



الجمهورية اللبنانية

وزارة العدل

الوزير

الرقم: ٣٢٨٩/٤

### دعوة الى مناقصة

في اطار التعاون بين وزارة العدل ومؤسسة DCAF بموجب اتفاقية التعاون المبرمة معها بتاريخ ٢٠١٦/٨/١٨ ،

وفي ضوء نجاح تجربة تحديث موقع وزارة العدل الالكتروني مع المؤسسة المذكورة ،

تدعو وزارة العدل الشركات التي تتوافر فيها المواصفات اللازمة (حسبما هي محددة في دفتر الشروط المرفق ربطاً) ، الى التقدم بعروض للاشتراك في مناقصة مكنة اعمال المديرية العامة لوزارة العدل في بيروت ، على ان يتم ابداء الرغبة بالاشتراك في هذه المناقصة من قبل الشركات المشار اليها في مهلة اقصاها ٢٠١٨/٧/٩ ،

للاطلاع على المعلومات المطلوبة لهذا العرض ، يراجع دفتر الشروط المذكور آنفاً .

بيروت في ٢٠١٨/٦/٢٩

وزير العدل

سليم جريصاتي





**DCAF**  
a centre for security,  
development and  
the rule of law

Beirut, 19 June, 2018

**CALL FOR TENDERS**

by

**DCAF**

**as the Client**

related to the

**Automation of the Lebanese Ministry of Justice's internal processes and  
information sharing and document management System**

**Reference number: BEY-07/18**

Topic	Details
Requested services	Implementing of an automation system, mainly: Work flow, document management, Archiving and retrieving, according to the specifications listed in this document
Contracting organisation	Geneva Centre for the Democratic Control of Armed Forces (DCAF) <a href="http://www.dcaf.ch">www.dcaf.ch</a>
Deadline for submission of tenders	Tuesday, 27 July 2018
Deadline for successful launch of automation system	Friday, 29 March 2019

## **I. Introduction of DCAF**

Initiated by Switzerland, the Geneva Centre for the Democratic Control of Armed Forces (DCAF) is an international organisation dedicated to promoting good governance of the justice and security sector. It promotes the development of efficient security forces that are properly controlled and overseen by executive and legislative authorities and fully accountable to citizens and their elected leaders. Lebanon joined the DCAF Foundation Council in spring 2007 as the first Arab country to become one of DCAF's 62 member states.

In support of its long-term assistance programme to Lebanese justice and security sector reform, DCAF maintains an office in Beirut. DCAF provides its partners with comparative and policy advice and research, promotes inclusive approaches and processes to Lebanese SSR and offers various capacity building programmes.

## **II. Project overview**

The Lebanese Ministry of Justice cooperates with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) in its efforts to improve communication, transparency and accountability in the justice and security sector. To this extend, DCAF will automate the ministry processes through implementing a work flow system, document management and Archiving and retrieving information and offering means to engage with the ministry through e-governance services.

Based on all tenders received, DCAF will make a pre-selection by 09 August 2018. The shortlisted companies will present their offers to a panel of Ministry officials and DCAF staff between 15-24 August 2018, and the final selection will be made based on the quality of the tender, the price and the presentation.

## **III. Project methodology**

DCAF will provide the Contractor with an initial needs assessment after conducting interviews with key stakeholders. The main task of the Contractor, further described in section V, is to build on this assessment and develop and deliver a project plan for the design, customization, implementation, training, testing and launch of the system and Go Live Support for the system. On 29 March 2019, the new system will be launched. As part of the selection process, DCAF asks the applicants to submit offers for post-implementation maintenance/ support for a minimum of 3 years. While being part of the selection criteria (see below), it will be subject to different contract in 2019.

## **IV. Selection criteria and required qualifications**

In its proposal the Contractor is to indicate fulfilment of the following selection criteria. The Contractor must display sufficient experience in successfully implementing projects of comparable dimensions to ensure continuity beyond the implementation of the system. The proposal must contain a detailed budget calculation, listing the estimated price of each project phase.

The Contractor will be selected based on:

- Demonstrated expertise and experience of a sufficient number of staff: The proposal shall mention reference projects and outline the number and qualification of the project team.
- Project Management methodology: Should be based on MSF for CMMI and PMI's PMBOK (Project Management Book of Knowledge).

