

Technical Proposal

RFP # GHSC-TA-HAI-HO-001: Implementation of a Computerized Maintenance Management System to improve the management of laboratory and medical equipment in Haiti

From:

FINCON Services International LLC, USA (lead) and

FINCON Services Pvt. Limited, Pakistan



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LIST OF ACRONYMS

ADB	Asian Development Bank
CMMS	Computerized Maintenance Management System
DOSS	Direction de l'Organisation des services de Santé
DRP	Disaster Recovery Planning
ERP	Enterprise Resource Planning
GHSC-TA	Global Health Supply Chain – Technical Assistance
IT / ICT	Information Technology / Information Communication Technology
LNSP	Laboratoire National de Santé Publique
MIS	Management Information System
MSPP	Ministere de la Santé Publique et de la Population
PC	personal computer
PD	Project Director
PM	Project Manager
QA	Quality Assurance
RFP	Request for Proposals
US	United States
USAID	U.S. Agency for International Development

SECTION 1 – METHODOLOGY AND DETAILED WORK PLAN

CMMS SELECTION

Off the shelf software will not perfectly match the unique needs of the client. Each CMMS that we have explored during this proposal stage has advantages and drawbacks. We've developed a selection criteria and comparison matrix that shows how we arrived at our choice of solution. We will fully customize our proposed solution to meet stakeholder requirements.

Selection Criteria

In deciding to propose the best CMMS, we referred to the RFP requirements but also made some of our own observations. We considered the following:

Criteria	Comments
Architecture	Web based, with offline functionalities and synchronization; Backend installed at MSPP
Cost	Free, open-source or one-time cost solutions
Customization	Customized to data requirements in annex 5
Language	French
Speed and Performance	Faster is better. It can be frustrating to work with a system that requires persistent waiting. Even among web based systems, how fast or slow the system is depends on how well they are coded.
Ease of Use	Simpler is often better. In our experience implementing MIS/ERP and CMMS, many off the shelf solutions are over-engineered or not intuitive. For example – a popular integrated ERP/CMMS like Microsoft Dynamics contains many hidden features and even the base installation is hard to navigate and difficult to use. We suggest a simple but powerful solution.
Customer Support	The common drawback of most open source and free solutions is lack of built-in customer support. Most subscription services offer this customer support as “value-added.”

CMMS Candidates and Comparison Matrix

For this proposal, we reviewed several systems:

1. FINCON Health MIS (FINCON HMIS) – our solution first developed in house in 2014. Fully interoperable with existing systems in Haiti. Due to our familiarity with the system, and ability to quickly customize and localize it, we suggest implementing it.
2. OpenMaint, free open source CMMS solution – it is available in French but its complexity and speed and performance issues omitted it.
3. OpenMedis, open source CMMS. Basic and easy to use. Open source development from the community stopped in 2016, possibly earlier. Needs a French translation.
4. OpenLMIS (Logistics MIS), open source solution meant more for supply chain management – would require more effort to customize it into a CMMS.
5. Cloud hosted and cloud managed recurring subscription solutions were considered; however full customization of these solutions is not an option that we can implement, and they are therefore omitted from consideration at this point.

We suggest implementing our in house solution. We have full faith in our product but we also understand that stakeholders may already prefer other systems. Our team and resource pool is flexible enough to implement some of the open source options – including modifying and adding modules to current systems used in Haiti like DHIS2 (if given permission and agreed by stakeholders). As implementers, we are system agnostic and have the means and experience to implement many open source solutions. For simplicity for the rest of this proposal, we will continue with our in house FINCON HMIS in mind and describe its capabilities.

	FINCON's Health MIS	OpenMaint
Architecture	✓ Web: Windows Server, C Sharp, MS SQL, Android, ASP.Net	✓ Web: JavaScript, Java, PostgreSQL
Cost	✓ One-time fee for unlimited users and access (price in financial proposal)	✓ Open source, free with full functionality
Customization	✓ Closed source, but we can modify for client	✓ Open source, limited customizability through interface
Language	⊠ Not available in French but system can be translated	✓ Most of the interface is available in French
Speed and Performance	✓ Fast, primarily simple HTML input / output	⊠ Delay moving from function to function / screen to screen (primarily due to Java)
Ease of Use	✓ Very intuitive, deployed in Tanzania and numerous clients in Pakistan. Mobile client available.	⊠ Similar to most other ERP; moderate learning curve
Customer Support	✓ Presently, in-house support is available in English only; however we can outsource to a third party French hotline provider	⊠ None available in free version

FINCON HMIS – ARCHITECTURE, CMMS FUNCTIONALITIES AND SCREENSHOTS

Functionalities Overview

Required CMMS modules	FINCON HMIS
Equipment inventory management	Yes
Spare parts inventory management	Yes
Procurement management	Yes
Work orders request management (for preventive and corrective maintenance)	Yes (customization required, needs offline caching functionality)
Client (Health Facility) management	Yes (modify existing asset management function)
Client equipment management	Yes, with modifications
Supplier/Vendor Management	Yes
User Management	Yes
Biomedical Technicians/Staff Management	Yes (modify existing HR/Payroll system)

Maintenance contract management (including vendor's performance monitoring)	Not presently available, can be added
Reporting module (that should allow for the development of user defined reports)	Yes (Customizations would be required)

The work plan contains details on full customization of the FINCON HMIS to client requirements. FINCON HMIS "off the shelf" without customization has these sub-functions:

Inventory & Procurement Management	HR/Payroll (User & Staffing management)
<ul style="list-style-type: none"> ● Items management ● Vendor management ● Approval Process ● Send to supplier ● Work orders/Quotations comparison/entry ● Quotation approval process ● PO generation ● Delivery Challan (Internal Movement of Goods) ● Goods Receiving ● Invoicing 	<ul style="list-style-type: none"> ● Employee Management ● Employee Attendance ● Leave Management ● Employee Rosters ● Payroll ● Reports

Architecture

The basic design of a CMMS on a web application is that the application sits on a web server, and all users will access it via web browser over the Internet/HTTP. Equipment & Spare Parts Inventory, Procurement, Work Orders, Client Management, Vendor management will be maintained by the corresponding admin of the CMMS system. The super admin define roles and permissions for all the users.

System Requirements: Server	System Requirements: Client
Software Requirement: Windows Server Operating system Hardware, Server Machine Specification: RAM 16 GB Minimum Hard drive space 1TB Minimum Quad Core Processor 3.1 GHz Minimum	Any computer with web access and browser; Existing government IT infrastructure in Haiti will be able to access the system

Importance of Mobile Access Functionality

Our system, as deployed in Pakistan and Tanzania, is optimized for mobile access (through a normal phone/tablet browser or special client/app). Mobile is very relevant to the national rollout for this project, due to the scale and cost of rolling out the system to 160 sites. We see mobile access as a definite stopgap measure or even a permanent solution – if the IT infrastructure is inadequate to support workstation / PC access at all sites. There are potential

security trade-offs, but this is why the system should be interoperable, but separate from existing systems like DHIS2.

