

Section II - Background, Scope of Work, Deliverables, and Deliverables Schedule

A. Background:

The USAID Iraq Together/Ma'an (معاً) activity (hereinafter “Ma'an”), supports select Iraqi government entities at the national, regional, provincial, and district levels to improve service delivery performance through the use of technology and process standardization while increasing the availability of and access to information, particularly related to public services. Ma'an also fosters improved and inclusive relationships and engagement between the Government and the communities they serve. Ma'an's goal is more equitable, efficient, and sustainable public services. Ma'an's objectives are:

- 1) Targeted Iraqi government entities improve and are more inclusive in-service delivery. The government improves service delivery through responsiveness to citizen needs, consultation with citizens, improved transparency, and use of green practices technology.
- 2) Strengthened democratic and participatory governance of targeted Iraqi service delivery institutions. Citizen perception of government changes through increased participation in governance, improved access to government information, and stronger role of Iraqi NGOs in advocating for communities as well as increased public education regarding citizen roles and responsibilities.
- 3) Response to windows of opportunity for change. Gaps in expertise and information required to improve government service delivery and increase citizen participation are addressed.

Ma'an utilizes an accountability ecosystem approach grounded in inclusion and localization to improve service delivery and build trust. The approach mobilizes Iraqi government entities, civil society organizations, emerging civic movements, issue-based groups, media, and the private sector to co-create interventions. This approach allows diverse local partners to exercise their rights and responsibilities, learn by doing, analyze performance data, and scale what works.

B. Problem Statement

During stakeholders' workshops, stakeholders indicated that citizens experience many daily problems with the water service. Despite communicating critical issues using traditional means (filing written complaints, calling, etc.), water directorates are unable to track and/or follow up on citizens' complaints and ultimately resolve them. While the citizens have no way of getting updates on the status of their complaints, the directorates also lack easy access to citizens' feedback regarding service disruptions and the quality of the services. Currently, a digital complaints management system that is accessible, user-friendly, and provides visibility to both sides does not exist.

C. Objectives

The objective is to design and deploy a Digital Citizen Complaints Management System (DCCMS) to create a transparent, efficient, and accessible mechanism for citizen-government interaction, improve public service delivery, and promote government responsiveness, transparency, and accountability.

The good governance objectives achieved by a DCCMS include:

1. **Accessibility:** Connecting with citizens via user-friendly and responsive digital platforms, such as mobile applications, through which they can submit complaints from anywhere at any time, while accommodating filing complaints via call centers and office (directorates) visits.
2. **Transparency:** Increasing transparency by ensuring that complaints and their processing are documented, date/time stamped, tracked, and responded to in a timely manner. This helps build trust between citizens and government institutions.
3. **Efficiency:** Streamlining the process of handling complaints, reducing bureaucratic barriers, and enabling faster resolution of complaints. A digital system can automate tasks, such as complaint registration, routing, and tracking, leading to improved efficiency.
4. **Accountability:** Holding government entities accountable for their actions or inactions in response to citizen complaints via tracking the status of complaints, monitoring response times, and providing data for performance evaluation.
5. **Citizen Engagement:** Establishing a feedback loop between citizens and government entities, where citizens are informed about the progress and outcome of their complaints. This fosters greater engagement, trust, and participation in governance processes.
6. **Evidence:** Collecting and analyzing complaint data to identify trends, patterns, and systemic issues. This enables service owners to make informed decisions for improving service delivery and addressing root causes of citizen dissatisfaction.

D. Intervention Summary/Description

Ma'an will design and implement an interactive mobile application that will take into account citizen's needs, allow them to submit water services trackable complaints, and takes into account diversity, equity, and inclusion. The DCCMS will take into account the requirements of the federal government - Ministry of Construction, Housing, Municipalities and Public Works (MoCHMPW) and the Coordination Commission among Provinces (CCP) - and both the provincial governments and district authorities.