- Document management and workflow system: The Contractor shall propose a document management and workflow system (Including correspondence management) as one solution or component based solution without the need for extra licencing or third party application, which allows the Ministry to easily scan, track, index, annotate and upload documents and manage information. The proposal shall be able to use different DBMS solutions (Mainly: Microsoft SQL, MySQL ,...), outlining the costs and technical skills required to ensure the timeliness and accuracy of the system.
- System hosting: The hosting will be done at the Ministry's server (Virtual Environment). The contractor shall provide a detailed solution infrastructure for: testing environment, production environment and disaster recovery environment.
- Experience in developing automation systems for government entities. Contractor shall provide at least 3 different references of similar implementation projects in/out Lebanon.
- System Specifications: A complete system specifications to emphasize all key features of the proposed solution
- Documentation and training: Please provide detailed information about the documentation that will be delivered during the project life cycle along with detailed information on the training sessions for technical and key users.
- Warranty and Annual Maintenance Contract: The Contractor should provide 6 months Post-Implementation-Support after the project's final delivery to be included in the contract price offered. The Contractor should also include an offer for at least 3 years maintenance and support services. While taken into account as part of the selection criteria for this contract, maintenance and support will be subject to a separate selection process and contract to be concluded in 2019.
- Timeline: DCAF expects to complete the project in a period of 6 months from start date (29 March 2019)

## V. Tasks

The success of the project will be evaluated on the delivery of the following objectives, in accordance with the timeline agreed upon in the contract. In all of its activities, the Contractor will liaise closely with DCAF offices in Beirut and Geneva and will inform DCAF's Point of Contact (PoC) of its progress on a regular basis. This relates especially to the following tasks:

### Pre-selection process:

1. The shortlisted companies will present their proposal including a short demo highlighting the key features of the proposed solution application and answer remaining questions in front of a panel of DCAF and the Ministry of Justice. The Contractor will thereby present a technical solutions proposal offering suggestions with an overview of associated costs that would respond to that proposal.

### The company awarded the contract will:

2. Conduct interviews with Ministry officials with the support of DCAF, and write the solution technical document. The solution technical document contains a detailed overview of the new system, work flow and functionalities to be implemented by 29 March 2019. It serves as the working document throughout the project. This document is formally approved by all sides. The Contractor will add technical details to this document to ensure continuity and clarity in

use in the future. The automation system must be implemented and delivered according to the contents of the contract, the accompanying terms of reference and the solution technical document.

3. The approved solution technical document will ensure timely and efficient development and implementation of the automation system, including but not limited to the following functions. All content, including the e-governance services, must be easily customizable via the proposed software solution. **Please refer to appendix A below for detailed scope of work.**
4. E-governance: The Contractor will ensure the usability and effectiveness of the system.
5. Risk management methodology: The contractor shall maintain high transparency towards DCAF of potential threats to the project plan, and inform DCAF of any risks whether procedural or technical, along with a mitigation plan for each risk.
6. Test environment: The Contractor will set up a test environment for testing purpose by the Ministry and by DCAF. The Contractor will implement change requests, according to the methodology agreed upon in the contract.
7. Documentation and training: The developer will compile a full documentation of the system and automated processes. Based on this, the contractor will provide training to key users within the Ministry enabling them to use and update the automation system. The documentation must include a description of how content is inserted via the DMS.
8. Post-implementation support: Please indicate the support beyond the project duration in your proposal.

## VI. Timeframe and procedures

Companies are asked to submit a full tender referencing the items above and specifically outlining fulfilment of the criteria, tasks and deliverables set out in sections III-VI by 27 July 2018. Please include a draft work plan, and a budget calculation with a summary of costs per project phase.

The final decision will be made based on the quality of the offer, the price and based on the final presentation of the shortlisted companies by DCAF and the Ministry of Justice.

