



Republic of the Marshall Islands
Ministry of Finance, Banking & Postal Services
P.O. Box D ~ Majuro ~ Marshall Islands ~ 96960
Phone: (692) 625-8311/8835/5413

PART 3 – RESPONSE FORM - GENERAL

INTEGRATED REVENUE ADMINISTRATION SYSTEM (IRAS)

INTRODUCTION

The RFP Response Forms

This Request for Proposal (Solicitation ID:) includes two (2) RFP Response Forms:

- the Part 3 RFP Response Form - General, and
- the Part 4 RFP Response Form - Financial

In their Proposals, suppliers should respond to the questions, and supply the information and materials, in the same order and under the same headings as shown in these RFP Response Forms.



These RFP Response Forms include areas in which suppliers can insert their responses, and instructions for completion, so suppliers can use them for the purpose of their Proposals.

Part 3 and Part 4 RFP Response Forms should be lodged as separate documents.

About this Part

This Part 3 RFP Response Form – General describes the Conditions for Participation, and the general and technical information that suppliers should provide in their tenders. It includes the following sections:

- Section 1 – Conditions for Participation
- Section 2 – Respondent's Details and Information
- Section 3 – Respondent's Response to the Statement of Requirement



Sections 2 and 3 have tables with shaded areas where suppliers can directly insert their responses.

SECTION 1 – THE CONDITIONS FOR PARTICIPATION

Trade Sanctions

It is a Condition for Participation that a Tenderer (and each subcontractor that Tenderer identifies in its Proposal) must not be named in any list supporting the implementation of the United Nations Sanctions (Implementation) Act 2020 or by any development partner that may provide a finance facility for part or all of this project.

Judicial decisions relating to employee entitlements

It is a Condition for Participation that a Tenderer (and each subcontractor that Tenderer identifies in its Proposal) must not have any unpaid claims in respect of judicial decisions (other than decisions subject to appeal) made against it relating to employee entitlements.

Satisfactory Statement of Tax Records

It is a Condition for Participation that a Tenderer (and each subcontractor that Tenderer identifies in its Proposal) will exclude a Response from further consideration if at any time before a contract is executed the MOFBPS considers that the Potential Supplier does not meet the following:

- a. the Potential Supplier either:
 - i. has a Valid and Satisfactory Statement of Tax Record (or resident country equivalent) by the Closing Time; or
 - ii. has a receipt demonstrating that a Statement of Tax Record (or resident country equivalent) has been requested from their Tax Administration by the Closing Time, and has a Valid and Satisfactory Statement of Tax Record (or resident country equivalent) no later than 4 business days from the Closing Time and before the award of any contract, whichever is earlier; and
- b. for any Subcontractor that the Potential Supplier proposes as part of their Response to engage to deliver Goods or Services with an estimated value of over \$2 million (Tax inclusive), a Valid and Satisfactory Statement of Tax Record (or resident country equivalent) for that Subcontractor.

Note to tenderers:

Tenderers should apply for a Statement of Tax Record and should ensure that their subcontractors apply for a Statement of Tax Record within sufficient time to meet these conditions for participation.

Business Laws and Taxes.

A successful contractor must comply with local business laws and shall be subject to applicable Republic of the Marshall Islands taxes and fees.

To be awarded a contract, a vendor shall provide proof of applicable RMI Business License (Professional License) as well as be in good standing with the Division of Customs, Treasury, Revenue and Taxation.

If the vendor provides services to the RMI Government for more than a year, registration for a Foreign Investor Business License (FIBL) in the RMI is required.

Please provide copies of business licenses, certifications or other credentials with your response.

SECTION 2 – TENDERER'S DETAILS AND INFORMATION

ITEM 1 – Tenderer's details about itself

The Tenderer should provide the following company, firm and/or business details as appropriate. Where a Proposal is submitted by a Tendering Group, these details should be provided for each member of that group.

TENDERER IDENTIFICATION	
Tenderer's full legal name	
Trading name (if different to legal name)	
Company or Business Registration ID (if it has one)	
Country of Registration	
If the Tenderer does not have a company or business registration or equivalent business license, provide details of its legal status (e.g. if incorporated, the legislation under which it was incorporated)	

TENDERER'S ADDRESS (REGISTERED OFFICE, IF A CORPORATION, OTHERWISE BUSINESS ADDRESS)	
Street Address	
Postal Address	
Telephone number	
Facsimile number (if it has one)	

IF THE TENDERER IS A CORPORATION	
<p>If the Tenderer is a corporation, provide the following details:</p> <p>For each entity that is a related body corporate of the Tenderer, and for the Tenderer's ultimate parent entity, the relevant entity's:</p> <p>Full legal name, relationship to the Tenderer (e.g. immediate holding company), and its Registration Number and country of tax residence, or if it does not, then details of its legal status (e.g. if incorporated, the legislation under which it was incorporated) and its registered office address.</p> <p>A group organisational chart showing the ownership (percentage) links of all the entities referred to as above.</p>	

IF THE TENDERER IS A PARTNERSHIP	
<p>If the Tenderer is a partnership:</p> <p>Identify the name and nature of the partnership and confirm the Tenderer will provide other information (e.g. a copy of the Partnership Deed) as the MOFBPS may reasonably require.</p>	

IF THE TENDERER IS ACTING AS THE TRUSTEE OF A TRUST

If the Tenderer is submitting its Tender as the Trustee of a Trust:

Identify the name and nature of the trust and confirm the Tenderer will provide other information (e.g. a copy of the Trust Deed) as the MOFBPS may reasonably require.

IS THE TENDERER A SMALL BUSINESS, MARSHALLESE OR US BUSINESS? (at the time of tendering)

Is the Tenderer a **Small Business**? (fewer than 20 full-time equivalent employees)

Is the Tenderer a **Marshallese Business**? (at least 50% Marshallese ownership)

Is the Tenderer a **US Business**? (at least 50% US ownership)

THE TENDERER'S BUSINESS HISTORY

How long the company has been in business?

How long the company has been selling the proposed software to clients similar to DCTRT?

ITEM 2 – Tenderer's details for its Proposal

The Tenderer should provide the following details and information as appropriate.