Ma'an will ensure that the DCCMS is user-centered and will coordinate with these entities to get their requirement to be considered in designing the application as well as the requirements of targeted water directorates, feedback from the ecosystem actors (civil society organizations, women, youth, persons with disabilities, and other underrepresented groups) in each targeted district. The DCCMS will be hosted on the server of the MoCHMPW that will ensure interoperability, sustainability, management, and security.

Ma'an will pilot and deploy the DCCMS in the targeted water directorates in six provinces (Baghdad, Basrah, Anbar, Najaf, Karbala, and Wasit) as a first stage. Expansion to other services (solid waste management, sewage, etc.) and Iraq-wide coverage will be implemented by the MoCHMPW and other governmental entities as a second stage that Ma'an may support.

E. Tasks and Implementation Timeframe

To achieve the above targets, the selected subcontractor will be expected to work closely with the Ma'an team to perform the following:

Task 1: Hold a Kick-off Meeting with Ma'an

The kick-off meeting must be held in-person at the Ma'an office in Baghdad. The purpose of the kickoff meeting is to explain to the subcontractor Ma'an objectives and how this intervention will support Ma'an activity achieve its objective. The Ma'an team must agree on the implementation strategy and will provide the MEL and communication requirements for the subcontractor to follow.

Task 2: Develop and Submit Project Implementation Plan (PIP)

The subcontractor must submit a PIP outlining the action steps and the timelines for completing each action item. The plan must include the approximate date of completion/submission of each task and the name and contact information of the subcontractor employee responsible for coordinating each task. The implementation timeline must consider possible delays due to government holidays. Any changes to the implementation plan/timeline must be communicated to Ma'an as soon as possible, or at a minimum of two weeks prior to the original due date in the implementation plan/timeline. Ma'an will email approval of the PIP/timeline and any changes or updates.

Task 3: Hold Introductory Meetings with relevant government counterparts, service owners, and other accountability ecosystem actors at the district level. The introductory meetings will be coordinated by Ma'an. The subcontractor will notify Ma'an of all future scheduled or anticipated meetings with government counterparts as early as possible (in terms of ad hoc meetings) and the subcontractor is requested to share the schedule for the event at least two weeks before the event's actual date and highlight the event title. Ma'an reserves the right to participate in the discussions. All meeting notes in English (including dates, list of participants, resolutions, and action items) and sign-in sheets must be submitted to Ma'an in English via email within two business days of each meeting.

Task 4: Conduct Two-Day Workshop for Data Gathering to Identify Functional and Non-functional Requirements

The subcontractor is required to organize a two-day workshop involving participation from MoCHMPW, CCP, Governor's Office, targeted water directorates, and other ecosystem actors (civil society organizations, women, youth, persons with disabilities, and other underrepresented groups) in each targeted district. The subcontractor is requested to share the workshop date at least two weeks before the events' actual date and highlight the event title and summary. The purpose of this workshop is to collaboratively develop requirements for DCCMS, ensuring alignment with the needs of citizens and the targeted directorates responsible for managing those complaints. The workshop will also identify a general implementation framework through:

1. Functional Requirements:

A. Mobile Application must have:

- 1) User Registration and Authentication: Citizens register accounts on the system securely with only authorized users able to access the system.

- 2) **Complaint Channels:** App allows the possibility of making complaints both in writing and spoken messages, as well as by telephone (Hotline and WhatsApp) or other voice messaging systems. The App has the option to provide a photo and the complaint's location. All submitted complaints are systematically recorded, archived, and searchable within a database for accountability and follow-up.
- 3) **Tracking and Monitoring:** Must have a system for tracking the status of their complaints, outlining how administrators can monitor and manage complaints. The system should have functions such as:
 - **Complaint Receipt Notification.**
Once a customer submits a complaint, they must receive a notification (via the app, email, or SMS) containing confirmation of the complaint receipt. This notification must include a unique reference number to track the complaint, as well as a tracking code and the expected response time.
 - **Complaint Tracking.**
The customer must be able to use the reference number and barcode to track the status of the complaint through an electronic portal or a dedicated app. This service allows the customer to follow the progress of the complaint and know the status, whether it is being processed, pending review, or has been resolved.
 - **Status Update Notifications.**
System must send Automatic notifications to the customer when there are any changes in the status of the complaint. For example, if the complaint is transferred to another department or if a certain action has been taken, the customer still receives continuous communication and kept up to date.
 - **Closure or Resolution Notification.**

When the complaint is resolved, customer must receive a final notification confirming the closure of the complaint. This notification must include details of the solution that was implemented, helping the customer understand how their complaint was addressed and ensuring their satisfaction with the provided service.