1.	Call for tenders officially announced	26 June
2.	Deadline of tender questions and Signed Letter of intent (Questions and letter of intent shall be send to the electronic email that is mentioned down)	09 July
3.	Q & A meetings	13 July
4.	Deadline for receiving offers	27 July
5.	Shortlisting of companies for final presentation	09 August
6.	Presentations of the shortlisted companies	Between 15-24 August
7.	Final selection of company	31 August
8.	Project start (upon signature of the contract)	01 September
9.	Final System delivered, users trained & final presentation	29 March 2019

## VII. Modalities

The payment modalities will be outlined in the contract to be signed by DCAF and the selected company. The contract is subject to DCAF's terms of business, especially its commitment to non-corruption, transparency and accountability. Payments will be done in three instalments. An advance payment of 20% will be paid upon signature of the contract. Two other instalments of 40% each will be made upon the successful delivery of the tasks and objectives defined in the contract, the terms of

reference and the solution architecture document. Tenderer should expect the first of such instalments to be made upon delivering 50% of the projects outputs and the second of such instalments to be made at the end of the project.

## **VIII. Settlement of Disputes / Place of jurisdiction**

The Agreement resulting from this call for tenders shall be governed by Swiss law. Any dispute arising between the Client and the Tenderer from the interpretation or application of the Agreement shall be settled amicably and in good faith. In case the dispute cannot be settled amicably, the place of jurisdiction shall be the Swiss Canton of Geneva.

## **IX. Submission of offers**

Kindly submit your offers in English by email at the latest by Thursday, 27 July 2018, and **additionally** by hard copy at the latest by 27 July 2018.

DCAF will announce the results of the pre-selection on 09 August 2018. Between 15-24 August 2018, the shortlisted companies will be invited to present their solution to a panel of DCAF and Ministry officials. Their decision will be announced on 31 August 2018.

**The offers must be submitted twofold. DCAF will not review tenders received only per email or only per hard copy:**

- 1) **Per e-mail until 27 July**, containing two separate files (a) the technical offer, (b) the financial offer. The email's subject should reference the tender (BEY-07/18). The message should include the note "Attachments not to be opened before 27 July 2018". Emails should be sent to DCAF's Point of Contact, Johannes Sauerland (see below).
- 2) **Per hard copy until 27 July**, in two separate envelopes, one envelope containing the (a) technical offer and one containing (b) the financial offer. Both envelopes must be clearly labelled as such and should carry the note "Not to be opened before 27 July 2018". The envelope shall be sent to the address indicated below (see below). (Delivery in person or by postal service, office hours: 14-17, please call 70 – 074274 beforehand).

### **DCAF Point of Contact:**

#### **For email:**

Name: Johannes Sauerland  
Phone: +41227309461  
E-mail: [j.sauerland@dcaf.ch](mailto:j.sauerland@dcaf.ch)  
CC: [z.assad@dcaf.ch](mailto:z.assad@dcaf.ch)

#### **For mail/hard copy:**

Geneva Centre for the Democratic Control of Armed Forces (DCAF)  
Attention of: Ms Zeina Assad  
Gefinor Building, Clemenceau Street  
Block B, 6th floor  
Beirut, Lebanon  
Phone: 70 - 074274

**The tender must include:**

- a short presentation of the company and an organigram of its structure;
- a summary of your proposed solution and development methodology;
- Project plan, suggestions and recommendation on suitable features of the proposed solution
- Software and hardware architecture.
- a list of similar successful past projects outlining the company's track record;
- a summary of the team that will be working on the project as well as its professional experience in the form of CVs;
- the technical offer, with detailed replies especially to sections III-IV-V of this call for tenders;
- the financial offer, as stated above, the financial and technical offers need to be submitted in separate files/envelopes;
- Post Implementation Support and service level agreement (SLA). This shall include an offer for 6 months Post-Implementation-Support to be included in the contract price offered. The Contractor should also include an offer for at least 3 years maintenance and support services, which will be taken into account as part of the selection criteria for this contract, but be subject to a separate selection process and contract to be concluded in 2019.
- Declaration/letter signed by the Director/CEO of the tenderer confirming the absence of open criminal proceedings and absence of a final judgment for criminal offences;
- Proof of legal registration;
- Relevant statements from tax authorities (proof that tenderer is registered for declaration and payment of value added tax or similar sales tax, in accordance with national legislation, proof that the tenderer has declared relevant taxes, including those for staff and employee contributions);
- Declaration/letter signed by the Director/CEO of the tenderer confirming that tenderer is solvent and not subject to insolvency or bankruptcy proceedings.

