responsibility rule in Section 1.2.
A final verification and sign-off process will be conducted by YFCA and the respective partner organization, against the approved Configuration Blueprint (D1) and the requirements in Part 3. Any outstanding items shall be recorded in a closure log, with assigned responsibility and a remediation timeline. The final installment (Section 8.5) shall be released only upon acceptance of the closure log and the handover package. For original-developer modules, the Service Provider's verification role is to confirm that the developer has delivered against the capped scope and that the handover package is complete, consistent with Section 1.2(a) and (d).

The final handover and sign-off shall be documented in the Final Handover & Closure Report (D9).

PART 3: FUNCTIONAL & NON-FUNCTIONAL REQUIREMENTS

The Service Provider must ensure that the configured solutions — OnyxPro, ERPNext, the hybrid OnyxPro + ERPNext environment, the self-developed ERP, and the PM/MEAL modules (whether Service Provider–delivered or delivered by an original developer) — meet the following Functional Requirements (FR) and Non-Functional Requirements (NFR). These requirements are derived directly from the validated needs of the 8 partner organizations and constitute the acceptance criteria for the deliverables in Part 4 and for the closure process in Section 2.5.

These requirements apply to the delivered solution as a whole, irrespective of whether a module is delivered by the Service Provider directly or by an original system developer under Section 1.2. Where a module is delivered by an original developer, the Service Provider's role in meeting these requirements is coordination, quality assurance, and verification, in accordance with Section 1.2(a). The Technical Compliance Matrix (Annex D) must be completed for all modules, including original-developer modules, stating how the Service Provider will verify (not build) compliance.

3.1 Functional Requirements (FR)

The Service Provider must demonstrate how the proposed configuration will deliver the following capabilities:

A. Finance & Accounting (FR-FIN): In addition to the basic accounting ledger functionalities, the systems must cover the following requirements:

- **FR-FIN-01 (Budget Control):** System-enforced budget availability checks and commitment tracking prior to approving purchase orders or contracts.
- **FR-FIN-02 (Donor Reporting):** Ability to generate donor-specific financial reports with exportable data, supporting multi-currency transactions and exchange rate adjustments.
- **FR-FIN-03 (Reconciliation & Close):** Support for automated bank reconciliation and documented period-close procedures.
- **FR-FIN-04 (Audit Trail):** Comprehensive, system-generated audit trails for all financial transactions and journal entries.

B. HR & Payroll (FR-HR): In addition to the basic HR modalities, the system must include:

- **FR-HR-01 (Employee Records):** Integrated, centralized employee records (contracts, qualifications, leave balances).
- **FR-HR-02 (Payroll Integration):** Automated calculation of deductions and allowances linked directly to attendance, timesheets, and leave data.
- **FR-HR-03 (Mandatory Pre-Payment Control):**

A traceable, role-based approval workflow before any payroll or payment is released. Approvals must be cryptographically logged to ensure segregation of duties. Where the approval workflow spans

two systems (as in the BFD hybrid environment) or is delivered on a self-developed ERP (BCFHD), the cryptographic logging requirement may be met through an approved alternative that provides equivalent evidentiary value (e.g., digital signature with timestamp, immutable audit trail, or certified workflow log). The proposed mechanism must be described in the Technical Compliance Matrix (Annex D) and approved by YFCA during Phase 0. Allocation of human resources to projects should be integral to and reportable to project financial reporting.

- **FR-HR-04 (Pay slips & ESS):** Automated payslip generation and an Employee Self-Service (ESS) portal for leave requests and timesheet submissions.

C. Procurement & Supply Chain (FR-PRC): In addition to the basic procurement and supply chain modalities, the following requirements must be met:

- **FR-PRC-01 (Requisition-to-Payment):** A fully digital workflow covering Purchase Request (PR) →RFQ →Purchase Order (PO) →Goods Received Note (GRN) →Invoice →Payment.
- **FR-PRC-02 (Supplier Management):** A supplier database with due-diligence tracking (registration, eligibility, performance, blacklist status).
- **FR-PRC-03 (Three-Way Matching):** Automated matching of Purchase Order, Goods Received Note, and Invoice before payment processing.

D. Project Management & Grants (FR-PRJ): Following the Dorp Project Management standards (specific to project management for development) as the reference framework for workplans, grants, and reporting, the system must meet the following requirements. Where an original developer delivers the PM/MEAL module (BFD, BCFHD), the Service Provider shall verify that the developer's solution is aligned with Dorp to the extent technically possible, and shall document any deviation in the Configuration Blueprint. For BFD and BCFHD, the PM/MEAL module is delivered by the original developer (the ERPNext developer for BFD; BCFHD's original developer for BCFHD). The Service Provider's role in meeting these requirements is coordination, quality assurance, and operationalization, in accordance with Section 1.2 and 2.3.B. The Technical Compliance Matrix (Annex D) must state how the Service Provider will verify (not build) compliance for these two organizations.