IF A TENDERING GROUP

If this Tender is submitted by a Tendering Group:

Identify all the legal entities in the Tendering Group, and its lead member (the entity authorised to negotiate, act on behalf of, and bind, all members of the Tendering Group)

Describe the business model proposed by the Tendering Group

IDENTIFY THE PERSONS AUTHORISED TO SIGN DOCUMENTS ON BEHALF OF THE TENDERER

Name of authorised person (1)

Position of authorised person (1)

Name of authorised person (2)

Position of authorised person (2)

Street Address

Postal Address

E-mail address

Telephone number

Facsimile number (if they have one)

IDENTIFY THE TENDERER'S PRINCIPAL CONTACT PERSON

See *Part 1 Conditions of Participation* clause 20

Communications and notices regarding this Proposal can be directed to:

Name of contact person

Position of contact person

Street Address

Postal Address

E-mail address

Telephone number

Facsimile number (if they have one)

IDENTIFY THE TENDERER'S ALTERNATE CONTACT PERSON

If the principal contact person is unavailable, communications and notices regarding this Proposal can be directed to:

Name of alternate contact person

Position of authorised person

Street Address

Postal Address

E-mail address

Telephone number

Facsimile number (if they have one)

MATERIAL NOT TO BE COMMUNICATED BY EMAIL

See *Part 1 Conditions of Participation* clause 20

Identify any information the Tenderer does not wish to receive by email (sent via post, courier or facsimile)

ITEM 3 – General information

The Tenderer should provide the following details and information:

TRADE SANCTIONS

See clause 4 in Section 1 of this Part 3

Is the Tenderer (or any subcontractor identified in Item 12) named in a trade sanction list maintained and published by the Marshall Islands, World Bank or Asian Development Bank?

JUDICIAL DECISIONS RELATING TO EMPLOYEE ENTITLEMENTS

See clause 5 in Section 1 of this Part 3

Does the Tender (or any subcontractor identified in Item 12) have any unpaid claims in respect of judicial decisions (other than decisions subject to appeal) made against them relating to employee entitlements?



A decision is taken to be subject to appeal if the appeal period has not expired or an appeal has been lodged

PARTICIPATION BY SMALL BUSINESS, MARSHALLESE OR US BUSINESSES

The Tenderer should provide details of Small Businesses, Marshallese or US Businesses – if any – that it proposes will participate in the provision of the Required Supplies:

Name	Small Business/ Marshallese or US Business	Role



The Tenderer should insert additional rows above if and as required.

CONFLICT OF INTEREST

See Part 1 Conditions of Participation clause 29

Is the Tenderer, to the best of its knowledge after making diligent enquiry, aware that a conflict of interest (of the kind described in clause 29 of the Part 1 Conditions of Participation) exists or is likely to arise?

If so – provide all details of that conflict of interest:

COLLUSIVE CONDUCT

See Part 1 Conditions of Participation clause 30

Has the Tenderer prepared its Tender with any consultation, communication, contract, arrangement, understanding or agreement with any competitor?

If so – disclose the full nature and extent of that consultation, communication, contract, arrangement, understanding or agreement

ANTI-COMPETITIVE CONDUCT*See Part 1 Conditions of Participation clause 30*

Is the Tenderer, or any person associated with its Tender (including directors and senior management), subject to, or been subject to, proceedings related to anti-competitive conduct in the Marshall Islands or overseas?

If so – provide the names of the parties to those proceedings, its case number, and the general nature and outcome or current status of those proceedings.

CONFIDENTIAL INFORMATION*See Part 1 Conditions of Participation clauses 40 & 41*

If the Tenderer believes any item of information, it provides the MOFBPS in the course of this RFP process is confidential information, the Tender should – for each such item:

identify that item of information, and describe why that information is confidential

OFFER PERIOD*See Part 1 Conditions of Participation clause 50*

Clause 7 of the Part 1 Conditions of Participation specifies the minimum period the Tenderer must hold its Tender open for acceptance. If the Tenderer wishes to nominate a longer period, the Tender should specify the additional number of days (in addition to that minimum period) that the Tenderer will hold its Tender open for acceptance:

Additional number of days:

INSURANCE*See Part 1 Conditions of Participation clause 27*

The Tenderer should provide details of the policies it currently holds for the following insurances:

Type of insurance	Insurer	Policy No.	Extent of cover per incident	Extent of cover in aggregate	Expiry date of Policy
Public Liability Insurance					
Product Liability Insurance					
Professional Indemnity Insurance					
Workers Compensation Insurance					

LIMITATION OF LIABILITY*See Part 1 Conditions of Participation clause 27*

If the Tender proposes to limit its liability under the Contract for the purposes of its offer – it should describe:

- the terms of the limitation it proposes (e.g. the amount to which its liability is limited or how that amount is to be calculated or determined, and the basis upon which that limitation is to apply),
- why it proposes that limitation, and
- its cost/benefit analysis of the limitation it proposes.

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The Tenderer should provide the following details and information as appropriate

PROPOSED VARIATIONS TO NUMBERED CLAUSES OF THE CONTRACT

For the purposes of its offer, the Tenderer proposes the following variations to the following numbered clauses of the Part 5 Draft Contract:

Clause number	Reason/s and proposed variation/s

The Tenderer should insert additional rows above if and as required.

ITEM 4 Common requirements

TENDERER'S BUSINESS MANAGEMENT SYSTEMS

The Tenderer should provide details of its business management systems and processes, including as to:

- the policies, practices, instructions/procedures and arrangements it has in place (including as to training and responsibilities, and how they apply to its personnel and subcontractors), and
- their effectiveness and expected benefit including reducing associated risks to the management and delivery of the Required Supplies,

in relation to the following matters:

■ Performance management, quality assurance and risk management

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■ **Environmental management**