**Note:** it is recommended that bidders check the ministry website for more detailed information about the ministry; [www.justice.gov.lb](http://www.justice.gov.lb)

## X. Appendix A – Scope of Work

### X.1. Project Overview

The Lebanese Ministry of Justice (MoJ) cooperates with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) in its efforts to improve communication, transparency and accountability in the justice and security sector. To this extend, DCAF is seeking the expertise of a company to automate the ministry processes and provide a document management and workflow solution to organize all its correspondences.

The departments that will be involved for this scope of work are the General Directorate of the Ministry of Justice (Diwan) and related departments within the Ministry.

### X.2. Current Situation

Each year, a large number of documents is generated in the ministry (paperwork). For the departments that are included within this project, the following is an overview for the generated documents each year (Contractor should take into consideration a growing rate of 2% each year)

Department	Number of files	Papers in each file	Total
Department of expert jurors in courts	650	20	13,000.00
Forensic medicine and criminal evidence service	650	20	13,000.00
Department of Supplies and Stationery	2250	3	7,750.00
Department of Publications	200	3	600.00
Department of Notaries	2000	50	100,000.00
Accounting department	2000	10	20,000.00
Directorate of Prisons	150	10	1,500.00
Directorate of Judges and Employees Affairs	15000	10	150,000.00
Delinquent Juveniles Reform Department	2150	10	21,500.00
General Directorate of the Ministry of Justice (Diwan)	10000	20	200,000.00
Institute of Judicial Studies	650	15	9,750.00
Committee of Legislation & Consultations	1200	300	360,000.00
Committee of Cases	16000	400	6,400,000.00
Information Technology (IT Department)	1000	10	10,000.00
Total Sum			7,307,100.00

### X.3. Language

All proposals and responses to this RFP must be in English.

### X.4. Expected results to be achieved:

Result 1: Accomplishing the Preliminary Activities; Requirements Analysis; Management Information System Design.

Result 2: Provide and customize system's modules.

Result 3: Configuring, deploying and testing the system to ensure that the application is operational and contains no bugs.



Result 4: A package of general and technical training, documentation and final acceptance.

Result 5: List of the following:

- Servers requirements and physical architecture
- Required Software and Licenses

### **X.5. Risks**

The Contractor is required to be aware of the possible risks involved in implementing this project and is hereby expected to develop risk management plans to reduce those risks that may jeopardize the successful completion of the project. Below is a non-comprehensive list of those risks:

- Lack of cooperation by stakeholders
- Approvals and feedback caught up on Government level
- The natural employee resistance to change.
- Potential inability of existing personnel to comprehend and adapt to the purpose of the project leading to major obstacles in gathering the required information and thus hindering the project implementation and utilization

### **X.6. Scope of work**

A web based application must be provided, located and hosted at MoJ data Centre and accessed by the ministry employees only through administrator's roles and privileges.

#### **X.6.1. System Design**

- Web based Application
- Central data Repository at MoJ data centre or custom virtual servers
- Follow high-level information security standard for data entry, retention, transmission, and disposal.
- Secured service for all users

#### **X.6.2. System Modules**

- Document management system
- Correspondence management, Workflow (Process automation)
- Correspondence management

#### **X.6.3. Guideline of System Design & Development**

Enough documentation should be made to support system development life cycle of each and every application system including System Specification, Design Document, Technical Development Guideline, Technical Manual, User Manual, Acceptance Test Report, List of Known Bug / Defects etc.

- The system components shall be modular in order to allow future revision, extension and/or replacements
- The system must have the possibility to deploy parts of the application independently of other parts so that any components can be introduced without the need to change the existing application program
- The system shall support latest windows server version.

- The Database for the Application may be any known database Server (Microsoft SQL, MySQL, ORACLE, ...). The application should support all mentioned database servers.

## **X.7. Work Description**

### **X.7.1. General Directorate**

The General Directorate of the Ministry of Justice is constituted of the:

- Department of Supplies and Stationery
- Department of Publications
- Delinquent Juveniles Reform Department
- Directorate of Prisons
- Forensic medicine and criminal evidence service
- Institute of Judicial Studies
- Department of Notaries
- Department of expert jurors in courts
- Committee of Legislation & Consultations
- Committee of Cases
- General Directorate of the Ministry of Justice (Diwan)
- Directorate of Judges and Employees Affairs
- Accounting department
- Information Technology (IT Department)

The bureau is responsible to ensure the needs of the judicial departments and committees in the central administration, palaces of justice and the maintenance and furnishing of its premises, the publications, supplies and the collections of laws, books and legal magazines, the establishment of public libraries in Beirut and the preservation of its assets and putting them at the disposal of the justice, care of the cleansing. This service handles the maintenance of engagement as well among the Ministry of Justice, committees, international and regional Arab and foreign organizations with all the contribution required in the preparation of conferences and meetings and the exchange of communications.