- **FR-PRJ-01 (Workplans & Budgets):** Shared workplans linked directly to activities, budgets, and grant agreements.
- **FR-PRJ-02 (Grant Tracking):** Tracking project activities, grant amendments, donor deadlines, and project closure/reconciliation processes.
- **FR-PRJ-03 (Alerts):** Automated alerts for upcoming donor deadlines, reporting requirements, or budget burn-rate variances.

E. MEAL & Reporting (FR-MEL)

- **FR-MEL-01 (Indicator Bank):** A centralized indicator bank supporting the digitization of output, outcome, and impact indicators (including disaggregation by sex, age, and location, etc.).
- **FR-MEL-02 (Reporting):** Generation of monthly donor progress reports, management dashboards**,** and ad hoc output, outcome**,** or impact progress reporting.
- **FR-MEL-03 (Data Quality):** Data quality controls, including validation rules, duplicate checks, version control, and source verification mechanisms.

Note on BFD & BCFHD: For BFD and BCFHD, the PM/MEAL module is delivered by the original developer (the ERPNext developer for BFD; BCFHD's original developer for BCFHD). The Service Provider's role in meeting these requirements is coordination, quality assurance, and operationalization, in accordance with Section 1.2 and 2.3.B. The Technical Compliance Matrix (Annex D) must state how the Service Provider will verify (not build) compliance for these two organizations.

3.2 Non-Functional Requirements (NFR)

The Service Provider must demonstrate how the proposed solution — OnyxPro, ERPNext, the hybrid OnyxPro + ERPNext environment, the self-developed ERP, and the PM/MEAL modules (whether Service Provider–delivered or delivered by an original developer) — will meet the following quality and performance standards. These requirements apply to the delivered solution as a whole, and to

original-developer modules, the Service Provider's role is coordination, quality assurance, and verification, in accordance with Section 1.2(a). All eight organizations, including BCFHD, shall be hosted in a cloud environment as the main hosting model. Hardware purchase is excluded from the scope of this assignment:

- **NFR-01 (Security):** Role-Based Access Control (RBAC), encryption at rest and in transit, and immutable audit trails for all material changes (extending FR-FIN-04 from financial transactions to all material system changes and complementing the cryptographically logged approvals in FR-HR-03). This is a critical requirement given the baseline assessments.
- **NFR-02 (Usability):** Full Arabic and English user-friendly interface, including Right-to-Left (RTL) support, searchable records, and practical data exports (consistent with NFR-05).
- **NFR-03 (Hosting & Availability):** Cloud-based (SaaS/IaaS/VPS) architecture with a defined uptime SLA (minimum 99.5%). All eight organizations shall be hosted in a cloud environment as the main hosting model. The solution must account for Yemen's power and connectivity realities (e.g., offline data capture for MEAL where necessary). Included in the service is the payment of one-year cloud hosting for all adopted systems across all eight organizations. A local backup for documentation is permitted for any organization but shall not be the main hosting environment. Hardware purchase is excluded from the scope of this assignment and shall not be included in the Service Provider's financial proposal.
- **NFR-04 (Scalability):** The solution must accommodate the growth of the organizations in users, projects, and data volume without requiring re-architecture.

- **NFR-05 (Data Portability):** The organizations retain full ownership of their data. The Service Provider must ensure that data can be exported in standard formats (e.g., CSV, SQL, Excel) from all configured environments (OnyxPro, ERPNext, hybrid OnyxPro + ERPNext, and self-developed ERP) without vendor assistance.

PART 4: DELIVERABLES AND TIMELINE

4.1 Deliverables List

The Service Provider is required to submit the following deliverables. Each deliverable must be formally accepted by YFCA and the respective partner organization before the corresponding payment milestone is triggered.

Ref	Deliverable Name	Description / Key Content	Deliverable Documents
D1	**Inception & Validation Report**	Kick-off meeting, site visits, Detailed methodology, project work plan, and the signed-off Configuration Blueprints for all 8 organizations (output of Phase 0).	Report for each organization
D2	**Core Systems Configuration (Finance)**	Fully configured and activated environments — OnyxPro, ERPNext, the hybrid OnyxPro + ERPNext environment, and the self-developed ERP — for Finance, per organization, including data migration mapping and the mandatory pre-payment approval workflows. Where a module is delivered by an original developer under Section 1.2 (YemenSoft for OnyxPro; the ERPNext original developer for NMO and BFD's ERPNext modules; BCFHD's original developer), the deliverable includes the Service Provider's coordination, quality assurance, and verification of the developer's finance deliverables.	Service Completion Note/Report
D3	**Core Systems Configuration (HR\Payroll)**	Fully configured and activated environments — OnyxPro, ERPNext, the hybrid OnyxPro + ERPNext environment, and the self-developed ERP — for HR/Payroll, per organization. Where a module is delivered by an original developer under Section 1.2, the deliverable includes the Service Provider's coordination, quality assurance, and verification of the developer's HR/Payroll deliverables.	Service Completion Note/Report