Screenshots – the screenshots are cropped to save space and to show the relevant module

Opening Balance

Search for... [Go!](#)

Select Item *

Stock Location *

Stock Sub-Location *

Select Category *

Batch *

Quantity *

Expiry *

Show entries Search:

<input type="checkbox"/>	Item	Location	Sub-Location	Date Received	Action
<input type="checkbox"/>	item 3	Brofine	Brofine Low doze	29th Jun, 2018	<input type="button" value="✎"/>

Showing 1 to 1 of 1 entries

Add Purchase Order

Search for... [Go!](#)

Select Purchase Request *

Select Quotation *

Add Attachment No file chosen

Description

Purchase Request

Search for... [Go!](#)

Item Category * Requested By

Description *

Add Items

Select Item * Enter Quantity *

Item ID	Item Name	Quantity	Action
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Add Quotation

Select Supplier

Description *

Add Attachments No file chosen

Valid Till

Quotation Status

Add Items

Select Item *

Enter Quantity *

Unit Price *

Expiry Date

Item ID	Item Name	Quantity	Price	Action
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Assign Modules

Select Role *

- [-] Modules
 - Home
 - [-] Settings
 - User Management
 - Add Update Delete Print
 - Export
 - Job
 - Qualifications
 - [-] Employee
 - Add Employee
 - Add Update Delete Print
 - Export
 - Employee
 - Add Update
 - Attendance
 - Payroll
 - Warehouse
 - Access Control List
 - Leave
 - Approval Process
 - Indent Request
 - Approval Requests

Manage Actions

Action Title *

Show entries

Search:

<input type="checkbox"/>	Action Title	Action
<input type="checkbox"/>	Add	<input type="button" value="edit"/> <input type="button" value="delete"/>
<input type="checkbox"/>	Delete	<input type="button" value="edit"/> <input type="button" value="delete"/>
<input type="checkbox"/>	Export	<input type="button" value="edit"/> <input type="button" value="delete"/>
<input type="checkbox"/>	Print	<input type="button" value="edit"/> <input type="button" value="delete"/>
<input type="checkbox"/>	Update	<input type="button" value="edit"/> <input type="button" value="delete"/>

Showing 1 to 5 of 5 entries

Previous Next

Assign Roles

Search for...

Select Role *

Filter By Department

Unassigned Employees List

- Yaseen Khan - 10342
- Abid Hussain - 10185
- Mushtaq Ahmed - 10023
- Muhammad Anwar - 10225
- Zulfiqar Khan - 10336
- Noman - 10089
- Irfan Ali - 10335
- Akmal Ashraf - 10247
- Sitara Sultana - 10161
- Imad Ahmed - 10255

Employees Assigned in ADMINISTRATION

Roles

Search for...

Role Title *

Show entries

<input type="checkbox"/>	Role Title	Action
<input type="checkbox"/>	A/C Mechanic	<input type="button" value="✎"/> <input type="button" value="✖"/>
<input type="checkbox"/>	Admin Executive	<input type="button" value="✎"/> <input type="button" value="✖"/>
<input type="checkbox"/>	Administrator	<input type="button" value="✎"/> <input type="button" value="✖"/>
<input type="checkbox"/>	CEO	<input type="button" value="✎"/> <input type="button" value="✖"/>
<input type="checkbox"/>	Consultant	<input type="button" value="✎"/> <input type="button" value="✖"/>
<input type="checkbox"/>	DMS	<input type="button" value="✎"/> <input type="button" value="✖"/>
<input type="checkbox"/>	Finance Officer	<input type="button" value="✎"/> <input type="button" value="✖"/>
<input type="checkbox"/>	HOD Admin	<input type="button" value="✎"/> <input type="button" value="✖"/>

Manage Modules

Search for...

Module Title *

Add as a Sub-Module

Parent Module

Module URL *

Module Order *

Navigation Icon Class

Show entries

<input type="checkbox"/>	Module Title	Parent Module	Module URL	Module Order	Action
<input type="checkbox"/>	Access Control List		acl/	600	<input type="button" value="✎"/> <input type="button" value="✖"/>

Add Employee

Search for... [Go!](#)

First Name *

Middle Name

Last Name *

CNIC *

Employee Id *

Photograph No file chosen

Employee

Search for... [Go!](#)

Show entries

Search:

Id	First (& Middle) Name	Last Name	CNIC	Designation	Employment Status	Action
10002	Amin	Uddin	42101-7093209-7	SUPPORT SERVICES ENGINEER	PEI	<input type="button" value=""/>
10003	Muhammad	Hakim	31201-4702121-7	MALI	PEI	<input type="button" value=""/>
10004	Parveen		42401-7161367-0	AAYA	PEI	<input type="button" value=""/>
10005	Muhammad	Asif	42201-5741170-9	COOK	PEI	<input type="button" value=""/>
10006	Ghulam	Hussain	31303-7293660-5	PLUMBER	PEI	<input type="button" value=""/>
10007	Vikram		42301-8009569-1	ANAESTHETIST	PEI	<input type="button" value=""/>
10010	Abdul	Wahab	42101-6723539-7	TECHNICIAN	PEI	<input type="button" value=""/>
10011	Amir	Ahmed	42101-7146915-7	TECHNICIAN	PEI	<input type="button" value=""/>
10013	Syed Abdul Rab	Sufi	42101-8143307-9	TECHNICIAN	PEI	<input type="button" value=""/>
10017	Tariq	Bhatti	42401-1709918-1	TECHNICIAN	PEI	<input type="button" value=""/>

Showing 1 to 10 of 437 entries

Previous [1](#) [2](#) [3](#) [4](#) [5](#) [44](#) Next

Amin Uddin 10002

[Back](#)



[Personal Details](#) [Contact Details](#) [Job Details](#) [Salary](#) [Bank Details](#)

First Name

Middle Name

Last Name

CNIC

Employee Id

Gender

Marital Status

Date of Birth

Manage Vendor Categories

Search for... [Go!](#)

Vendor Category Name *

Vendor Category Description

Show entries

Search:

<input type="checkbox"/>	Vendor Category Name	Action
<input type="checkbox"/>	Authorized Distributor	✎ 🗑
<input type="checkbox"/>	General Supplier	✎ 🗑
<input type="checkbox"/>	Local Supplier	✎ 🗑
<input type="checkbox"/>	Manufacturer	✎ 🗑
<input type="checkbox"/>	Sole distributor	✎ 🗑