■ **Work health & safety**

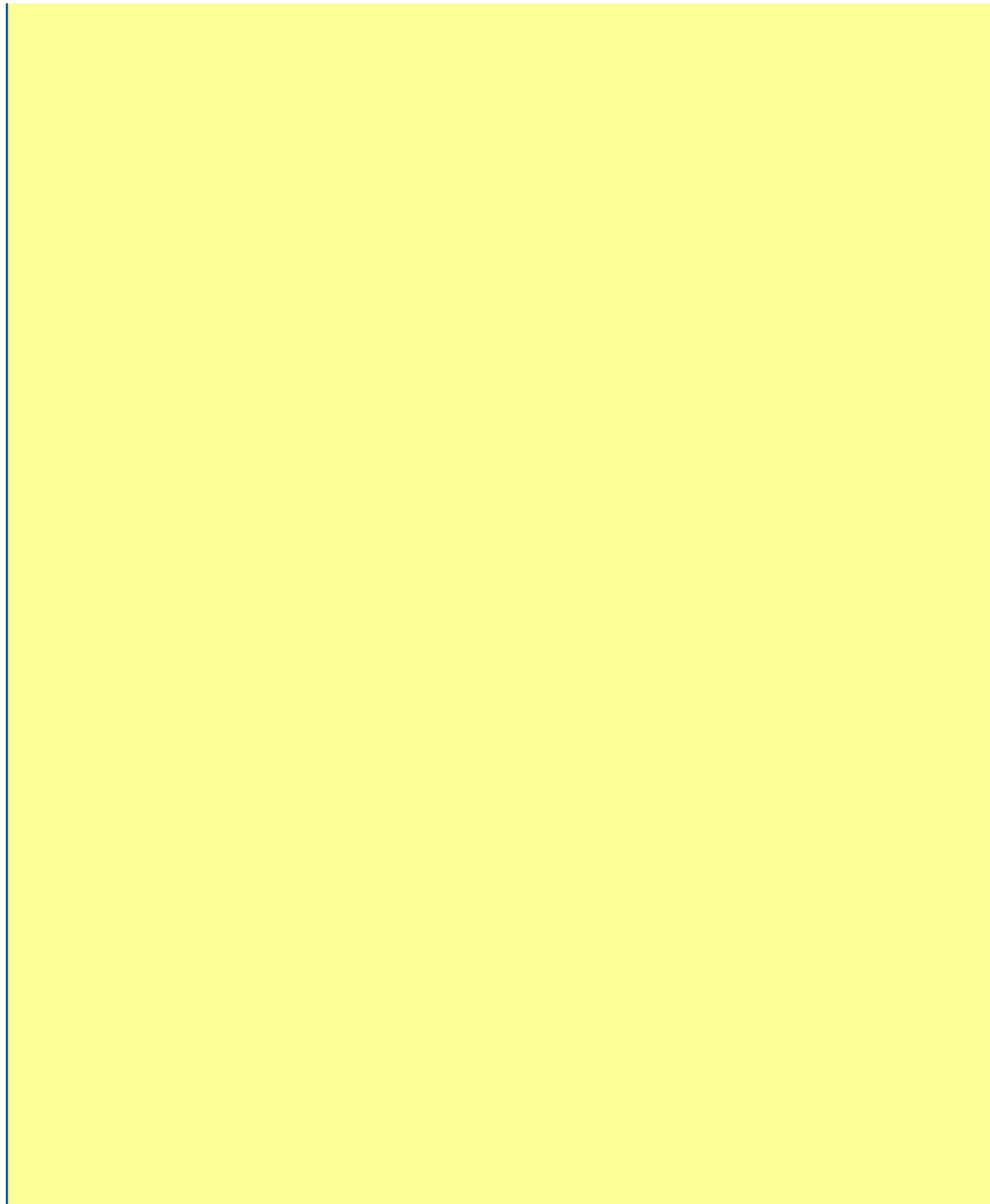
FACILITIES AND ASSISTANCE

The Tenderer should provide full details of the facilities and assistance (if any) that it expects the MOFBPS to provide to it for the purposes of the management and delivery of the Required Supplies:

SECTION 3 – TENDERER’S RESPONSE TO THE STATEMENT OF REQUIREMENT

ITEM 5 – Executive Summary

The Tenderer should provide a brief narrative summarizing the Proposal and outline its key features and benefits of its solution and service offer to MOFBPS. The summary will contain as little technical jargon as possible and will be oriented toward non-technical personnel. (Maximum Length: 1 Page A4)



ITEM 6 – Proposed Application and Hosting Environment

The vendor must present, in detail, features and capabilities of the proposed application software and the required hardware necessary to run on MOFBPS provisioned infrastructure. In addition to the description, please provide in succinct narrative form (at least one paragraph per item) answers to the following questions:

- **Proposed Hosting Environment:**

Describe the proposed hosting environment, clearly describing the deployment options available to DCTRT, including any available cloud, managed service and/or on-premises approaches as appropriate for your proposal.

You should indicate which option is your preferred hosting approach, outlining to advantages and disadvantages of each approach.

■ **Hardware Environment: (if on-premises, IaaS, PaaS)**

Describe the optimal hardware configuration required to utilize the proposed software. In the event there is more than one suitable hardware platform and/or there is a “hosted solution”, list all options indicating the relative strengths and drawbacks (if any) of each. Identify the optimal server and desktop requirements including the required number of servers and how they are distributed.

■ **Network Environment: (if on-premises, IaaS, PaaS)**

Describe the ideal network environment required to utilize the proposed software. In the event that there is more than one suitable network configuration, list all options, including the relative strengths and weaknesses (if any) of each.

■ **Proposed Application Software Environment:**

Describe each software production that will be installed in the proposed solution (repeat the below table for each option proposed):

The vendor shall explicitly specify any software products that are part of the proposed solution including any third-party products required to deliver on the functionality outlines in PART 2 – STATEMENT OF REQUIREMENTS.

The vendor may also describe any products, modules or other value-added components recommended for use with the proposed administrative system that have not been specifically requested in this RFP.

Manufacturer Name	Product Name / Module Name	Version	Licensing Model	Proposed License Volume	Functional Purpose

Note: Vendors must include the cost of any third-party products in PART 4 – RFP RESPONSE FORM - FINANCIAL, including the software license cost, maintenance, implementation, training cost, and any other related costs in the total cost of this proposal.