Ref	Deliverable Name	Description / Key Content	Deliverable Documents
D4	**Core Systems Configuration (Procurement)**	Fully configured and activated environments — OnyxPro, ERPNext, the hybrid OnyxPro + ERPNext environment, and the self-developed ERP — for Procurement, per organization. Where a module is delivered by an original developer under Section 1.2, the deliverable includes the Service Provider's coordination, quality assurance, and verification of the developer's procurement deliverables.	Service Completion Note/Report
D5	**PM/MEAL Module Deployment**	• **For AYF, BCHR, LMMPO, NMO, TYF, and YKF:** the common, one-size-fits-all PM/MEAL module (adapted from an internationally recognized open-source platform) deployed and tailored to each organization (indicator banks, log frames, customized windows/functions/levels of detail, dashboards, and automated donor reporting), consistent with Section 2.3.A. • **For BFD and BCFHD:** the PM/MEAL module delivered by the original developer (ERPNext developer for BFD; BCFHD's original developer for BCFHD), with the Service Provider's coordination, quality assurance, and operationalization, consistent with Section 2.3.B.	Service Completion Note/Report
D6	**IT & Data Governance Manuals**	Customized IT and Data Management Policy manuals for each organization (Data Ownership, RBAC matrices, Encryption, Backup/Recovery, Retention).	Service Completion Note/Report
D7	**Data Migration & Parallel Run Report**	confirming the successful migration of legacy data or proposed strategy.	Service Completion Note/Report
D8	**Training & Capacity Building**	Delivery of role-based training (Admin and End-User) in Arabic/English, along with training materials.	Service Completion Note/Report
D9	**Final Handover & Closure Report**	Handover of all administrative credentials. Final sign-off confirming systems are fully operational, and staff are trained.	Bank Performance Guarantee/ Report

4.2 Project Phases and 2.5-Month Implementation Timeline

The implementation of the assignment across all eight (8) partner organizations shall be executed within a strict timeframe of ONE (1) Month, followed immediately by the post-implementation maintenance and bank warranty period.

Phase	Timeline	Key Activities & Scope	Deliverables
Phase 0: Site Techno-Functional Assessment & Validation	2 Weeks	Kickoff meetings, baseline verification, user count confirmation, and final sign-off of the Configuration Blueprints for all 8 organizations.	D1
Phase 1: Deployment & System Configuration	3-4 Weeks	Rapid configuration and activation of core system tracks (Finance, Procurement, HR/Payroll) across OnyxPro, ERPNext, hybrid, and self-developed environments. Deployment of PM/MEAL modules and IT Governance policy manuals.	D2, D3, D4, D5, D6
Phase 2: Data Migration, Parallel Run & User Training	4-5 Weeks	Data migration mapping, parallel running of legacy and new systems, bilingual role-based end-user and admin training, and submission of final handover packages.	D7, D8, D9
Post-Implementation Phase: Maintenance & Guarantee Period	Following Final Handover	Ongoing maintenance, hypercare support, and bug remediation following final system handover (D9). The Service Provider shall provide a formal Bank Performance Guarantee / Warranty to YFCA to ensure system stability and operational continuity.	Bank Performance Guarantee / Warranty and ongoing maintenance support.

4.3 Payment Schedule

The contract is a **(Lump-Sum)** engagement. Payments will be released in installments upon formal verification and sign-off by **YFCA** for each phase's deliverables:

Payment Milestone	Estimated Percentage (%)	Triggering Deliverables & Required Verification Reports
Milestone 1: Phase 0 Completion	20%	Deliverable D1: Submission and approval of 8 individual site assessment and Configuration Blueprint reports.
Milestone 2: Phase 1 Completion	35%	Deliverables D2, D3, D4, D5, D6: Confirmation of service installation and configuration from each partner organization, accompanied by the Phase 1 Progress & Technical Verification Report.
Milestone 3: Phase 2 Completion	35%	Deliverables D7, D8: Formal confirmation of completed user/admin training from each organization, data migration verification, and submission of the Phase 2 Training & Migration Report.
Milestone 4: Phase 3 / Final Handover	10%	Deliverable D9: Acceptance of the Final Handover & Closure Report, transfer of administrative credentials, sign-off on closure logs, and submission of the Bank Performance Guarantee / Warranty.

PART 5: PROJECT MANAGEMENT AND REPORTING

The Service Provider will act as the Lead Systems Integrator and will be fully accountable for the overall delivery of the assignment across all 8 organizations. Without prejudice to the Service Provider's role as Lead Systems Integrator, where a module is delivered by an original system developer under Section 1.2, primary technical responsibility for that module's deliverables rests with the original developer, and the Service Provider remains accountable for the proper discharge of its coordination, quality assurance, and oversight role.