Showing 1 to 5 of 5 entries

[Previous](#) [Next](#)

Manage Vendors

Search for... [Go!](#)

Vendor Name*

Contact Person 1*

Contact Person 2*

Vendor Email Address*

Vendor Phone Number*

Vendor Mobile Number*

Vendor Address*

Vendor Company ID*

STRN

Vendor Fax Number*

Vendor Enable/Disable

Vendor Category

Show entries

Search:

<input type="checkbox"/>	Vendor Company	Contact Person	Action
<input type="checkbox"/>	Aamir	0332325500	✎ 🗑

Showing 1 to 1 of 1 entries

[Previous](#) [Next](#)

GRN

Search for... [Go!](#)

Select Purchase Order *

Description

Purchase Items List

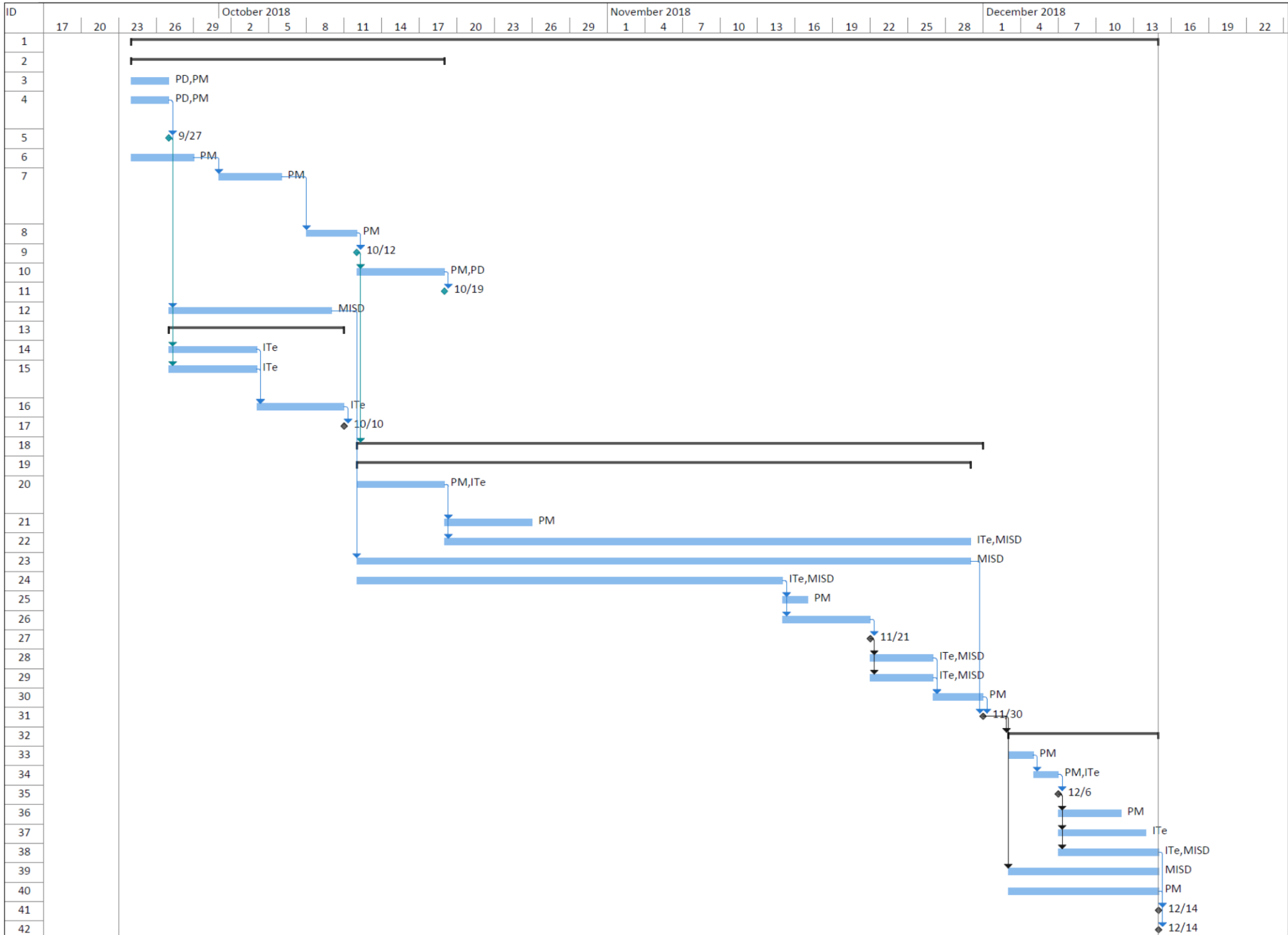
Item ID	Item Name	Quantity Requested	Quantity Received	Price Per Unit	Total Price
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WORK PLAN

The following initials are used in resource names column PD=Project Director, PM=Project Manager, ITe=IT Expert and Trainer, MISD= MIS / Software Developer. Task ID column will be referred to in the Work Plan Narrative.

Task Name	Duration	Start	Finish	Resource Names	Task #
CMMS Implementation	60 days	9/24/18	12/14/18		1
Phase 1: Stakeholder engagement and CMMS presentation	19 days	9/24/18	10/19/18		2
First meetings with stakeholders	3 days	9/24/18	9/26/18	PD,PM	3
Identify key counterparts who will be needed for additional information gathering and feedback	3 days	9/24/18	9/26/18	PD,PM	4
Output: Stakeholder working group / steering committee established	0 days	9/27/18	9/27/18		5
Review relevant documentation	5 days	9/24/18	9/28/18	PM	6
Systems analysis: map out maintenance repair business process, current paper and manual database (Excel) system, information flow and exchange, and functional requirements	5 days	10/1/18	10/5/18	PM	7
Prepare presentation	4 days	10/8/18	10/11/18	PM	8
Deliverable: Present CMMS to stakeholders (week 3)	0 days	10/12/18	10/12/18		9
Finalize implementation plan, and post contract support plan	5 days	10/12/18	10/18/18	PM,PD	10
Deliverable: Post contract support proposal (week 4)	0 days	10/19/18	10/19/18		11
Further CMMS requirements gathering and HMIS redesign	9 days	9/27/18	10/9/18	MISD	12
ICT infrastructure assessment	10 days	9/27/18	10/10/18		13
Assess national hardware infrastructure through interviews, site visits and documents	5 days	9/27/18	10/3/18	ITe	14
Assess IT policy and procedures at MSPP, assess disaster recovery plans and capacity to host a secure and reliable CMMS solution	5 days	9/27/18	10/3/18	ITe	15
Write report and recommendations on IT infrastructure requirements	5 days	10/4/18	10/10/18	ITe	16
Output: Draft report on IT infrastructure requirements	0 days	10/10/18	10/10/18		17
Phase 2: Customization and Installation	36 days	10/12/18	11/30/18		18
Training Needs Assessment and Development of Training Materials	35 days	10/12/18	11/29/18		19