- 4) **Data Management:** permission levels determine who can see, edit, and manage and specify how complaint data will be stored securely and define data retention policies and privacy measures to protect citizen information. These data management considerations must be built into the system:
 - **Connecting a Mobile Application with a Website**
For management purposes, a mobile application and a website must be connected, and an appropriate infrastructure must be implemented that enables seamless integration between the two systems (the app and the website). This integration will facilitate content management for employees in the targeted directorates by allowing them to manage complaints, receive, print, and transfer them to the relevant departments, as well as manage data and procedures through the mobile application in a way that integrates with the website.
The primary objective of connecting the application with the website is to manage content, manage users, monitor analytics, and carry out transactions such as receiving citizen

complaints and requests, printing them, and responding to them. This integration allows users to manage content directly from the app instead of accessing the website's control panel.

- 5) A citizen complaints administrator must be able to track delayed and unresolved complaints to ensure that every complaint is addressed effectively and promptly.

- Complaint Management Dashboard

The administrator must be able to use a dashboard with a complaint management system. This dashboard allows viewing of all open complaints, categorized by status (in process, pending response, delayed, etc.). The dashboard must also have filters to identify delayed complaints or those that have exceeded the specified response time.

- Alerts and Notifications.

The system must be able to be set up to send automatic alerts to the manager when the resolution deadline for a particular complaint is approaching or has been exceeded without resolution. These alerts can be sent via email, WhatsApp, or directly through the system.

- 6) Reporting and Analytics: Must have a dashboard capability that allows for trend analysis (e.g. identification of common issues, high frequency complains areas, recurring patterns, etc.), performance metrics (e.g. for monitoring response times, resolution rates, and efficiency of the complaints handling process); segmentation and filtering (for geography, user demographics, etc.); and automated reporting (generating regular reports for decision makers.) The capabilities for generating reports on complaint trends, resolution times, etc.

- 7) Must allow for notification via GPS and integration of mobile phone location:

a. Notification via GPS: Citizens must be able to report issues or complaints by pinpointing the exact location on an interactive map, like the functionality of the Waze navigation app. This feature allows users to drop a digital marker at the location of the problem, providing a visual representation on the map. Once a complaint is placed, other users can view, confirm, and comment on the reported issue, increasing its visibility and urgency. This communal approach increases collaboration among citizens, encouraging a more responsive and engaged community. Notifications can also include real-time updates on the status of the complaint, such as when it has been acknowledged, assigned for resolution, or completed, keeping everyone informed throughout the process.

b. Ensure integrating mobile phone location access and an interactive map such as Google Maps in the complaint submission process which greatly enhances efficiency and response time for the water directorate.

- Automatic Location Detection: When the app can access the mobile phone's GPS location, the complaint submission form can automatically capture the exact location of the issue, reducing errors and ensuring precise location data.
- Streamlined Dispatch for Water Directorate Teams: Direct Access to Location: The water directorate can view the exact location of the complaint on the interactive map (Google Maps), helping them determine the closest available team and resources for faster response times.

- 8) Complaint code: The complaint system must be based on submitting and tracking complaints using barcodes or QR codes to facilitate a digital and efficient complaint process.
- Creating a code.
- After submitting a complaint, the system generates a unique barcode/QR Code that represents the submitted complaint. It is sent/made available to the citizens after submitting the complaint and is also printed on the complaint form when submitted to the water directorate for tracking it with the relevant department and providing feedback to the citizens.
- Tracking the complaint
- The citizens must be able to track the status of the complaint by scanning the complaint code using a mobile phone or any device that supports barcode scanning, or by presenting the code when visiting the water directorate to follow up on their request. The citizens will receive updates on the status of the complaint, such as whether it is under review or has been resolved.
- 9) The application must be able to send an emergency alert to notify residents about unforeseen water cuts, planned maintenance works, and urgent water issues. The application will show the affected area on the map.
- 10) Must have the capability to allow users to submit offline complaints, which will be automatically synchronized with the server once an internet connection is reestablished.