5.1 Governance Structure

To ensure smooth coordination between the Service Provider, YFCA, and the 8 partner organizations, the following governance structure will be established:

- **YFCA Steering Committee:** Comprising YFCA's Project Coordinator and relevant technical advisors, and, at YFCA's discretion, a representative of the partner organization concerned where a decision affects that organization's original-developer module. This committee will oversee the overall project, review progress, and approve key deliverables.
- **Service Provider Project Manager (PM):** A dedicated PM who will serve as the single point of contact for YFCA, manage the dual team structure (Central and Deployment Teams), and manage the YemenSoft sub-contract, and coordinate the ERPNext original developer and BCFHD's original developer, ensuring their deliverables are delivered on time against the approved Configuration Blueprint.
- **Organizational Focal Points:** Each of the 8 partner organizations will designate a senior focal point (e.g., Finance Manager, IT Lead, or Executive Director) *and,* where a module is delivered by an original developer, to facilitate the coordination between the Service Provider, the original developer, and the organization.

5.2 Reporting Cadence and Requirements

The Service Provider is required to submit the following reports:

- **Progress Report:** A comprehensive report submitted, detailing overall progress against the project timeline, deliverable status, performance (ERP, the ERPNext original developer, and

BCFHD's original developer), and a financial burn-rate summary against the approved Configuration Blueprint and the cost caps under Section 1.2(b).

- **Deliverable Acceptance Reports:** For each deliverable (D1–D9), a formal submission document outlining how the deliverable meets the requirements, to be reviewed and signed off by YFCA.
- **Exception Reports:** Immediate notification to YFCA of any critical issues, delays, or deviations from the approved Configuration Blueprint.

5.3 Risk and Issue Management

- **Risk Register:** Within Month 1, the Service Provider must submit a project Risk Register identifying potential risks (e.g., data quality issues, connectivity outages, delays by YemenSoft, the ERPNext original developer, BCFHD's original developer, or third-party experts) and the corresponding mitigation strategies.
- **Issue Log:** The Service Provider must maintain an active Issue Log, updated weekly, tracking the status of all open issues and technical bugs discovered during UAT and the parallel run.

5.4 Project Closure

Upon completion of Month 4, the Service Provider will submit a final closure report, which includes the final handover of administrative credentials (D9), confirmation of all system testing, and a formal sign-off from all 8 partner organizations and YFCA.

PART 6: DETAILED PER-ORGANIZATION REQUIREMENTS AND SYSTEM ALLOCATION

Purpose: To provide the specific, validated functional gaps and required configuration steps for each of the 8 organizations. Bidders must address these specific requirements in their technical proposals.

Note: *The full detailed Functional Requirements (FR) and Non-Functional Requirements (NFR) are listed in Part 3. This section highlights the specific priority areas and configurations for each organization.*

6.1 Abyan Youth Foundation (AYF) — OnyxPro Environment

- **Core System Scope:** Upgrade from the incumbent Al-Mutakamil (YemenSoft legacy) to OnyxPro (Finance, Procurement, HR, Payroll). Formally subcontract YemenSoft. Run Al-Mutakamil and OnyxPro in parallel before final migration.
- **Key Configuration Priorities:**
    1. Migration from the locally hosted Al-Mutakamil (YemenSoft legacy) system to the upgraded OnyxPro environment.
    2. Enforce data encryption at rest and in transit (currently reported as "None").
    3. Establish a documented RBAC matrix.

- **PM/MEAL Priority:** Digitize the paper-based indicator framework and replace manual donor reporting.

6.2 Bena Charity for Human Development (BCFHD) — Self-Developed ERP Environment

- **Core System Scope:** Continue and finalize the self-developed ERP (not ERPNext) with the original developer, under a YFCA-agreed cost cap, with the Service Provider in a coordination, quality-assurance, and oversight role (see Part 1.2 and Part 2.2.D). The system is completed but not yet activated.
- **Key Configuration Priorities** (delivered by the original developer, with the Service Provider coordinating, quality-assuring, and verifying per Part 1.2 and Part 2.2.D):
    1. Activate the Procurement module and integrate it with Finance to enable commitment tracking.
    2. Digitize branch payment workflows and advances (currently paper-based).
    3. Implement the HR & Payroll module (currently no active HR module).
- **PM/MEAL Priority:** Unify project, grant, and MEAL information. Replace fragmented spreadsheets with a shared system — embedded in the self-developed ERP (original developer), with the Service Provider coordinating, quality-assuring, and operationalizing per Part 2.3.B.

6.3 Benevolence Coalition for Humanitarian Relief (BCHR) — OnyxPro Environment

- **Core System Scope:** OnyxPro enhancement (Accounting, Procurement, HR), consistent with Part 1.3 and Part 2.2.A. Retain OnyxPro core for accounting. Integrate Procurement. Complete HR/Payroll functionality. Formally subcontract YemenSoft.
- **Key Configuration Priorities:**
    1. Activate the ERP procurement module and integrate with OnyxPro for commitment tracking and budget control.
    2. Eliminate spreadsheet-based payroll. Establish a traceable, role-based approval workflow before payment.
    3. Address the manual-only audit trail (currently rated L2) and "None" encryption status.
- **PM/MEAL Priority:** Replace manual Word-based donor reports (currently taking ~2 weeks) with automated dashboards linking workplans, expenditure, and results.