Prepare TNA program, conduct interviews and request surveys from stakeholders (CMMS users)	5 days	10/12/18	10/18/18	PM,ITe	20
Plan for workshop dates and send invites	5 days	10/19/18	10/25/18	PM	21
Develop and translate training materials (ongoing cycle)	30 days	10/19/18	11/29/18	ITe,MISD	22
Code CMMS at source code level to ensure full functionality for client	35 days	10/12/18	11/29/18	MISD	23
Customize at software level (data fields, users, equipment types, etc.)	24 days	10/12/18	11/14/18	ITe,MISD	24
Procure and outsource translation services (if needed)	2 days	11/15/18	11/16/18	PM	25
Translate and localize system with full QA included	5 days	11/15/18	11/21/18		26
Output: First version of CMMS installed and ready for feedback	0 days	11/21/18	11/21/18	ITe	27
Import any existing relevant data currently available in Excel format	3 days	11/22/18	11/26/18	ITe,MISD	28
Develop and test standard and customized management report	3 days	11/22/18	11/26/18	ITe,MISD	29
Seek clients' feedback through the GHSC-TA Francophone TO	4 days	11/27/18	11/30/18	PM	30
Deliverable: final version of CMMS installed and operational (week 10)	0 days	11/30/18	11/30/18		31
Phase 3: CMMS Training and Maintenance	10 days	12/3/18	12/14/18		32
Final preparations for workshop	2 days	12/3/18	12/4/18	PM	33
Conduct two full day training workshops	2 days	12/5/18	12/6/18	PM,ITe	34
Deliverable: workshops completed (week 11)	0 days	12/6/18	12/6/18		35
Seek feedback for training sessions	3 days	12/7/18	12/11/18	PM	36
Continue on the job training and support for CMMS users	5 days	12/7/18	12/13/18	ITe	37
Refine training material	6 days	12/7/18	12/14/18	ITe,MISD	38
CMMS Support: refinements, hot fixes, and last changes to CMMS based on client feedback	10 days	12/3/18	12/14/18	MISD	39
Develop recommendations for a national rollout plan	10 days	12/3/18	12/14/18	PM	40
Deliverable: national rollout plan and risk mitigation strategy (week 12)	0 days	12/14/18	12/14/18		41
Deliverable: user documentation, training manual, and back-up procedures (week 12)	0 days	12/14/18	12/14/18		42



WORK PLAN NARRATIVE

Phase 1 (Sep 24 to Oct 19)

Project inception meetings with stakeholders will secure final client requirements, establish a working group of key stakeholder contacts and set up reporting structures and communications channels. The entire team will participate in these meetings, led by the PD and PM.

Task 7: A computerized system is only as good as the “offline management” and operating procedures that support it. For instance – equipment needs to be stored in the correct bin locations, and then input correctly in the system. We assume the GHSC-TA is strengthening management structures and building technician capacity so that the proposed CMMS will be used properly to ensure data quality. Our team, as a result of their work understanding current operations and the current business process, may touch on “quick fix” institutional strengthening recommendations and add value to that process. For instance, bi-annual audits of the inventory will ensure that the CMMS data is accurate and timely.

ICT Infrastructure Requirements and Post Contract Support Plan: We understand the importance of providing cost-effective support, and building a system that is reliable (efficient and requires minimal support). We categorize two levels of post-contract support: 1) catastrophic hardware and software failures (including data quality issues) which require the intervention of an IT expert and 2) day to day troubleshooting for end users.

To mitigate the risk of catastrophic failures, we will assess the current IT practices and backup procedures at MSPP HQ, the proposed server / installation location. We can integrate CMMS backups into existing DRP procedures at MSPP. If there are no such procedures, we will develop and implement automated backup plans and disaster recovery plans.

Secondly, data quality is a major problem area for newly implemented systems. For example, users who are not trained in the system who are given full access can create unnecessary data fields, create inconsistent names and descriptions for the same physical item, and cause problems which require a major “data cleanup” intervention. We have to carefully design and put in place access restrictions. We suggest restricting full access to a few users, or to a FINCON super-admin. Admin users will grant access and delegate more and more of the system functionalities as lower level users become better trained in the system.

We will refine the post contract support proposals during phase 1 of the project, with input from stakeholders. We can provide support for catastrophic hardware failures by contracting a local Haitian IT expert (please see key personnel) on a case by case, hourly rate. Or perhaps, keeping a local IT expert on a retainer agreement. Routine maintenance of the software, issues which require super-admin privileges, and data quality issues can be referred back to FINCON Pakistan headquarters and fixed through remote desktop sessions.

For day to day routine support for end users, if requested by stakeholders, we have three options (that we can combine) in establishing a hotline / online support helpdesk 1) Outsource support to a French speaking hotline provider or online helpdesk. We can monitor the issues

through reports generated by the customers tracking/ticketing system software. 2) As advised in RFP, build capacity so that MSPP can handle troubleshooting calls internally – this is possible because many of the day to day problems are easily resolved. MSPP or other agencies can hire customer support staff and we can mentor and train them through online training. 3) Provide English only support through an online ticketing system that is by answered FINCON's Health MIS customer service office in Pakistan.

At this stage, we can also start exploring the client IT infrastructure. We have to determine what connections are available at the 160 sites, and how they can connect to the server (broadband or 3G, mobile or desktop, etc). We can do this through review of documents, surveys, interviews and site visits. If there is not enough time during phase 1, we can also push this activity to phase 2 or phase 3.

Phase 2 (Oct 12 to Nov 30; team splits tasks so there is 1 week overlap with phase 1)

Task 19: At the start of phase 2, the team will spend several days doing training needs assessment for users of the CMMS. Surveys and interviews or focus groups will gauge the level of IT knowledge and proficiency and familiarity with MIS. The information gathered at this stage will feed into the design of our training materials and training workshops, making them more responsive to user needs. Many of our training manuals and user guides are available in English. The team will translate English materials into French and write new training material in French.

Task 23: Software development for customization

We estimate that off the shelf, our solution meets 70% of the stakeholder's requirements. We estimate it will take around fifty working days of software development time to bring it to 100%, with the QA process included.