The bureau registry department register all incoming and outgoing documents and correspondences on 5 types of record books. Each record book is related to a number of correspondence type.

#### **X.7.1.1. Process Automation**

The workflow should allow creating new custom processes easily and assign them to users/department or group. The following sample of processes needs to be handled by the workflow:

- Foreign conferences
- Request to meet the Minister by foreign diplomats
- Request to fill a questionnaire/request information related to a topic
- Add or delete names from a list
- Naming a connection point
- Special invitation to a conference from an organization not registered in Lebanon
- Request an opinion on a particular subject
- Registry related to the right to access information

- Registry for Circulars - Decisions - Contracts
- Registry of complaints
- Agreements - International memorandums of understanding
- Extradition dossier
- Special amnesty dossier
- Evacuation of a ministry building
- Renewal of contracts with associations (NGOs)
- Payment of contracts for associations
- Raise an association violation
- Financial report submitted by associations
- Transfer and return to source
- Transfer and save
- Referrals sent to the Legislature and Consultations
- Any other request – Decisions – Follow up

Bidder should take into consideration the following requirements:

- Intermediate to complex level workflow
- Many departments will be involved in each workflow
- Recursive
- Document tracking
- Delegation

For detailed minimum requirements that should be available in a workflow engine, please review the workflow section below **(X.7.2.6)**

#### **X.7.1.2. Search:**

**Users should be able to search for any record based on some criteria such as: source, File type, file status, judge/employee name, number, date, text in title, text in predefined fields, and text in body.**

#### **X.7.1.3 Additional information**

- Interface language must be in Arabic.
- Correspondence languages are mainly in Arabic, English and French language with some exceptional documents that can be of different languages.
- Source of documents: All sources.

#### **X.7.1.4 Optional Features**

Bidders are requested to quote the below requirements as optional items in the financial proposal. DCAF retains the right to cancel those requests without any obligation from its part.

##### **X.7.1.4.1 Reporting**

Bidder should provide 5 predefined reports with the ability to generate custom reports based on different giving fields and criteria, and 1 dashboard for bureau. Detailed information about the reports will be communicated during the business analysis phase.

For detailed minimum requirements that should be available in a workflow engine, please review the workflow section below (X.7.2.6)

## **X.7.2. Minimum system required features**

### **X.7.2.1. Integration**

The system must support the integration with:

- MoJ Active Directory
- Mail Server
- Should be able to integrate with any other systems in the future
- Publish data to a web page for specific types of documents (e.g.: File status, ...)

### **X.7.2.2. Data Exchange**

- The application should be able to export data in different types including: XML, Text separated, ...
- The ability to import data into the system, at least the data exported by the application itself.

### **X.7.2.3. Security**

- Ensure Users have the Right Access
- Support single sign-in and application level sign-in with active timeout parameter
- HTTPS access secured web application
- A digital signature to be applied with all necessary components (client and server)
- Monitor & Audit Site and User Activity
- Ability to have groups
- Ability to define different type of permissions for each department site
- Connection should be secured and encrypted
- Users added to a group should inherit the group permissions
- External users such as lawyers, notaries, doctors ... should be registered to the system and handled credentials where they can access specific sections of the system to upload the documents they want without having to be at the department office. (to be confirmed by the ministry. This feature will simplify the work of many departments)
- Ability to add/edit/delete permissions
- Ability to give low level permission for external users
- Files permissions: once a file is uploaded to the system, it should be locked for changes. Any updates that are made to the original file should be uploaded to the system as new version. Version history should be available.

### **X.7.2.4. Training**

Bidder should train MoJ users by taking into consideration that most of them have a level 2-5 (out of 10) in the IT scale and computer usage.

### **X.7.2.5. Architecture**

- There must be a need for exposing services even if the application is a pure intranet application, exposure may be internal or external, and the enterprise needs might change. There is always data that is public and need to be exposed or consumed by someone else.