6.4 Building Foundation for Development (BFD) — Hybrid OnyxPro + ERPNext Environment

- **Core System Scope:** Retain Onyx Pro for core accounting and basic procurement (enhanced via YemenSoft under sub-contract to the Service Provider); finalize and integrate ERPNext for HR, Project Management, MEAL, and the remaining procurement (via the original ERPNext developer, coordinated by the Service Provider); direct the integration and data flow between the two systems (see Part 1.2 and Part 2.2.B).
- **Key Configuration Priorities:**
    1. Onyx Pro (core accounting and basic procurement): activate the ERPNext procurement module (currently ready but unused) for the remaining procurement, while retaining Onyx Pro for core accounting and basic procurement. Integrate payroll with HR/leave/timesheet records (currently payroll is processed in Excel).
    2. ERPNext (HR, Project Management, MEAL, remaining procurement): finalize and integrate the ERPNext modules via the original ERPNext developer, coordinated by the Service Provider.
    3. Integration between Onyx Pro and ERPNext: direct the integration and data flow between the two systems so that finance, procurement, HR, and project/MEAL data are visible in a unified view.
    4. Migrate legacy data from OnyxPro to ERPNext where the modules are being moved to ERPNext; retain Onyx Pro data for the modules that remain in Onyx Pro.
- **PM/MEAL Priority:** Unify project/grant tracking and integrate MEAL information into shared workflows. Automate donor reporting (currently takes ~2 weeks) via ERPNext, coordinated by the Service Provider per Part 2.3.B.

6.5 Life Makers Meeting Place Organization (LMMPO) — ERPNext Environment

- **Core System Scope:** ERPNext new deployment (Oracle migration), consistent with Part 1.3 and Part 2.2.C. Deploy ERPNext for all relevant modules (Finance, Procurement, HR). Replace the sluggish Oracle Accounting system.
- **Key Configuration Priorities:**
    1. Migration from Oracle to ERPNext for all finance functions.
    2. Deploy the Procurement module (currently no module reported).
    3. Implement a formal, documented payroll policy and workflow (currently no policy exists).
- **PM/MEAL Priority:** Digitize MEAL indicators. Link grant tracking to finance and programmes with alerts and dashboards.

6.6 Nahda Makers Organization (NMO) — ERPNext Environment

- **Core System Scope:** Finalize the partially deployed ERPNext modules (Finance, Procurement, HR) via the original ERPNext developer under a YFCA-agreed cost cap, with the Service Provider coordinating, quality-assuring, and verifying (see Part 1.2 and Part 2.2.C). Replace MAX3 for financial management.
- **Key Configuration Priorities** (delivered by the original ERPNext developer, with the Service Provider coordinating, quality-assuring, and verifying per Part 1.2 and Part 2.2.C):
    1. Migrate from MAX3 to the self-developed ERPNext.
    2. Automate the procurement workflow (currently paper-based, taking 1-2 weeks).
    3. Implement payroll (currently manual spreadsheets) with the mandatory pre-payment approval workflow.
    4. Address the "Unknown" encryption status and informal data ownership.
- **PM/MEAL Priority:** Digitize the 120 active indicators. Replace manual Excel/Word donor reports (taking 1-2 weeks) with automated reporting delivered by the Service Provider (SP-delivered PM/MEAL model for NMO, per Part 2.3.A).

6.7 Tamdeen Youth Foundation (TYF) — ERPNext Environment

- **Core System Scope:** ERPNext configuration/customization, continuing from the point reached with the prior service provider, consistent with Part 1.3 and Part 2.2.C. Retain ERPNext core accounting. Activate the completed but unused Procurement module.
- **Key Configuration Priorities:**
    1. Activate the Procurement module and integrate with Finance for commitment tracking.
    2. Digitize branch payment workflows and advances within ERPNext.
    3. Complete the HR/Payroll module (currently payroll funding gap, but system configuration is needed).
- **PM/MEAL Priority:** Digitize the 99 active indicators. Automate donor reporting (currently takes 1-2 weeks) delivered by the Service Provider (SP-delivered PM/MEAL model for TYF, per Part 2.3.A).

6.8 Yanabia Al-Khair Foundation (YKF) — OnyxPro Environment

- **Core System Scope:** OnyxPro enhancement (Accounting, Procurement, HR), consistent with Part 1.3 and Part 2.2.A. Retain OnyxPro core for accounting. Integrate Procurement, Inventory, and Assets. Complete HR/Payroll functionality. Formally sub-contract YemenSoft.
- **Key Configuration Priorities:**
    4. Activate the ERP procurement module (currently not started).
    5. Complete HR/Payroll functionality (currently manual processes).
    6. Address the L1 (Absent) encryption status and L2 (manual) audit trail.
    7. Configure donor-specific reporting templates (current system needs improvement).