FINCON uses the Agile software development model. We follow the stakeholder requirements and check our product against those requirements. We work in small teams and have periodic team meetings after regular intervals of 5-10 days to discuss the development progress. We check completed tasks and prioritize remaining tasks. We work efficiently and make sure that the deliverables are on time and meet the requirements.

Right now, we see the tentative to-do list as: 1) adding Excel import/export functionality so that admin users can populate the database themselves 2) adding the ability to switch language interface 3) adding missing modules like maintenance contract management 4) making small changes to existing modules in the FINCON HMIS to fit Annex 5's data fields list 5) making changes to the work order request module, including offline caching / offline mode and 6) features/requests gathered during phase one 7) optimizing mobile access and 8) localization.

Task 26: Localization of the software is a very quick process. It is simply adding a text file or structured text equivalent (xml, json) with the English words and translating it to its French equivalent. That file will be automatically loaded to change the language interface during start up. Equivalent systems such as openMaint have 2700 words in the interface. As such,

translation of the FINCON Health MIS should take no more than two days. Our local IT expert can translate it; or a translation service in Haiti. The full process with QA will take five days.

Task 25: We will contract a third party translation service if the team cannot handle all the translation tasks (training materials and software localization) internally. We can hire a service from Canada, United States, or a Haitian provider. Price quotes are in the financial proposal.

Phase 3 (Dec 3 to Dec 14)

Task 33 to 34: The exact number of training workshops and training content will depend on feedback and information we received during phase two. Most preparations will have been done in phase two. Right now, we are planning at least two full day workshops.

The proposed format for the majority of each day is a short introduction on the CMMS module / training topic, followed by hands on training with participants accessing a test version of the system. The users will run the application and experiment with the system under the supervision of the trainer. There should be at least two people from the group who can act as “champions” or resource people. They will be the leaders and first point of contact for troubleshooting post-project. If senior supervisors are also attending, they can also receive special training on the management and administration modules – and other important functions like data quality monitoring and Excel data import. This can be delivered while the other users are broken into groups and using the test system. A sample agenda follows:

Day 1:

- Short introduction to system
- Importance of following offline procedures and data quality
- Introduction to main modules followed by data entry in each
- Mock exercises and practice

Day 2:

- Brief refresher from day 1
- Queries and generating custom reports
- Open session: user led questions and scenarios
- Introduction to troubleshooting resources, help guides and manual
- Mock exercises and practice

We will run these workshops in the most efficient way possible. Seeking equipment (projector) and at least five PCs borrowed from MSPP. The training needs assessment survey in phase 2 will ask how many participants can bring their personal laptops to the workshop, and we will optimize mobile access to the platform as another option.

Task 37: On the job training support delivered through phone or remote desktop by IT expert.

Task 40: National roll-out. The project manager gathers all the pilot results and writes the recommendations. We listed some risk mitigation strategies in **phase 1** (user training, standard operating procedures, DRP and IT procedures, routine physical audits to confirm CMMS data,

and, careful design of user access and permissions to the CMMS). Earlier sections also described the importance of optimizing mobile access for national rollout.

Phase 4 Project Close Out (Dec 14 to Jan 11)

We agree with the proposed timeline and will submit the final proposed deliverables by week 12. However, we suggest an official project closing date in mid-January 2019. Extending the project timeline to four months gives “breathing room” – buffer time in case of any unforeseen delays. Delays in the 12 week proposed timeline leads to a project close out that will occur around December holidays. Closing out the project in December is always a race against time and may leave too many loose ends, stress and demoralize the team and their counterparts, and sacrifice quality.

This phase acts as “buffer time” in case any of the deliverables are delayed. We see this as a simple project and we assume strong buy-in for this project and responsive stakeholders but there are instances where extra development features are requested or delays happen. While this is fine for most projects, the timing of this project closeout runs into holidays, a difficult time to get work done in development projects. We expect wind down and very few personnel inputs at this stage, but we can use this time for preparing debriefings, and continued CMMS training and support, if necessary. We can gather feedback from stakeholders and fix any immediate issues with the software. The team can consolidate all these activities into a final report as another deliverable. If Chemonics feels that this is unnecessary, we can omit this phase 4 suggestion during contract negotiations.

LEVEL OF EFFORT, STAFFING SCHEDULE

		Week															
Experts		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Project Director	Field	■															
	Home																
Project Manager	Field	■	■	■	■					■	■	■	■				
	Home																
IT Expert and Trainer	Field	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Home																
MIS / Software Developer	Field	■	■														
	Home				■	■	■	■	■	■	■	■	■	■			

Week 1 starts Sept 23 (estimated 1 week after subcontract award)

Full-time	
Intermittent	

Week 16 closes Jan 12

	Field Days (in Haiti)	Home Days	Total Working Days
Project Director	5	6	11
Project Manager	44	15	59
IT Expert and Trainer	71	0	71
MIS / Software Developer	12	52	64

SECTION 2 – MANAGEMENT AND STAFFING PLAN

Acquisition Strategy

The team will be composed of at least two full-time FINCON employees. The rest of the team will be composed of Haitian and international contractors that we have identified at proposal stage. They have let us know that they are available for the duration of the assignment. They will be contracted by FINCON upon contract award. We will attempt to source additional project manager candidates during the gap between contract award and proposal submission.

STAFFING PLAN AND RESPONSIBILITIES

FINCON Project Director

The project director is a full-time senior executive of our firm. FINCON's project director holds ultimate responsibility for the performance of the team in this project. The project director will mainly work remotely (outside of Haiti), and monitor progress through email correspondence and reports. The project director is responsible for:

- Reviewing all project related contracts and contract management with Chemonics
- Planning, directing and overseeing the project at a high level
- Ensuring project milestones and deliverables are on time
- Proactively preempts potential conflicts, resolves potential conflicts between stakeholders and the team, and resolves project issues not resolved at lower levels
- Directs the project management functions; responsible for time sheet verification and delegates general administration and invoicing tasks
- Monitor and lead FINCON HMIS customization process

Project Manager

The project manager is expected to work mostly in country (75% of working days) and is responsible for the day to day success of the project. The Project Manager will also do tasks traditionally assigned to an IT systems analyst. The project manager is responsible for:

- Lead team and perform day to day project management; coordinating the in-country team and stakeholders
- Consult with clients and stakeholders and analyze system needs; act as main point of contact
- Analyze workflows and business process; suggest process reengineering and institutional strengthening if requested by client
- Match computerized system to existing workflows
- QA of proposed CMMS
- Develops plans for nationwide rollout of the system
- Contribute to planning for post-project IT support
- Design procedures for the new computerized process like yearly physical audits so that CMMS contains accurate and timely data (ie. physical inventory matches CMMS data)
- Manage workshop arrangements / logistics

- Contribute to design of training materials, quality assurance of training materials, contribute to training delivery
- Select and procure third translation support (if needed during project)
- Delegates general administration tasks

The project manager is familiar with e-government initiatives, business technology, IT consulting or business systems analysis. French fluency is desired.