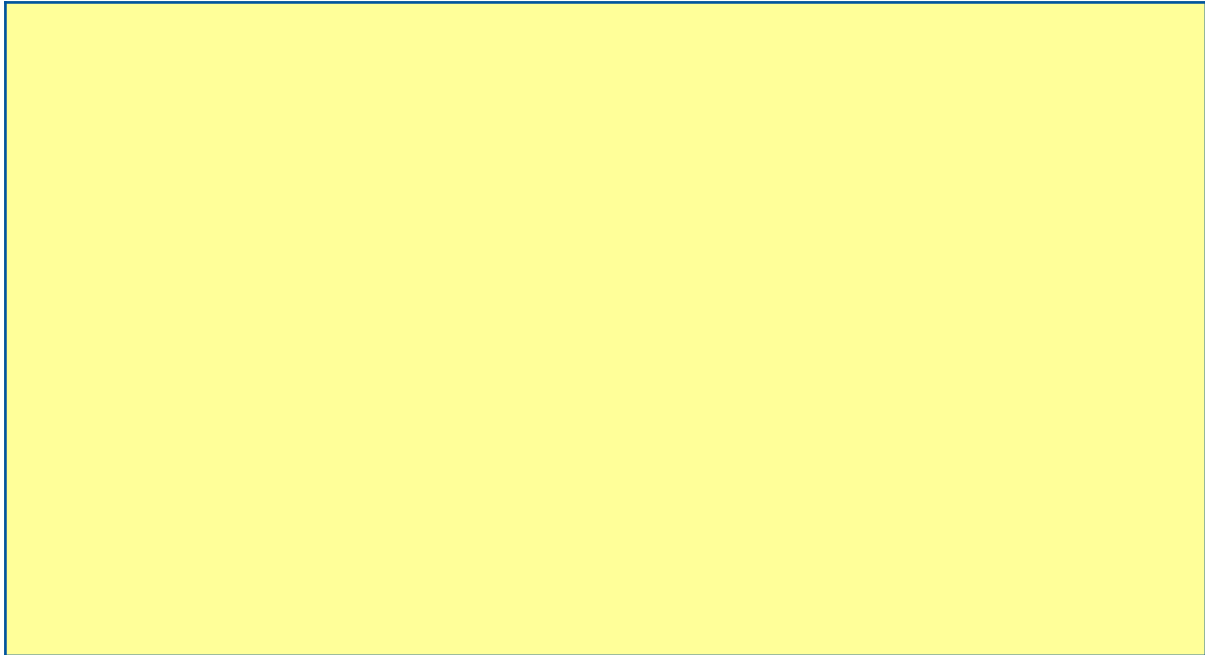
■ **3rd Party Software Arrangements:**

Will the vendor's contract will encompass the third-party product or DCTRT will have to contract directly with a third-party or regional reseller for any of the software products listed in the previous question. Provide details of any products requiring third-party contracts.

The vendor will also provide proof that it has access to the third-party software source code (owned or in escrow) and that the vendor can provide long-term support for the third-party software components of its system.

■ **Product Roadmap:**

Provide an overview of your product roadmap, including current investment priorities and new features under development or being considered:



Note: Vendors may also to attach the product roadmap as a PowerPoint presentation or PDF. If attached, please reference the filename in the field above.


■ **Sample Documents**

The vendor shall submit sample documents, including but not limited to agreements and or licenses of every kind that the vendor would incorporate into any agreement with MOFBPS arising out of this RFP.

This may include sample copies of the following documents:

- Sample software licensing agreement
- Sample implementation services agreement


Provide a description of each sample document below:



■ **Support for integration with 3rd party products and platforms:**

The MOFBPS has a requirement for integration with existing platforms including its FMIS and ASYCUDA solutions. Additionally, MOFBPS may wish to integrate with other critical data sources in the future.

Describe each software product, platform or integration standard that your solution can support via native integration:

Supported 3rd party product integrations		Number of successful implementation projects			
Product Name / Standard Name	Supported Product Versions / Variants	Nil	1 to 3	1 to 10	10+
<i>Example Product</i>	<i>V10 and above</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Microsoft Active Directory		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BISAN		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ASYCUDA		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SAML		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OpenID Connect / OAUTH2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Microsoft PowerBI		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Microsoft Office		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Microsoft SharePoint 365		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
....		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 The Tenderer should insert additional rows above if and as required.					

ITEM 7 – Tenderer's responses in relation to the Part 2 Statement of Requirement

Responses to the requirements listed in Appendix B, the Terms of Reference (TOR) to this RFP must be provided in this section of the vendor's proposal. Vendors will use the attached spreadsheet format provided and add explanatory details as necessary in a separate document using the requirement number as a reference.



RFP_Part3_Item7_Response_to_Statement_

The following answer key must be used when responding to the requirements:

Code	Description
Y	Yes, the software provides this functionality "out-of-the-box".
N	No, the software does not provide this functionality.
C	The software can be customized via software modification to provide this functionality. Provide complexity estimate in the "Comments" section.
F	Functionality will be available in a future release. Provide anticipated release date in the "Comments" section.
T	Third Party Software required to fully provide requirement.
R	Provided with reporting tool.

Vendors must use one code only per requirement. Any requirement that is answered in any other way will be treated as a negative/non-response. For multi-part requirements, the vendor should only respond "Y" if all requirements are provided; if not, the vendor should comment on those requirements that are provided.

All responses that indicate that functionality is available "out-of-the-box", through customization, or a reporting tool, or through a third-party product will be included in the costs submitted in this proposal. Furthermore, the module necessary to perform that functionality must be included in the scope and cost of this proposal.

If functionality is expected to be available in future release, please indicate the expected release date in the "Comments" column, and if there is any additional cost for such functionality, the cost must be identified.

■ EXCEPTIONS TO THE RFP

- Vendors may take exception to certain requirements in this RFP.
- All exceptions shall be clearly identified in this section and a written explanation shall include the scope of the exceptions, the ramifications of the exceptions for DCTRT, and the description of the advantages or disadvantages to DCTRT as a result of exceptions.
- Vendors may also provide supplemental information, if necessary, to assist DCTRT in analyzing responses to this RFP.

ITEM 8 – Proposed Implementation Approach

The vendor must provide information on its proposed implementation approach including how it will work with the MOFBPS to successfully embed the solution into DCTRT's operations.