- **PM/MEAL Priority:** Develop a module for logical frameworks, including a central indicator bank and automated tracking against targets — delivered by the Service Provider (SP-delivered PM/MEAL model for YKF, per Part 2.3.A).

PART 7: MINIMUM IT & DATA GOVERNANCE POLICY STANDARDS

Purpose: To define the minimum acceptable content for the IT & Data Management Policy Manuals (Track 3, Deliverable D6) that the Service Provider must develop, customize, and implement for each of the 8 partner organizations.

The Service Provider must use this checklist as the baseline. The final policy manuals must be tailored to the specific operational realities of each organization (e.g., reflecting their hosting environment, whether ERPNext or OnyxPro, and their specific branch structures).

7.1 Data Governance Policies

The Service Provider must deliver policies that define how data is managed, owned, and protected across the organization.

Policy Requirement	Minimum Content Standard	Evidence of Completion
Data Ownership & Stewardship Policy	Define data ownership roles (Data Owners, Data Stewards, Data Custodians). Identify the specific data types held by the organization (e.g., beneficiary data, financial data, HR data) and assign a named owner/role for each.	Approved policy document signed by the Executive Director.
Data Classification Policy	Establish a formal classification scheme (e.g., Public, Internal, Confidential, Restricted). Provide clear examples of what constitutes each classification level and the handling rules for each (e.g., "Restricted data must be encrypted").	Approved policy document with a data classification matrix.
Data Retention & Archival Policy	Define retention periods for different data types based on donor requirements (e.g., 5-7 years for financial records) and legal requirements. Specify the archiving and secure destruction procedures.	Approved policy document with a retention schedule table.

7.2 Access Control & Security Policies

The Service Provider must deliver policies that govern who can access the systems and how the systems are protected.

Policy Requirement	Minimum Content Standard	Evidence of Completion
Role-Based Access Control (RBAC) Matrix	A detailed matrix mapping organizational roles (e.g., Finance Officer, HR Manager, Procurement Officer) to specific system permissions (Read, Write, Approve, Delete). This must enforce segregation of duties, particularly for payroll and payments.	Completed RBAC Matrix spreadsheet/form signed off by management.
User Provisioning & De-provisioning Policy	Define the formal process for creating new user accounts, modifying access rights, and immediately revoking access upon staff departure or role change.	Approved policy document with a flowchart of the process.
IT Security & Acceptable Use Policy	Define rules for password management, device usage, email security, and internet usage. Outline the organization's stance on encryption (at rest and in transit) and mandate its use for sensitive data.	Approved policy document.
IT Incident Response Plan	Define what constitutes an IT incident (e.g., data breach, ransomware, hardware failure). Provide a step-by-step response procedure, including who to notify and how to contain the incident.	Approved Incident Response Plan with an incident log template.

7.3 Resilience & Compliance Policies

The Service Provider must deliver policies that ensure the systems can recover from disruptions and meet donor/audit requirements.

Policy Requirement	Minimum Content Standard	Evidence of Completion
Backup & Disaster Recovery (DR) Policy	Define the backup frequency (e.g., daily), backup location (e.g., off-site/cloud), and the Recovery Point Objective (RPO) / Recovery Time Objective (RTO). Include a schedule for testing the restoration of backups. The policy must reflect the cloud-first hosting model required by NFR-03. A local backup for documentation is permitted but shall not be the main hosting environment, and hardware purchase is excluded from the assignment.	Approved policy document with a backup schedule and DR test log template.
External Access & Data Sharing Policy	Define the rules for granting access to external parties (e.g., auditors, donors, sub-contractors). Require Non-Disclosure Agreements (NDAs) where appropriate and outline how data should be shared securely.	Approved policy document with a standard NDA template.
Compliance & Audit Policy	Define how the organization will maintain compliance with donor requirements and national laws. Outline the organization's obligations regarding data protection and audit trails.	Approved policy document.

7.4 Training and Operationalization Requirement

The Service Provider must not only draft these policies but must ensure they are operationalized.

Requirement	Minimum Content Standard	Evidence of Completion
IT Focal Point Training	Conduct a dedicated training session (virtual or in-person) for the designated IT focal points of each organization on how to administer and enforce these policies. This training is part of Deliverable D8 (Training & Capacity Building) and must be consistent with the role-based training plan.	Training agenda, attendance sheets, and training materials.