B. Web Application must have:

- 1) User Interface (UI) and User Experience (UX)
- User Registration and Login.
an easy and secure registration and login process that requires basic information such as phone numbers (mandatory), name, and email (optional).
 - Responsive Design.
The interface must be responsive across all devices (desktop, mobile, tablet) to ensure ease of use.
 - Guided User Experience.
Simplify the complaint submission process through a clear user interface with helpful instructions and guidance text.
 - Notification and Alert System.
Effective notifications via SMS, WhatsApp, or email to inform users of the status of complaints, updates, or responses.
- 2) Complaint System Functions
- Complaint Submission.
Customizable forms for submitting complaints, including uploading multiple files (images, videos, audio, PDFs) and adding a location via GPS.
 - Complaint Tracking.
A complaint tracking system that allows users to monitor the status of their complaint at any time.
 - Complaint Management.

A dedicated interface for administration to review and sort complaints based on criteria such as type, status, date, etc.

- Update Alerts.

Informing the user of any change in the complaint status through SMS, WhatsApp, or email.

3) Integration Between Systems (Mobile App and Web App)

- Shared Database: Using a unified database between the mobile app and the website to enable real-time information synchronization across both platforms.
- RESTful API: Developing APIs to facilitate integration between mobile applications and the website, ensuring a seamless experience for users and administrators.
- Content Management System (CMS): Utilizing a CMS for easy management of information, forms, and updates without needing technical expertise.

4) Additional Features

- Feedback and Evaluation.
An integrated system that allows users to rate their experience and provide feedback to improve the service.
- Advanced Analytics.
Analytical tools to display statistics and reports related to submitted complaints, their statuses, and trends, helping management make data-driven decisions.

C. Process for Submitting Complaints on Behalf of Others (Mobile App & Web Application)

DCCMS shall allow specified users (such as water directorate complaints staff or call center operators) to submit complaints on behalf of the citizens who cannot submit their complaints through the DCCMS or who wish to submit their complaints directly to the directorate for both the mobile app and web application:

1) Role-Based Access:

Only authorized users (e.g., complaints staff, and call center operators) can access the "Submit on Behalf" feature.

2) User Interface (UI) Enhancements:

Complaint Submission Form: Add an option in the complaint form UI for authorized users to specify whether they are submitting the complaint on behalf of someone else.

3) Backend Modifications:

Tracking Submissions: The system should store the identity of the person submitting the complaint and the person on whose behalf the complaint is being submitted.

Status Updates: The citizen (on whose behalf the complaint is submitted) should be notified about the status updates of their complaint through their preferred contact method (phone, SMS, WhatsApp, etc.).

4) Notification System:

Upon submission, both the citizen (on whose behalf the complaint was made) and the staff member who submitted it should receive a confirmation message.

II. Non-functional Requirements:

- A. Performance: Specify response time requirements for the system and define maximum concurrent users and scalability expectations.
- B. Account Security and Data Privacy: Describe measures to ensure the security of user data and system integrity with specified compliance with relevant data protection regulations (e.g., GDPR, HIPAA). Principles and Standards : Development should be based on Principles for Digital Development and use accessibility standards such as Universal Design Principles to ensure the App is usable by all citizens via specified user interface guidelines for a user-friendly experience. Speak about design principles and user friendliness.
- C. Reliability: define uptime requirements and strategies for App maintenance and updates throughout the subcontractor's maintenance period and specify disaster recovery and backup procedures in cooperation with MoCHMPW IT Department.