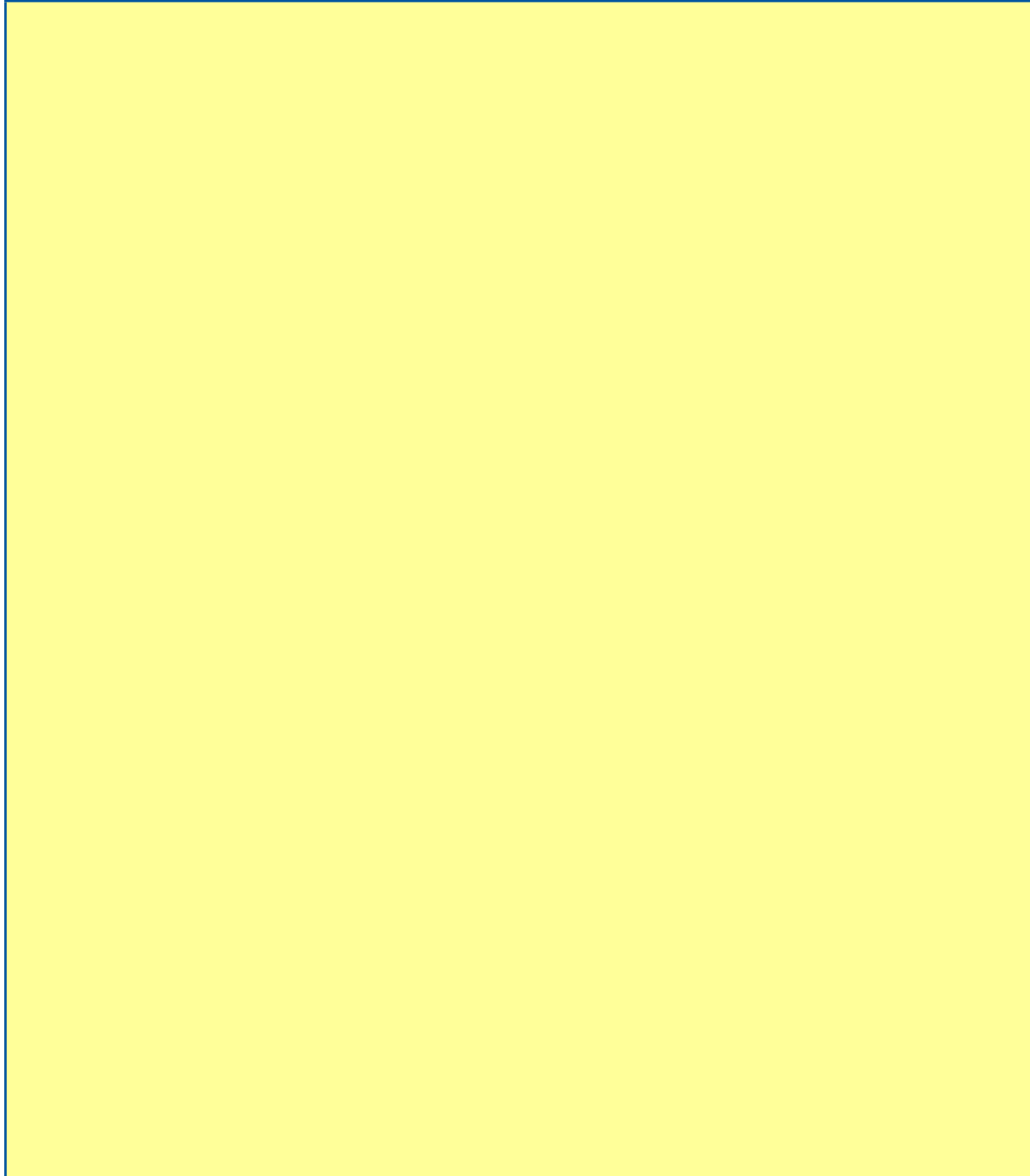
■ Implementation Plan:

Describe the detailed methodology for implementing the software solution, including any third-party software.

The methodology shall include:

- estimated timeframe, overview of phases and milestones, assumptions, and assumed responsibilities.
- anticipated DCTRT support staff levels. Vendors will identify the expected IT and DCTRT staffing levels to support the on-going operations of the proposed system. This will be verified with vendor references.

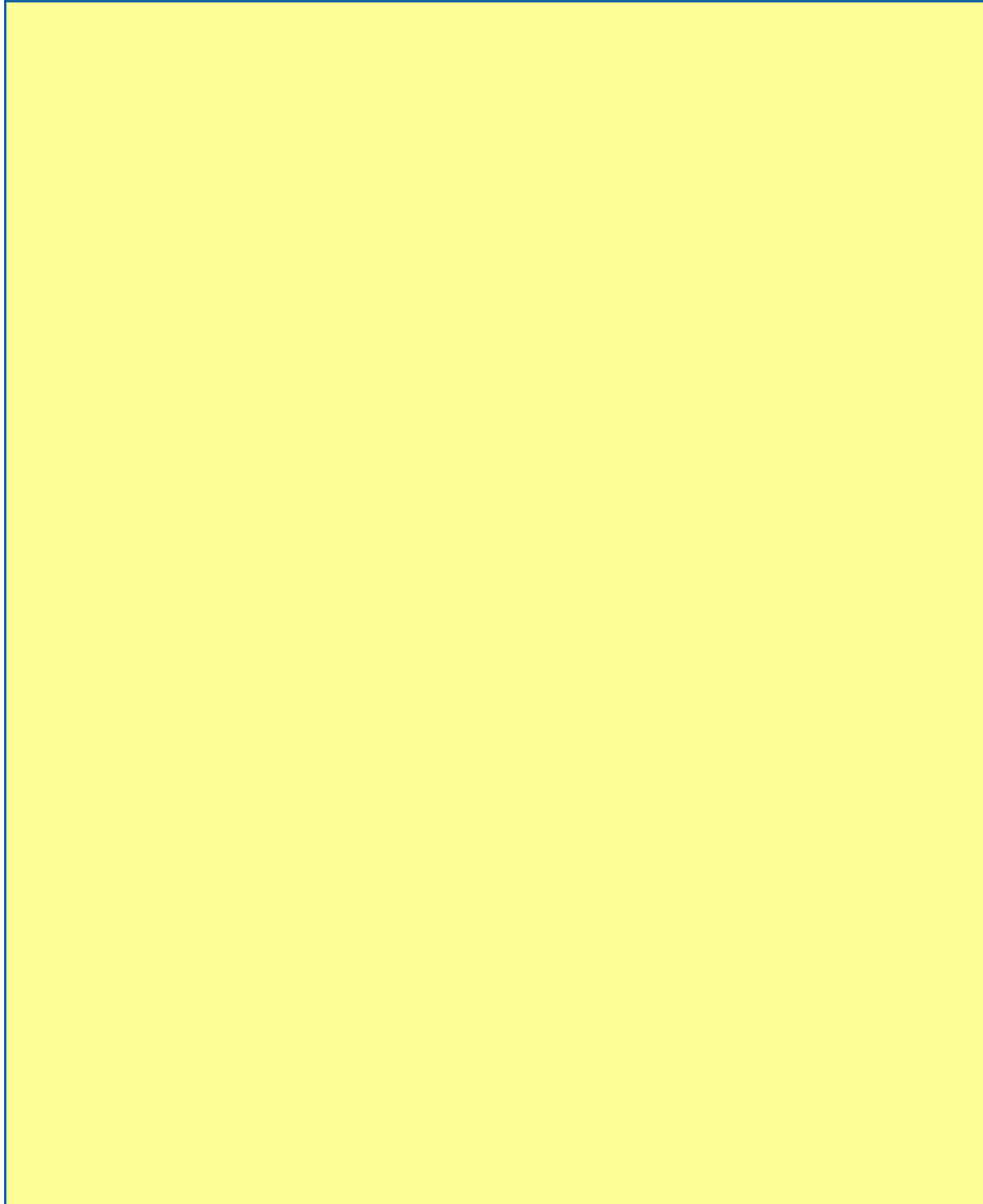
Vendors may attach proposed project plans or schedules in addition to the below summary.