PART 8: TECHNICAL COMPLIANCE MATRIX

Note: *This matrix must be read together with Part 1.4 (four core-system categories), Part 2.2 (Track 1, four sub-tracks A–D), Part 2.3 (Track 2, two PM/MEAL models), and Part 6 (per-organization requirements). The matrix must be completed for all four environments and both PM/MEAL models, consistent with those sections.*

Instructions to Bidders:

1. You must complete this matrix for every requirement listed in Part 3 of the ToR.
2. For each requirement, indicate your compliance level using the following codes:
    - **C (Comply):** The requirement is met natively out-of-the-box, or through standard configuration of OnyxPro, ERPNext, the hybrid OnyxPro + ERPNext environment, the self-developed ERP (BCFHD), or the chosen PM/MEAL modules. No custom code is required.
    - **P (Partial):** The requirement is met through a specific workaround, third-party integration, or minor customization (must be explained in the "Remarks" column).
    - **N (Non-Comply):** The requirement cannot be met by the proposed solution.

3. **Important:** As stated in Part 9.1, extensive custom software development is a disqualifier. If you mark a core requirement as "N" or "P" because it requires extensive custom code, your proposal may be rejected.
4. You must provide a brief technical explanation in the "Remarks / Proposed Approach" column for every requirement, explaining exactly how it will be achieved (e.g., "Configured via ERPNext standard budget control module" or "Achieved via custom workflow in OnyxPro").
5. The specific reference to 'OnyxPro,' 'ERPNext,' 'hybrid OnyxPro + ERPNext,' or 'self-developed ERP' in the remarks should reflect the environment for the relevant organization (as detailed in Part 6). Where a module is delivered by an original developer under Part 1.2, the remarks must state how the Service Provider will verify (not build) compliance for that module. Where the PM/MEAL module is delivered by an original developer (BFD, BCFHD), the same applies. If your approach differs across the four environments and the two PM/MEAL models, please state each.

Completion structure: The Technical Compliance Matrix must be completed for all four environments (OnyxPro — AYF, BCHR, YKF; Hybrid — BFD; ERPNext — LMMPO, NMO, TYF; Self-Developed — BCFHD) and for both PM/MEAL models (Service Provider–delivered for AYF, BCHR, LMMPO, NMO, TYF, YKF; original-developer for BFD and BCFHD). For each environment/model, state the compliance level (C/P/N) and the remarks. Where a module is delivered by an original developer under Part 1.2, the remarks must explain how the Service Provider will verify (not build) compliance.

8.1 Finance & Accounting (FR-FIN)

Ref	Requirement	Compliance (C/P/N)	Remarks / Proposed Approach
FR-FIN-01	Budget Control: System-enforced budget availability checks and commitment tracking prior to approving purchase orders or contracts.		
FR-FIN-02	Donor Reporting: Ability to generate donor-specific financial reports with exportable data, supporting multi-currency transactions and exchange rate adjustments.		
FR-FIN-03	Reconciliation & Close: Support for automated bank reconciliation and documented period-close procedures.		
FR-FIN-04	Audit Trail: Comprehensive, system-generated audit trails for all financial transactions and journal entries.		

8.2 HR & Payroll (FR-HR)

Ref	Requirement	Compliance (C/P/N)	Remarks / Proposed Approach
FR-HR-01	Employee Records: Integrated, centralized employee records (contracts, qualifications, leave balances).		
FR-HR-02	Payroll Integration: Automated calculation of deductions and allowances linked directly to attendance, timesheets, and leave data.		
FR-HR-03	Mandatory Pre-Payment Control: A traceable, role-based approval workflow before any payroll or payment is released. Approvals must be cryptographically logged. Where the approval workflow spans two systems (as in the BFD hybrid environment) or is delivered on a self-developed		

	ERP (BCFHD), the cryptographic logging requirement may be met through an approved alternative that provides equivalent evidentiary value (e.g., digital signature with timestamp, immutable audit trail, or certified workflow log). The proposed mechanism must be described in the Remarks column and approved by YFCA during Phase 0. Allocation of human resources to projects should be integrated and reportable.		
FR-HR-04	Payslips & ESS: Automated payslip generation and an Employee Self-Service (ESS) portal for leave requests and timesheet submissions.		

8.3 Procurement & Supply Chain (FR-PRC)

Ref	Requirement	Compliance (C/P/N)	Remarks / Proposed Approach
FR-PRC-01	Requisition-to-Payment: A fully digital workflow covering PR → RFQ → PO → GRN → Invoice → Payment.		
FR-PRC-02	Supplier Management: A supplier database with due diligence tracking (registration, eligibility, performance, blacklist status).		
FR-PRC-03	Three-Way Matching: Automated matching of Purchase Order, Goods Received Note, and Invoice before payment processing.		

8.4 Project Management & Grants (FR-PRJ)

Ref	Requirement	Compliance (C/P/N)	Remarks / Proposed Approach
FR-PRJ-01	Workplans & Budgets: Shared workplans linked directly to activities, budgets, and grant agreements.		
FR-PRJ-02	Grant Tracking: Tracking of project activities, grant amendments, donor deadlines, and project closure/reconciliation processes.		
FR-PRJ-03	Alerts: Automated alerts for upcoming donor deadlines, reporting requirements, or budget burn-rate variances.		