III. Legal and Compliance Requirements:

Must ensure compliance with relevant laws and regulations governing citizen complaints, where the subcontractor is responsible for the collection and verification of all the technical (functional and non-functional) requirements and the subcontractor shall submit an official document signed by all stakeholders' parties after the workshop.

Task 5: Develop a Prototype. The subcontractor must develop a prototype form in two parts (paper prototype and demo software) to facilitate the design and development process by providing a tangible representation of the software early on, allowing for feedback, validation, and iteration to create a better final product, ensuring that all stakeholders understand the objectives, scope, constraints, and outcomes of the system.

I. Paper Prototype Model

The subcontractor must submit a design document specification (DDS) paper prototype form consisting of three sections including all processes and procedures (• Inputs () -> Process () -> Outputs ()) which will be a reference document throughout the design process, helping to ensure that the final product aligns with the initial vision and requirements. It is a crucial tool for communication and collaboration among designers, stakeholders, and other project participants.

II. Demo software.

The subcontractor must design the demo to simulate the software and how it works and interact with the users as (UX) User Experience and (UI) User Interface design in software like Figma or other user interface design before coding plan to reduce the problems with the end user, to assist Ma'an to create product that are easy to use, efficient, and satisfying for users, ultimately leading to increased user engagement, and satisfaction.

The subcontractor must conduct a one-day workshop with MoCHMPW, CCP, Governor's Office, targeted water directorates in the six targeted provinces, and representatives of other ecosystem actors in each targeted district, to present the prototype before coding which helps ensure that the final product is user-friendly, aligns with stakeholder requirements, ultimately leading to a better final product agreed upon by everyone.

Task 6: Design and Build the Mobile and Web App Product The subcontractor must address functional and non-functional requirements to create a mobile and web app design that is not only visually appealing but also functional, user-friendly, and capable of providing a positive user experience.

In this stage, the actual development begins, taking into consideration the software's design pattern, and the product is constructed accordingly. The programming code is generated based on the DDS during this phase.

Developers are required to adhere to the coding guidelines stated in the RFP. For various high-level programming languages, it is recommended that ASP.NET Core or PHP Laravel be used for the admin panel. When it comes to mobile apps, either native or cross-platform development is preferred, the choice of programming language depends on the specific type of software being developed.

For the web application, the developers must use frameworks like React or Angular for the front-end and Node.js or Django for the back end. Select a suitable database like MongoDB or PostgreSQL.

The developers must integrate security solutions such as encryption (SSL), protection against cyberattacks (like XSS, CSRF), and session management.

1. **Design:** The subcontractor must consider the following key considerations and essential requirements to create a successful design for a mobile app to ensure usability and appeal to users:
 - a. **Intuitive Navigation:** The app should have a clear and intuitive navigation flow that allows users to move through the interface seamlessly. Use familiar patterns and gestures to make interaction easy and intuitive.
 - b. **Responsive Design:** Design the app to adapt seamlessly to various screen sizes and orientations, ensuring consistent and optimal user experience across different devices, including smartphones and tablets.
 - c. **Accessibility:** Make the app accessible to all users, including persons with disabilities. Ensure that the design complies with accessibility standards, such as providing alternative text for images, supporting screen readers, and offering adjustable text sizes.
 - d. **Engaging UI Elements:** Incorporate interactive and engaging UI elements, such as buttons, sliders, and animations, to make the app more enjoyable to use. However, ensure that these elements enhance usability.
 - e. **Minimalistic Design:** Keep the design clean and uncluttered, avoiding unnecessary elements that could overwhelm or confuse users. Focus on essential features and functionality to streamline the user experience.
 - f. **Cross-Platform Compatibility:** Develop multiple platforms (e.g., iOS and Android), ensure that the design is consistent across all platforms while also adhering to the platform-specific guidelines and conventions.

2. **Hosting:** The system will be hosted by the MoCHMPW.

This may involve setting up servers, configuring databases, and installing necessary dependencies. Subcontractor must ensure a smooth transition from development to production.

Task 7: Testing

The subcontractor must conduct a one-day workshop with MoCHMPW, CCP, targeted water directorates in the six targeted provinces, and representatives of other ecosystem actors in each targeted district, to engage them and get their feedback through testing the mobile app to ensure its functionality, usability, and reliability.