■ **Quality Assurance Plan:**

Describe the detailed methodology for ensuring the quality of the delivered solution, including its compliance with the RMI's tax laws and procedures. The methodology shall include:

- Explain how each of the following types of testing has been addressed in your implementation plan: (a) module testing; (b) integration testing; (c) parallel testing; (d) stress/load testing and (e) User Acceptance Testing.
- The approach to acceptance testing and what criteria were generally used to signify acceptance at previous implementations, including legal compliance assurance.
- Any anticipated parallel testing or pilot activities that will be part of the overall implementation process.



■ **Knowledge Transfer Plan:**

Describe the detailed methodology for delivery of knowledge transfer and skilling for MOFBPS staff. The methodology shall include:

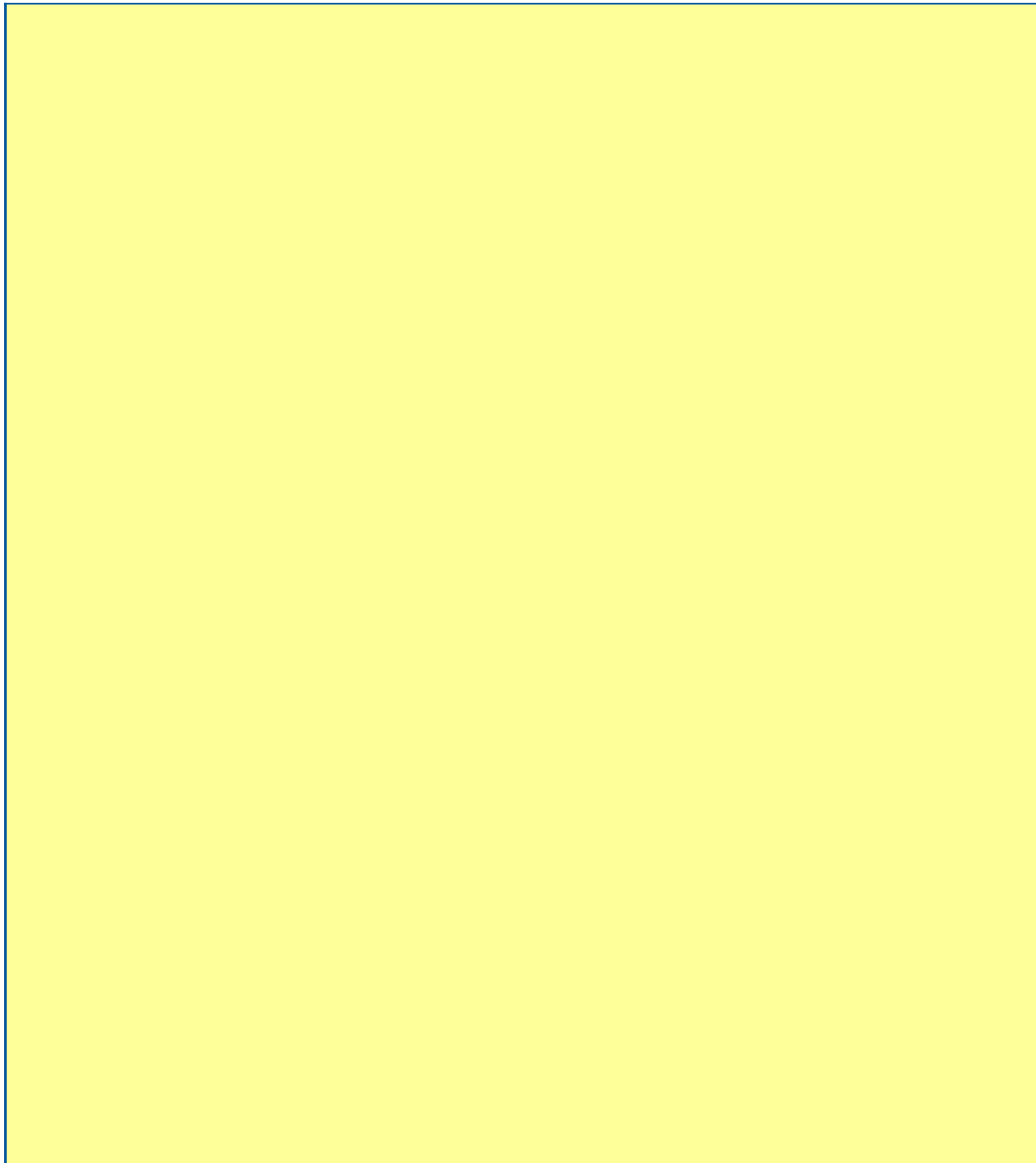
- An overview of proposed training plan/strategy, including options for on-site or off-site training services, for the core project team, end-users, and technology personnel.
- The role and responsibility of the software vendor in the design and implementation of the training plan (e.g. development of customized training materials, delivering training) to DCTRT.
- The role and responsibility of DCTRT staff in the design and implementation of the training plan.
- The knowledge transfer strategy proposed by the software vendor to prepare DCTRT staff to maintain the system after it is placed into production.
- Descriptions of Classes/Courses and training materials proposed in the training plan.
 - The vendor will specify the unit of measure for its training (e.g. units, classes, days, etc.) and define the hours associated with these units of measure.
 - The vendor must be very clear about exactly what training courses are included in the cost of the proposal.

■ **Data Conversion Plan:**

Describe the detailed methodology for migrating data from existing MOFBPS data sources. The methodology shall include:

- The process for designing a data conversion plan to migrate DCTRT's historical data from various legacy systems to a standard common database format; ensuring the integrity and accuracy of that data.
- how they would approach conversion of the main systems and describe their methodology for managing the required conversions.
- the vendor's expectations of the activities that DCTRT personnel and the vendor will be expected to perform with regards to data conversion.