8.5 MEAL & Reporting (FR-MEL)

Ref	Requirement	Compliance (C/P/N)	Remarks / Proposed Approach
FR-MEL-01	Indicator Bank: A centralized indicator bank supporting the digitization of output, outcome, and impact indicators (with disaggregation by sex, age, location, etc.).		
FR-MEL-02	Automated Reporting: Automated generation of monthly donor progress reports, management dashboards, or ad hoc output/outcome/impact reports.		
FR-MEL-03	Data Quality: Data quality controls, including validation rules, duplicate checks, version control, and source verification mechanisms.		

8.6 Non-Functional Requirements (NFR)

Ref	Requirement	Compliance (C/P/N)	Remarks / Proposed Approach
NFR-01	Security: Role-Based Access Control (RBAC), encryption at rest and in transit, and immutable audit trails for all material changes.		
NFR-02	Usability: Full Arabic and English user-friendly interface, including Right-to-Left (RTL) support, searchable records, and practical data exports.		
NFR-03	Hosting & Availability: Cloud-based architecture with a defined uptime SLA (minimum 99.5%). All eight organizations, including BCFHD, shall be hosted in a cloud environment as the main hosting model. Must account for connectivity realities (offline data capture). Includes Year 1 cloud hosting for all eight organizations. Hardware purchase is excluded from the scope of the assignment and must not be included in the financial proposal.		
NFR-04	Scalability: The solution must accommodate growth in users, projects, and data volume without requiring re-architecture.		
NFR-05	Data Portability: The organization retains full ownership of its data. Data must be exportable in standard formats (CSV, SQL, Excel) without vendor assistance.		

Note to Bidders on Matrix Submission: *Bidders must complete the compliance level (C/P/N) and detailed technical remarks for all items in Sections 8.1 through 8.6 above. The complete Technical Compliance Matrix must be submitted as part of the Technical Proposal.*

9.2 Technical Evaluation Criteria (70 Points Maximum)

Technical proposals will be scored out of a maximum of 70 points and 30 point financially

No.	Technical Offer Requirements	Technical Evaluation Criteria	Rating Criteria	Score	Max. Score
1	**Service Provider Profile**	Provide a comprehensive profile outlining the service provider's background, history, structural capacity, and relevant experience in leading complex IT and systems integration assignments.	The profile is comprehensive, highly detailed, and contains all required information regarding ERP integration capability.	5	**5**
			The profile is partially comprehensive and contains some, but not all, of the required information.	2.5	
			The profile is not provided or lacks any substantive information.	0	
2	**Years of Experience**	Copy of the service provider's valid registration to operate in Yemen, indicating the year of registration and active operational history.	More than 5 Years of verified experience.	5	**5**
			Up to 3 Years of experience.	3	
			Less than 2 Years of experience.	2	
3	**Previous Experience**	Provide documentary evidence (copies of previous contracts/completion certificates) demonstrating proven experience in comparable assignments related to system deployment, database migration, and IT capacity building in Yemen or similar contexts.	Implemented 4 or more similar projects.	10	**10**
			Implemented 2 similar projects.	5	
			No similar experience demonstrated.	0	
4	**Qualifications & Team Competence**	Attach detailed CVs of proposed team members (Project Manager, Lead Systems Integrator, ERPNext/OnyxPro Specialists, Policy Expert) demonstrating relevant expertise across ERP environments, database migration, and CSO capacity building.	The information presented in the provided CVs aligns well with the requirements and demonstrates a fully qualified multi-disciplinary team.	20	**20**
			The information presented in CVs partially aligns with requirements, or the team lacks specialized expertise in specific system tracks.	15	
			The information presented shows limited alignment, and the proposal does not adequately address team qualifications.	10	
			CVs do not adequately meet requirements, and no substantial team proposal is included.	0	
5	**Proposed Methodology & QA**	Provide a comprehensive methodology demonstrating the "Retain & Adapt" approach, Phase 0 blueprinting, Track 1–3 execution across 8 CSOs, data migration approach, and quality assurance measures.	Comprehensive methodology covering all implementation phases, integration, data migration, and QA measures.	20	**20**
			Clear methodology covering most requirements with minor gaps.	15	
			Adequate methodology covering key activities but lacking sufficient detail.	10	
			Basic methodology with significant gaps in implementation and QA.	5	
			Vague, inadequate, or missing methodology.	0	
6	**Implementation Time & Schedule**	Provide a detailed timeline and work plan outlining the rapid execution of required works within the mandatory project schedule.	The proposed timeline aligns perfectly with the required project timeline and delivery schedule.	10	**10**
			The proposed timeline has minor deviations from the required schedule, but the plan remains acceptable.	5	
			The proposed timeline shows significant deviation from the required schedule, making it unsuitable.	0	
Maximum Score for Technical Evaluation					**70**
Minimum Passing Score for Technical Evaluation and To Be Qualified					**49**