This stage is usually a subset of all stages since the testing activities are mostly involved in all the stages of the building. However, this stage refers to the testing-only stage of the product where product defects are reported, tracked, fixed, and retested until the product reaches the quality standards defined in the Software Requirement Specification.

The testing needs to consider the subsequent technical facets.

1. **Functionality Testing:** Test all the features and functionalities of the app to ensure they work as expected, and verify user interactions such as tapping buttons, swiping screens, entering text, etc.
2. **Compatibility Testing:** Test the app on various devices (different models, screen sizes, and operating systems) to ensure compatibility to verify that the app works well on both Android and iOS platforms if applicable.
3. **Usability Testing:** Evaluate the app's user interface (UI) and user experience (UX) to ensure they are intuitive and easy to use with check for consistency in design elements, layout, and navigation throughout the app.
4. **Performance Testing:** Test the app's performance under different conditions, such as varying network speeds (3G, 4G, Wi-Fi) and device resources (memory, CPU) to check for any lag, latency, or crashes, especially when performing resource-intensive tasks or transitioning between screens.
5. **Security Testing:** Identify potential security vulnerabilities, such as data leaks, unauthorized access, or insecure network connections to test authentication mechanisms, encryption of sensitive data, and protection against common security threats like SQL injection or cross-site scripting (XSS).
6. **Localization and Internationalization Testing:** Verify that the app functions correctly in different languages and locales to check for proper text alignment, date/time formats, symbols, and other localization-related aspects.

Task 8: Deployment

After detailed testing, the conclusive product is released. Then it is tested in a real environment where it is important to ensure its smooth performance. If it performs well, after retrieving beneficial feedback from stakeholders, the subcontractor releases it as it is or with auxiliary improvements to make it further helpful for the citizens.

Post-Deployment Tasks:

1. **Provide user support:** Help users who encounter issues with apps and respond promptly to feedback and inquiries.
2. **Promote app:** Implement marketing strategies to increase app visibility and attract more users.

Task 9: Training

The subcontractor is required to offer two forms of training:

1. Initial training for programmers or IT specialists within the relevant department to equip them with the skills necessary for system management and future maintenance post the maintenance period.

The subcontractor must provide training to staff/IT on developing the system, in the basic and advanced stages, which includes the programming used in coding and UI to build the system, for example, and not as a limitation. All code should be located on GitHub, Pull, push and commit, IOS, Android development environment. The subcontractor must upload the updated version of the IOS and Android and Google play and Apple app store, etc.

2. Second, employees who will be responsible for system administration in terms of receiving and handling complaints will undergo training aimed at familiarizing them with the new system, enhancing their skills, and addressing any queries they may have throughout the maintenance period. Specific training workshops for both IT specialists and employees will be determined based on the type of system at a later stage.

Task 10: Provide Equipment. The subcontractor must supply and install two servers at the MoCHMPW Data Center and verify their proper operation after installation. Additionally, the subcontractor must provide eight laptops and distribute them to the specified entities (targeted six provincial water directorates, MoCHMPW, and the CCP). All equipment must meet the required technical specifications and function efficiently.

The subcontractor must obtain written approval from Ma'an prior to the procurement of any equipment. This approval is required to ensure that all purchases align with internal processes. The subcontractor shall not proceed with purchasing or installing any equipment until this written approval is granted. Failure to obtain approval may result in non-reimbursement for any unapproved purchases.

1. Provision and Installation of Servers:

Number of Servers Required: Two

Specifications for Each Server:

CPU: Two Xeon Gold processors with a clock speed of 2.1 GHz, each having 24 cores.

RAM: 128 GB (ECC type).

Storage (SSD Storage): Six SSDs with a capacity of 960 GB each, configured with RAID for high speed and availability.

Tasks Required from the Subcontractor:

Server Provision: Supply and provision the servers with the required components and specifications.

Server Installation: Install the servers in MoCHMPW's Data Center.