IT Expert (Hardware, MIS, Networking) and Trainer

- Assessing and designing the network infrastructure; developing hardware, network and server and workstation procurement plans; installing and setting up the hardware and server infrastructure
- Assess IT policy and procedures, develop disaster recovery plans for proposed CMMS
- Database administration / MIS implementation - setting up and installing software over the network; setting up rudimentary databases and software like MS SQL and ASP.net; installing and configuring the CMMS; setting up report formats and database records and templates; ensuring system is operational and ready to use
- Recommend IT hardware, network design, and other IT procurement requirements of the project

As trainer:

- Conduct IT / CMMS training needs assessment; Adapt and translate existing training materials into French; write new training material as necessary
- Conduct training workshops and on the job training in French
- Train users on use of the CMMS
- Act as post-implementation technical support and troubleshooter for final weeks of project
- Contribute to localization of the CMMS

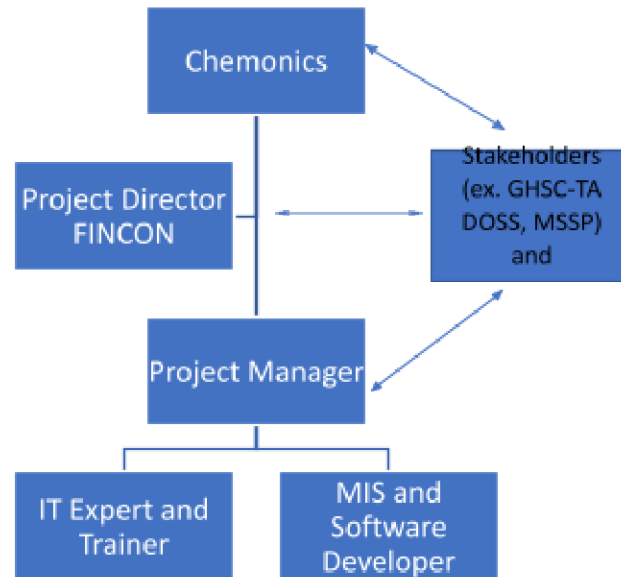
French fluency is essential.

MIS and Software Developer

The software developer will customize and configure the CMMS with consultation from stakeholders and team members. The software developer will mostly work remotely.

- Modify FINCON HMIS source code so that it fits client requirements
- Add functionalities to FINCON HMIS such as language interface options, offline work-order module, data import features, and modify data fields to match client requirements
- Lead localization process
- Take the lead on developing training material in English (to be translated by other team members and/or third party translation contractor)
- Develop and customize modules and reports
- Document software

ORGANOGRAM



KEY PERSONNEL

CV for these four experts who we propose for the team are included in the annex section.

Shahid Yusaf, FINCON Project Director – Shahid is a Chartered Accountant (CMA and CPA Canada), and the President and founder of FINCON Services. He has a BSc in Comp Sci and an MBA, both from Oregon State University. He started his career as a systems analyst and management consultant. Shahid has led projects in health, social protection, MIS and governance. His first experience in international development was working with the Asian Development Bank on municipal finance and urban water supply projects – many of which included capacity building of asset management practices in local government.

Shahid led the software development of management information systems, mobile health apps and health information systems in Pakistan and Tanzania. In 2006, he did an IT and business process review for local governments in Sri Lanka. He has done institutional assessments, process reengineering, and IT and information systems reviews and implementations in Nepal, Kyrgyz Republic, Lao PDR and Samoa with the Asian Development Bank. Earlier in his career, he was team leader and manager for an EU-funded project that developed a quality management software tool for SMEs in Pakistan, India, Malaysia, Spain and Portugal. He has worked in health IT systems for over a decade and has led FINCON to achieve international awards on mobile health applications focusing on maternal and child health at international forums. He is currently leading a much need universal health care program for Sindh Province in Pakistan.

Resources and Backup Candidates

We have identified other candidates at this stage and can select and finalize the team depending on the project start date. Some candidates are only available at a later date. We can check back on their availability during contract negotiations.

Aamir Shahzad, FINCON MIS and Software Developer – Aamir has a Masters in Computer Sciences, 2005. He is a full-time FINCON employee, our software team lead and system architect, since 2016. He has twelve years of software development experience, mainly in Microsoft technologies. He has developed many MIS and ERP solutions in the health, education and business/manufacturing sectors.

He has experience in technical documentation, software project management, and Agile development methodology. He has expertise in the following tools and technologies: ASP.NET (C#, VB.Net), MS SQL Server, JavaScript, JQuery, HTML, CSS, Bootstrap, Web services, WebAPI, ASP.Net MVC, PHP, MySQL, and WordPress, Crystal Reports, Telerik Controls, DevExpress Controls, Microsoft AJAX control toolkit, JIRA, LINQ, Entity Framework and more.

Michel Blouin, Project Manager – Mr. Blouin has 40 years of experience in Information and Communication Technology Management and strategic planning, in project management and in organizations development support. He is fluent in French and worked on public sector ICT projects in six Francophone countries with Global Affairs Canada and other clients

His work with Global Affairs Canada shows his experience projects and services management and coordination, in consulting and strategic planning as well as in knowledge transfer. Michel perfectly masters Governance (particularly related to IT impacts), e-Government and e-Business. His deep knowledge of key issues and his experience in international development, in the public and private Sectors provides him with the necessary versatility and efficiency needed for high-level strategic consulting.

Eldivert Savoit, IT Expert and Trainer is a management information system (MIS) specialist with more than 13 years of experiences in applying information and data management solutions to problems for business and development organizations, including systems analysis for large projects. Mr. Eldivert has managed all aspects of computer services, including client/server-based information systems, web system design, network systems design, implementation, administration and internal training. In addition, he has experiences as system designer for client/server applications. Mr. Eldivert is an expert in researching, defining and evaluating systems requirements. He has extensive experiences in computer networks including hardware/software installation, implementation and support. He has also experiences in web radio Implementation and installation. Mr. Eldivert has applied these skills in numerous international NGOs. He earned a BS in Computer Science at Institut Universitaire Quisqueya Amerique (INUQUA), a Masters Certificate in Human Resource at Cornell University, a certificate in Public Procurement by World Bank, and a certificate in Ethical Hacking and ITIL Framework. **He is fluent in French, English and Creole Languages. Mr. Savoit is based in Port-au-Prince; he is also an ideal resource person for post contract support.** His current project is closing out in September and is available for this project.