- Bidder should prepare the deployment, testing, development, disaster recovery and production environments

#### **X.7.2.6. Workflow engine**

The following minimum features should be available:

- If: Executes an activity based on specific condition
- Parallel: execute an activity in parallel
- Flow decision
- Send notifications within the application and by email
- Start a workflow (manual or automatic) depending on the document library in use
- Terminate a workflow: A workflow can be terminated normally through the process or forced manually
- Assign: allows assigning a task to another member in case it needs his approval and review
- Delegate: this can be used when a member delegates all his tasks for a certain period (in case of sickness or annual leave ...)
- Return: workflow should be able to return an action to previous activity
- Sequential or parallel approval
- Send reminders to the approvers
- Automatically start the approval workflow when a document is uploaded
- Workflow tracking (status and history)
- Assign a task to a member or group (single or parallel)
- Support the entire correspondence lifecycle
- List tasks
- View department tasks (for manager)
- Approve/reject/delegate ... task based on business rules
- Support for Delegation, Escalation and Revert

Bidder should take into consideration the following requirements:

- Many departments will be involved in each workflow
- Recursive

#### **X.7.2.7. Document management system**

- Document management must be a part, component or module of the application, using the same user/group credentials, not a separate or different application system
- Allow single and multiple upload (bulk upload)
- Allow batch scanning method using separator pages
- Display thumbnails of document pages
- Provide basic imaging functionalities (rotating, cropping, annotation, stamping, cleansing, ...)
- Support most public imaging formats (PDF, JPG, TIFF, MTIFF, BMP, GIF, PNG, ...)
- Support Copy, Past and Move pages
- Search and Index documents
- Versioning (minor and Major) along with version management (Delete, restore, view ...)
- Customized views

- Metadata properties
- Document templates: easy to create and add document template
- Relate documents (child or linked documents)
- Alerts and notification
- Audience targeting
- Documents will be stored in a managed structured folders
- Retention policy
- Auditing
- Publish/Unpublish/Draft
- Sharing
- Barcode/Qrcode printing

### **X.7.3. Auto number**

Each document will have 2 coding numbers:

- Record book number: a number that is Auto/manually entered into the system and that matches each department specific numbering pattern
- Global number: Auto-generated number that will be used to refer the same document when moving from one department to another

### **X.7.4. Backlog and document archiving**

DCAF target is to implement the automation, DMS and backlog for the entire ministry. The system should allow storing the backlog documents in an easy manner, with minimal to all fields.

As first step, the implementation will be done for the 2 major departments:

- Diwan
- Directorate of Judges and Employees Affairs

Bidder should take into consideration, within the proposed architecture, that the total number of documents that are transmitted within the ministry is around 7.5 million documents per year as follows:

Department	Number of files	Papers in each file	Total
Department of expert jurors in courts	650	20	13,000.00
Forensic medicine and criminal evidence service	650	20	13,000.00
Department of Supplies and Stationery	2250	3	7,750.00
Department of Publications	200	3	600.00
Department of Notaries	2000	50	100,000.00
Accounting department	2000	10	20,000.00
Directorate of Prisons	150	10	1,500.00
Directorate of Judges and Employees Affairs	15000	10	150,000.00
Delinquent Juveniles Reform Department	2150	10	21,500.00
General Directorate of the Ministry of Justice (Diwan)	10000	20	200,000.00
Institute of Judicial Studies	650	15	9,750.00

<b>Committee of Legislation &amp; Consultations</b>	1200	300	360,000.00
<b>Committee of Cases</b>	16000	400	6,400,000.00
<b>Information Technology (IT Department)</b>	1000	10	10,000.00
<b>Total Sum</b>			7,307,100.00

Bidder should provide the following:

- Number and specifications of scanners that would be needed for this scope of work based on the technical solution offered by the bidder
- Recommendations for technical solutions that support OCR in Arabic and English language and average costs based on the following quality standards:
  - 99.8% accuracy for high-quality documents
  - 96% accuracy for low-quality documents
  - Supports Arabic, French and English
  - Auto-detects translation language
  - Supports bilingual documents: Arabic/French, Arabic/English
  - Handles image and text recognition captured by mobile devices
- Specify the number OCR licenses needed for the required scope of work and based on the technical solution offered by the bidder