Verification of Server Operation: Conduct performance and functionality tests to ensure that the servers are operating efficiently and without issues.

2. Provision of Laptops:

Number of Laptops Required: Eight

Specifications for Each Laptop:

Model: Laptop 17 FHD

Processor (CPU): Intel Core i7-1355U

RAM: 16 GB

Storage (SSD Storage): (1) TB SSD

Operating System: Windows 11 Enterprise with a genuine license.

Distribution of Laptops:

Six Laptops for the Targeted Water Directorates: Baghdad, Basrah, Anbar, Najaf, Karbala and Wasit.

One Laptop for the Ministry: For use at MoCHMPW's headquarters.

One Laptop for the CCP.

Task 11: Maintain app software. This refers to the duration during which the software is actively supported, updated, and improved after its development and deployment.

The maintenance duration should last for one year from the date the final product is delivered to the directorate and officially acknowledged through a letter after undergoing all tests and adjustments. Following this, the maintenance period commences during which all modification requests, such as deletions, additions, updates, or insertions, are addressed.

Task 12: Furnish all software under a perpetual licensing agreement.

Ma'an will pay for the license upfront and MoCHMPW will have the right to use the software indefinitely. Depending on the specifics of the perpetual license agreement, MoCHMPW may also be entitled to download updates to the software. Also, the open-source licenses should allow MoCHMPW to view, modify, and distribute the source code of the app freely

Task 13: Develop and Submit the Final Report

After the subcontractor fulfills all requirements and provides the system to the MoCHMPW, through an official letter addressed to Ma'an from the MoCHMPW indicating that the system fulfills all specifications and operates successfully, the subcontractor will prepare a 30-page final report, including all supporting documents developed during the development of the system as annexes. The report will include a comprehensive description of the stages of building the system. The report will highlight achievements and results, recommendations and next steps, and any challenges and proposed solutions. The report will be submitted in English and Arabic.

During the implementation period (anticipated duration seven months/28 weeks), the subcontractor will provide weekly reports in English, including, but not limited to, achievements,

challenges, high-quality photos, and meetings, and be in constant communication with the technical program monitor responsible for reporting and implementation of this intervention.

F. Detailed Delivery/Payment Schedule

Deliverable No.	Task	Deliverable Description and Documentation Required	Payment Amount (%)	Number of weeks subsequent to subcontract signing	Deliverable Due Date
Deliverable No. 1					3 Weeks after signing the subcontract
A) Hold kickoff meeting.	Task 1	Kick-off meeting conducted with agenda.	10%	Week 1-3	
B) Develop and submit PIP	Tasks 2 and 3	Selected subcontractor submits: - Ma'an approval of the PIP/timeline and any changes or updates. - Introductory meeting notes in English (including dates and list of participants) photos and sign-in sheets using Ma'an forms and templates for introductory meetings conducted for government counterparts from the six selected water directorates and MoCHMPW. - Approved weekly progress reports covering the period of the first milestone (weeks 1-3). The report will include, but not be limited to, achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original PIP. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 Jun 1-7". (English).			
Deliverable No. 2					6 Weeks after signing the subcontract
Conduct a two-day workshop for data gathering to identify the functional and non-functional requirements. Day 1: Gather data and agree on system requirements Day 2: Spend time talking through the UX and UI and collaboration principles	Task 4	Submit a specific report of the data gathered in the workshop (including functional and non-functional requirements) in English and obtain written approval from Ma'an. - Detailed description of data to be collected (functional and non-functional requirements) from workshop in English, and written Ma'an approval. - Detailed workshop agenda (including time/place of the workshop, workshop objectives and expected results), copies of all workshop materials (including presentations, soft copy 'handouts,' workshop review/survey, follow-up materials). Participant list (including a sign-in sheet), notes taken throughout the workshop, and summary report detailing how/where/when the workshops were conducted, and an evaluation form to	15%	Week 4-6	