Patrick Ernst (availability uncertain) – More than 14 years of experience as process and systems consultant in International Development Cooperation for donors such as KfW, GIZ, DEG, EU, MCC, PEPFAR, WHO and Global Fund. More than 19 years of experience in IT consulting, especially in the area of data exchange, business process consultancy, system design, implementation and user training. Patrick has worked in Burkina Faso and has professional working competency in French. Has worked on CMMS in the following projects:

- UIO - 2017 - dhis2 - analysis for interface with openLMIS / Stock management using dhis2 tracker
- GF - 2014 - Cambodia - Proprietary vertical system for HIV commodities. Implementation of mSupply
- KfW – 2005 - Vietnam - Proprietary vertical system for Family planning

SECTION 3 – CORPORATE CAPABILITIES, EXPERIENCE, AND PAST PERFORMANCE

FINCON EXPERIENCE AND PROFILE

FINCON Services is a multidisciplinary management consulting firm with more than two decades of success in the international development sector. Launched in Pakistan in 1996, FINCON is one of the first Pakistani companies that has established a global presence. We established an office in Canada in 2001 and registered a Washington state LLC in 2007.

We specialize in:

- Assessments, evaluations and surveys
- Institutional strengthening (including governance and public finance)
- Training
- Technical and Vocational Education and Training (TVET)
- Information Technology – IT consulting and software development
- Economic growth projects including agriculture, SME and finance/microfinance

We have project experience in Bosnia and Herzegovina, Cambodia, China, Kyrgyz Republic, Laos, Pakistan, Nepal, Samoa, Spain, Sri Lanka, and Tanzania.

Our Mission

Strengthening organizations and institutions to face challenges of rapidly changing world by enabling them to become self-reliant, effective and efficient.

Corporate Capabilities

Information Technology

Our IT consulting division is helping our clients implement high-end, sophisticated information technology solutions and to migrate to new systems. Our IT services support all our other practice areas. We have over fifteen years of experience developing and implementing Management Information Systems and Enterprise Resource Planning systems and computerizing legacy systems. We also have experience in designing and programming Geographic Information Systems and health information systems, and mobile apps to connect to these systems. FINCON's broad expertise enables us to combine institutional reform with the newest technology.

- Designing, developing and implementing MIS/ERP
- MIS for local governments, with **maintenance record functions (implemented for fleet/vehicle maintenance and tubewell maintenance); as well as asset management and inventory management**
- GIS for land administration and tax collection
- Health MIS for management of hospitals, health clinics; mobile health apps for public health workers to connect into the Health MIS
- Monitoring software
- Android-based data collection tools
- IT bid management, evaluation and procurement management

Institutional Strengthening, Governance

- Regulatory and institutional analysis, policy studies and policy reform
- Strengthening project management capacities
- Re-engineering of business processes for public sector utilities
- Restructuring and reorganization
- Development of SOPs and manuals
- Self-reliance models for public sector organizations
- Benchmarking and reform of public administration and civil services
- Citizen outreach and engagement, communications and behavior change campaigns
- Service delivery surveys
- Strengthening municipal government operations and capacity building

Organization Information

FINCON is composed of three affiliated firms with the same ownership. Our firms are registered/based in:

United States	FINCON Services International LLC <ul style="list-style-type: none">● DUNs #: 048656020● NAICs: 541611, 541612, 541690● Small business status
Canada	FINCON Services Inc. +1 604 590 2973
Pakistan	FINCON Services Pvt. Limited House # 436, Street 28, E-11/4, Islamabad, Pakistan +92 51 237 5120 <ul style="list-style-type: none">● ISO 9001:2015 certified

Partnership / Lead Firm

FINCON Services International LLC, registered in Washington State, USA is the lead for this bid. FINCON Services International LLC was established as for pursuing USAID contracts. As this firm has not had a formal track record of work, it will be formally supported by FINCON Services Pakistan during implementation – through financial resources and staff.

PAST PERFORMANCE MATRIX

Customer Name and Address Contact Information	Activity Name Start and End Date Location of Work Contract Type / Amount	Scope of Work	Skills / Expertise and Relevancy
<p>Grand Challenges Canada MaRS Centre, West Tower 661 University Avenue, Suite 1720 Toronto, ON M5G 1M1</p> <p>Janne Dingemans</p> <p>Janne.dingemans @grandchallenges.ca +14166736558</p>	<p>Micro Health-Care Franchise System</p> <p>Dec 2011 to Dec 2014</p> <p>Pakistan</p> <p>Cost plus fee / US \$202,694</p>	<p>Grand Challenges provided the seed funding for our Health Management Information System and health care franchising concept. FINCON designed service oriented web and mobile phone applications for Pakistan's community midwives and other medical specialists. This app enables users to share data with each other. FINCON also designed and implemented an electronic medical record (EMR) management system for hospitals as well as supply chain management and interactive decision support system (DSS) to assist physicians in diagnosis and analysis of the patient's condition and help determine the treatment options.</p>	<p>CMMS are a subset of MIS and similar to systems we have implemented. This project shows our experience in:</p> <ul style="list-style-type: none"> ● MIS development and implementation ● Health sector ● IT training ● Experience in less developed country
<p>Asian Development Bank 6 ADB Avenue, Mandaluyong City 1550, Metro Manila, Philippines</p> <p>Binh Nguyen bnguyen@adb.org +63 2 6324444</p> <p>Galiya Ismakova Head, ADB Consulting Services Unit Procurement Tel 632-6325450 (direct): Fax 632-6362471; email: gismakova@adb.org</p>	<p>Upgrading the ICT and MIS at the Agriculture Promotion Bank (APB)</p> <p>Jun 2007 to Jun 2009</p> <p>Lao PDR</p> <p>Fixed price / \$415,000</p>	<p>Upgrade APB's ICT human resources capacity to manage the ICT systems upgrade; Review and confirm that the systems specifications proposed are adequate for APB's needs; Plan and execute the bidding, selection, and contracting processes with the turnkey contractor and the communication infrastructure provider; Monitor the turnkey installation and milestone achievement, verify that specifications have been adhered to, review data migration plans, and carry out user acceptance testing; Prepare and carry out a training plan; Review and evaluate the effectiveness of technical and operational training provided under the turnkey contract; and Plan and implement the rollout of systems to the whole APB branch network.</p>	<ul style="list-style-type: none"> ● MIS implementation ● IT training ● Laos is a Francophone minority country ● Experience in less developed country