DCTRT desires to convert at least two (2) years of historical data from its legacy system. The current system currently maintains four (4) years of historical data.



ITEM 9 - General Operational Environment – Location of Services

The operational and data security requirements vary considerably between countries and government entities. The Marshall Islands is currently making efforts to uplift its cybersecurity preparedness with the potential for new policy and legislative requirements to be introduced during the term of the contract.

Tenderers are required to provide information relating to the physical location where key activities are performed, solution components are hosted (if applicable), and customer data is stored (if applicable). This will inform MOFBPS to make an informed decision in relation to emerging requirements.



The Tenderer should identify the city and country where the activity/solution component is located.

Location of Software Development Activities	Location of Quality Assurance Activities	Location of Support Operations
<i>Sydney - AU</i>	<i>Sydney - AU</i>	<i>Manila - PH</i>
<i>Hydrabad – IN Nanjing - CH</i>	<i>Hydrabad – IN Nanjing - CH</i>	<i>Global, including: China, India, USA, France, UK</i>

Tenderers are required to provide information that enables MOFBPS to undertake an initial security risk assessment of their services.

Security Questionnaire

All tenderers that propose a cloud-based or managed service solution are required to submit the **Hosted Solution Security Questionnaire** as part of their response.

Please provide a copy of the Questionnaire as an attachment to this response

Have you attached an up-to-date copy of the **Hosted Solution Security Questionnaire**?

YES

☐

NO

☐

If NO, please specify a reason.

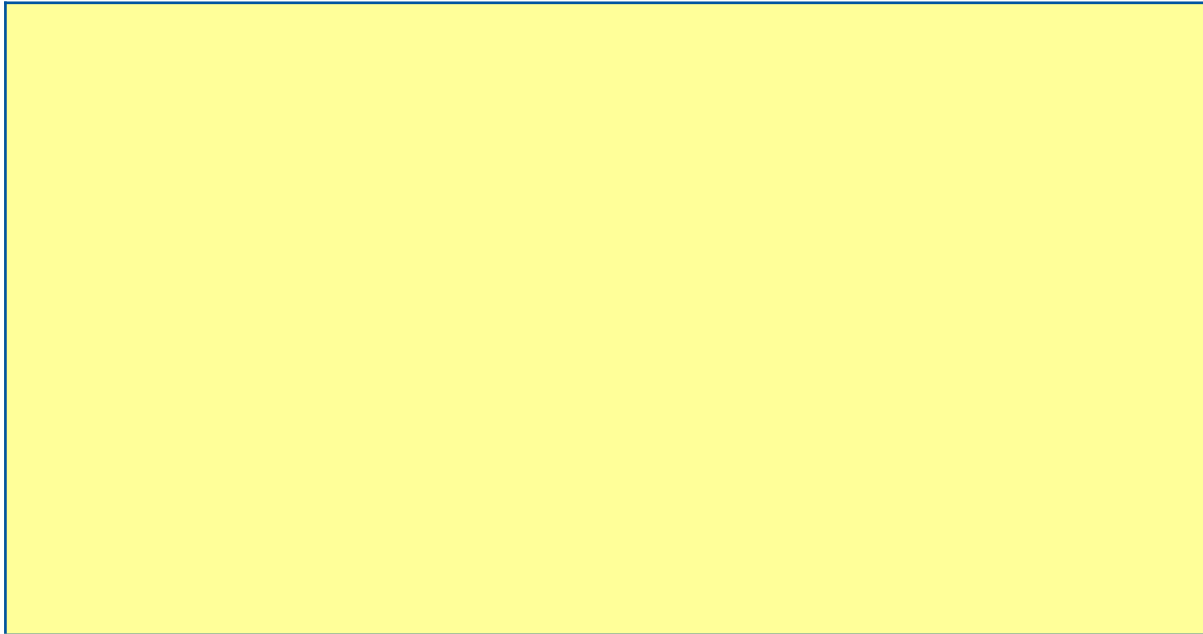
ITEM 10 – Delivery and Management Arrangements

The Tenderer should describe of the arrangements it proposes to efficiently and effectively deliver and manage the Required Supplies.

■ Change management and stakeholder engagement

The Tenderer should provide an overview of their approach to onboarding a tax administration, including:

- proposed stakeholder engagement approach
- support for taxpayer change management including onboarding and education services



■ Pre-production & security requirements

The Tenderer should provide an overview of the following:

- Security and Access Control Practices (for non-hosted solutions)
- Support for Pre-Production Development and Testing Environments



ITEM 11 – Post-release Warranty, Maintenance and Support

■ Post-implementation Support

The Tenderer should describe of the arrangements it proposes for post-implementation and ongoing support including:

- Post-implementation hyper-support period (e.g. one month of on-site support after go-live).
- Support plans defining “levels” of customer support (e.g. gold, silver, etc.).
 - Define what level of support is being proposed, including the Service Level Agreements for response and resolution associated with the proposed level of support.
 - Service Management Processes and Operational Support Models (e.g. ITIL functions), with a focus on problem reporting and resolution procedures.
 - Telephone and email support (e.g. include toll-free support hotline, hours of operation, availability of 24 x 7 hotline, etc.).
- If there is to be a separate maintenance contract, vendor will attach form of such contract.
- Availability of user groups in general and government fund accounting user groups in particular, and their geographic areas.

■ **Proposed Warranty**

The Tenderer should provide an overview of the following:

- Details of the proposed warranty period after acceptance.
- If Application and Database Software updates for enhancements, and refinements to purchased capabilities will be provided by the Vendor as part of the warranty which begins after acceptance in year one, or as part of the price for maintenance for those years in which the DCTRT has purchased maintenance from the vendor.

■ **Update and Patching Strategy**

The Tenderer should provide an overview of the following:

- The vendor is to provide DCTRT of with their stated software update and version support strategy and their requirements for DCTRT to accept such version updates.
 - Bug fixes and patches (functional and security):
 - o The frequency that application patches and releases have been made available within the last 2 years.
- Other support (e.g. on-site, remote, Web site access to patches, fixes and knowledge base).

ITEM 12 – Capability and Capacity

TENDERER'S CAPABILITY AND CAPACITY

The Tenderer should provide evidence – e.g. previous experience – of its (and any proposed subcontractor's) capability and capacity to efficiently and effectively manage and deliver the Required Supplies or similar goods and/or services:

PROPOSED SUBCONTRACTORS

See Part 1 Conditions of Participation clause 32

The Tenderer should provide details of those parts of the Required Supplies, if any, which it proposes to subcontract, and the full names of the subcontractors it proposes to subcontract those parts to:

Part of Required Supplies proposed to be subcontracted	Name of proposed subcontractor	Duration of relationship	Number of projects completed together



The Tenderer should insert additional rows above if and as required.

TENDERER'S NOMINATED RESOURCES / STAFF

The Tenderer should provide details of the nominated resources (staff) that will participate in the delivery of the IRAS project:

Resource Name	Job Title / Project Role	CV Attached?

The Tenderer should insert additional rows above if and as required.

A "staff loading" chart listing resource utilization by each month should be included.



Work effort estimates must match assumptions presented in the PART 4- RFP RESPONSE - FINANCIAL cost schedule and the assumptions presented in the implementation methodology. DCTRT reserves the right to alter work effort estimates after further discussion with the vendor.

Vendor will give DCTRT reasonable rights to approve or disapprove personnel and personnel changes during the term of any Agreement.

ITEM 13 – Tenderer’s references

MOFBPS considers references for the software, implementation vendors (if different) and third-party vendors (if any) to be important in its decision to award a contract. MOFBPS will not call vendors in advance of contacting referees or work through vendor’s Reference Manager to complete a reference.

Vendors should provide at least three (3) but not more than five (5) client references that are similar in size and complexity to this procurement and have utilized the proposed system (including the proposed version) in a comparable computing environment.

References should include:

- Only fully completed (live) installations.
- At least one (1) country that has introduced VAT (GST) as a new tax type.
- At least two (2) revenue agencies in the pacific (or equivalent small island nations).

The names and phone numbers of the project manager or executive sponsor for each reference must be listed. Failure to provide this information may result in the vendor being excluded from further evaluation.

Please advise each reference is willing to participate in a 30- to 45-minute reference call and inform references that MOFBPS will contact them. All contact information must be correct and up to date. Reference checks may include queries concerning specific line personnel and managers.

Reference Site 1			
Client name			
Country			
Contact Person – Preferable the client project manager or project sponsor.			
Name			
Position			
Telephone			
Email			
Summary of project			
Start Date:		End Date	
Total Project Budget: (if known)		Contract Value (US\$):	
Software Products & Versions:			
No. of users:			
Summary of services provided			
Project Scope – Functionality Delivered			
1. General Requirements (GEN)	YES / NO	10. Objections, Reviews and Appeals (ORA)	YES / NO
2. Taxpayer Registration (REG)	YES / NO	11. Tax Clearances (TCF)	YES / NO
3. Payments Integration Processing (PIP)	YES / NO	12. Case and Workflow Management (CMF)	YES / NO
4. Returns Processing (RTN)	YES / NO	13. Audit Support (AUD)	YES / NO
5. Assessment of Tax (AOT)	YES / NO	14. Taxpayer Services (TPS)	YES / NO
6. Taxpayer Accounting (TPA)	YES / NO	15. Tax Reporting and Forecasting (TRF)	YES / NO
7. Events Calendar/Enforcement (ENF)	YES / NO	16. Analytical Capability and Risk Management (ACR)	YES / NO
8. Refund Integration Management (RIM)	YES / NO	17. Mobile App (MOB)	YES / NO

9. Arrears Management (ARR)	YES / NO			
Project Costs				
Hardware	Software	Implementation Services	Other	Total
\$ -	\$ -	\$ -	\$ -	\$ -

Reference Site 2				
Client name				
Country				
Contact Person – Preferable the client project manager or project sponsor.				
Name				
Position				
Telephone				
Email				
Summary of project				
Start Date:		End Date		
Total Project Budget: (if known)		Contract Value (US\$):		
Software Products & Versions:				
No. of users:				
Summary of services provided				
Project Scope – Functionality Delivered				
1. General Requirements (GEN)	YES / NO	10. Objections, Reviews and Appeals (ORA)	YES / NO	
2. Taxpayer Registration (REG)	YES / NO	11. Tax Clearances (TCF)	YES / NO	
3. Payments Integration Processing (PIP)	YES / NO	12. Case and Workflow Management (CMF)	YES / NO	
4. Returns Processing (RTN)	YES / NO	13. Audit Support (AUD)	YES / NO	
5. Assessment of Tax (AOT)	YES / NO	14. Taxpayer Services (TPS)	YES / NO	
6. Taxpayer Accounting (TPA)	YES / NO	15. Tax Reporting and Forecasting (TRF)	YES / NO	
7. Events Calendar/Enforcement (ENF)	YES / NO	16. Analytical Capability and Risk Management (ACR)	YES / NO	
8. Refund Integration Management (RIM)	YES / NO	17. Mobile App (MOB)	YES / NO	
9. Arrears Management (ARR)	YES / NO			
Project Costs				
Hardware	Software	Implementation Services	Other	Total
\$ -	\$ -	\$ -	\$ -	\$ -

Reference Site 3				
Client name				
Country				
Contact Person – Preferable the client project manager or project sponsor.				
Name				
Position				
Telephone				
Email				
Summary of project				
Start Date:		End Date		
Total Project Budget: (if known)		Contract Value (US\$):		
Software Products & Versions:				
No. of users:				
Summary of services provided				
Project Scope – Functionality Delivered				
1. General Requirements (GEN)	YES / NO	10. Objections, Reviews and Appeals (ORA)	YES / NO	
2. Taxpayer Registration (REG)	YES / NO	11. Tax Clearances (TCF)	YES / NO	
3. Payments Integration Processing (PIP)	YES / NO	12. Case and Workflow Management (CMF)	YES / NO	
4. Returns Processing (RTN)	YES / NO	13. Audit Support (AUD)	YES / NO	
5. Assessment of Tax (AOT)	YES / NO	14. Taxpayer Services (TPS)	YES / NO	
6. Taxpayer Accounting (TPA)	YES / NO	15. Tax Reporting and Forecasting (TRF)	YES / NO	
7. Events Calendar/Enforcement (ENF)	YES / NO	16. Analytical Capability and Risk Management (ACR)	YES / NO	
8. Refund Integration Management (RIM)	YES / NO	17. Mobile App (MOB)	YES / NO	
9. Arrears Management (ARR)	YES / NO			
Project Costs				
Hardware	Software	Implementation Services	Other	Total
\$ -	\$ -	\$ -	\$ -	\$ -