<p>DKT Tanzania Plot No. 1087, Mererani Road, Msasani Peninsula Dar es Salaam, Tanzania</p> <p>Raphael da Silva</p> <p>raphael@ dktinternational.org +255 22 550 0071</p>	<p>Development of M-health Enterprise Solution for DKT Tanzania and Hands on Clinical and Management Staff Trainings</p> <p>Aug 2015 to Aug 2016</p> <p>Tanzania</p> <p>Fixed price / \$110,000</p>	<p>Development of ERP – Clinical Enterprise System; Designed with consultation and process mapping from the clinicians themselves, these new functionalities in their ERP increase efficiency, enhance decision-making, and further guarantee patient safety and satisfaction.</p> <p>Train clinical staff and management staff the system’s functionalities: 1) Emergency Department Information System (EDIS) 2) Electronic Medication Administration Records (eMAR) 3) Supply chain Management system 4) Financial Management System 5) HR/Payroll System 6) Billing and Complaint Tracking 7) Procurement</p>	<ul style="list-style-type: none"> ● MIS development, customization and implementation ● Health sector ● IT training ● Procurement and supply chain management functionalities (very similar to inventory management and CMMS) ● Experience in less developed country
<p>Poverty Eradication Initiative 4 Khalid Lane Peshawar Cantt, Pakistan</p> <p>Gohar Ali Shah</p> <p>gohar@peipk.com +9203009596905</p>	<p>Development of ERP - Sindh Medical Support Program; Development of Health Management Information System - Sindh Government Children Hospital</p> <p>2016 to present Pakistan</p> <p>Fixed price / \$150,000</p>	<p>Performed gap analysis and reviewed the existing processes. Developed standard operating policies and procedures along with process reengineering for efficient and effective reworked systems. Develop and implement internal controls system.</p> <p>Develop mobile health application for community health workers. The application provided access to health related information of families and referred patients to doctors if needed.</p> <p>Preparation of user manual for the mobile application and ERP which covers all the topics.</p> <p>Provided training to management and health workers for the use of the ERP.</p> <p>Developed Web based health portal. This allows stakeholders to access information to make informed decisions. Provided trainings to stakeholders regarding the use of the website and ERP.</p> <p>Tools and Technologies: C Sharp, MS SQL, Android, ASP.Net</p>	<ul style="list-style-type: none"> ● MIS development, customization and implementation ● Health sector, hospital and clinic management and process reengineering ● IT training ● Experience in less developed country

<p>Chemonics 1717 H Street, NW Washington, D.C. 20006 United States</p> <p>Umer Ahmed Khan, Subcontracts Manager, Chemonics Pakistan</p> <p>uahmad@ chemonics.com</p> <p>+92 3218498188</p>	<p>USAID Empowering Pakistan Firms Project</p> <p>Jul 2009 to Oct 2014</p> <p>Pakistan</p> <p>Cost plus fee / \$3,700,000</p>	<p>FINCON was a key subcontractor for the USAID Firms project. Some examples of task orders completed:</p> <p>1) South Waziristan Value Chain Assessment: FINCON designed and carried out a study to identify interventions for strengthening policies, institutions, value chains and farmer/stakeholder capacity in select agricultural and non-agricultural sectors.</p> <p>2) Mapping and Gap Analysis of Business Service Delivery: FINCON designed and conducted a demand based study of various sectors in 9 districts of Pakistan.</p> <p>3) Census and rehabilitation of fisheries and tourism sectors in Swat: FINCON developed methodologies and carried out the fisheries and tourism sector censuses as well as a survey to identify needs for rehabilitation of businesses damaged by conflicts and floods in SWAT in these two sectors.</p> <p>4) Commodity Import Program (CIP) study: FINCON performed situation and demand analysis of Pakistan's imported commodities.</p>	<p>Assessments and capacity building in business development and agriculture</p> <p>Shows our familiarity with USAID contracting requirements. From RFP: "Demonstrated USAID funded project support preferred"</p>
<p>Louis Berger 412 Mount Kemble Avenue PO Box 1946 Morristown, NJ 07962-1946 USA +1.973.407.1000</p> <p>Athar Aslam, Contracts Manager, Louis Berger Pakistan maslam@louisberger.com +92 302 8500014</p>	<p>USAID Punjab Youth Workforce Development (PYWD) Project</p> <p>Jun 2017 to present</p> <p>Pakistan</p> <p>Cost plus fee / \$728,247</p>	<p>Select appropriate sectors, suitable for the selected youth, identify training partners, arrange appropriate trainings for 2,000 youth necessary for the placement of permanent jobs in selected private/public sectors or self-employment or apprenticeships.</p> <p>Counseling services to unemployed youth and job placement.</p> <p>FINCON supported Louis Berger in nurturing and facilitating partnerships necessary to create and sustain the technical training institutions, promoting leveraging measures to help assure long term sustainability and leverage of contract resources through private sector engagement.</p>	<p>Workforce development</p> <p>Shows our familiarity with USAID contracting requirements. From RFP: "Demonstrated USAID funded project support preferred"</p>

<p>Asian Development Bank 6 ADB Avenue, Mandaluyong City 1550, Metro Manila, Philippines</p> <p>Galiya Ismakova Head, Consulting Services Unit Procurement Tel 632-6325450 (direct): gismakova@adb.org</p>	<p>Strengthening Land Administration Services</p> <p>Apr 2008 to Dec 2008</p> <p>Nepal</p> <p>Fixed price / \$295,000</p>	<p>Our outputs in this project were: (i) a revised business process; (ii) a strategy for the future with the use of technology in land administration; (iii) accessible, secure, and upgraded land records; (iv) an action plan and costings to implement the strategy; (v) pilot testing of the strategy in selected areas within districts; and (vi) a road map toward a comprehensive national land policy framework.</p> <p>The TA met all the design targets and was rated “successful” as stated by the TA completion report</p>	<ul style="list-style-type: none"> ● IT/GIS; computerization of land department ● Process reengineering and institutional strengthening to support computerization ● Experience in less developed country
<p>Asian Development Bank 6 ADB Avenue, Mandaluyong City 1550, Metro Manila, Philippines</p> <p>Galiya Ismakova Head, Consulting Services Unit Procurement Tel 632-6325450 (direct): gismakova@adb.org</p>	<p>Promoting Economic Use of Customary Land in Samoa</p> <p>Sep 2006 to Sep 2008</p> <p>Samoa</p> <p>Fixed price / \$300,000</p>	<p>Assessment of land administration system Design of new computerized land information system and integrated GIS Business process reengineering Review institutional arrangements and review administrative processes for entering into customary land leases at the MNREM and LTC</p>	<ul style="list-style-type: none"> ● IT/GIS; computerization of land department ● Process reengineering and institutional strengthening to support computerization ● Experience in less developed country

All projects were signed through FINCON Services Pakistan or FINCON Services Canada

ANNEXES – CURRICULUM VITAE