Deliverable No.	Task	Deliverable Description and Documentation Required	Payment Amount (%)	Number of weeks subsequent to subcontract signing	Deliverable Due Date
		indicate what went well and what could be improved Approved weekly progress reports covering the period of the second milestone (weeks 4 - 6). The report will include, but not be limited to, achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original PIP. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 Jun 1-7". (English).			
Deliverable No. 3 Develop a prototype (paper prototype and demo software) via conducting a one-day workshop	Task 5	The subcontractor shall submit: - Prototype models and all feedback-associated documents, reports, and references shall be developed in Arabic and English and provided in hard and soft copies. - Detailed workshop agenda (including time/place of the workshop, workshop objectives and expected results), copies of all workshop materials (including presentations, soft copy 'handouts,' workshop review/survey, follow-up materials). Participant list (including a sign-in sheet), notes taken throughout the workshop, and summary report detailing how/where/when the workshops were conducted, and an evaluation form to indicate what went well and what could be improved. - Approved weekly progress reports covering the period of the third milestone (weeks 7 - 10). The report will include, but not be limited to, achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original PIP. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English).	10%	Week 7-10	10 Weeks after signing the subcontract
Deliverable No. 4 Conduct a workshop for testing after designing and building the mobile app and web app product	Tasks 6 7, and 8	After designing and building the mobile app product which includes the essential requirements and ensures usability and appeals to users, the subcontractor shall conduct a workshop with the MoCHMPW, CCP, targeted water	30%	Week 11-18	18 Weeks after signing the subcontract

Deliverable No.	Task	Deliverable Description and Documentation Required	Payment Amount (%)	Number of weeks subsequent to subcontract signing	Deliverable Due Date
		directorates, and representatives of other ecosystem actors in each targeted district, to engage them and get their feedback through testing the mobile and web app to ensure its functionality, usability, and reliability. Share a detailed workshop report highlighting participants consulted during the testing phase, recommendations provided, and changes need to be made with a clear timeline for delivering the modified system with all recommendations incorporated. Ensure smooth hosting in MoCHMPW. - Detailed workshop agenda (including time/place of the workshop, workshop objectives and expected results), copies of all workshop materials (including presentations, soft copy 'handouts,' workshop review/survey, follow up materials). Participant list (including a sign-in sheet), notes taken throughout the workshop, and summary report detailing how/where/when the workshops were conducted, and an attendee course survey to indicate what went well and what could be improved. - Provide participant list (including a sign-in sheet), notes taken throughout the workshop, and summary report detailing how/where/when the workshop was conducted and an attendee course survey to indicate what went well and obstacles/what could be improved. - Address and repair all the recommendations and feedback (which refers to the testing stage of the product), fix and track defects, and submit a final product to Ma'an and MoCHMPW after the product fulfils all the quality standards requirements. - Approved weekly progress reports covering the period of the fourth milestone (weeks 11 - 18). The report will include, but not be limited to, achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original PIP. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)			

Deliverable No.	Task	Deliverable Description and Documentation Required	Payment Amount (%)	Number of weeks subsequent to subcontract signing	Deliverable Due Date
Deliverable No. 5 Build the capacity of the related entities through on-the-job training and a workshop	Task 9	The subcontractor shall deliver two types of on-the-job training: - Conduct ten days of on-the-job training to IT specialists in the MoCHMPW headquarters to equip them with the skills necessary for system management and future maintenance post the maintenance period. - Conduct training to staff/IT on developing the system, in the basic and advanced stages, which includes the programming used in coding and UI to build the system. - Conduct a two-day workshop for employees who will be responsible for system administration in terms of receiving and handling complaints in the targeted water directorate. - Detailed workshop agenda (including time/place of the workshop), copies of all workshop materials (including presentations, soft copy 'handouts,' workshop review/survey, follow up materials). Participant list (including a sign-in sheet), notes taken throughout the workshop, and summary report detailing how/where/when the workshops were conducted, and an attendee course survey to indicate what went well and what could be improved. - Provide participant list (including a sign-in sheet), notes taken throughout the workshop, and summary report detailing how/where/when the workshop was conducted and an attendee course survey to indicate what went well and what / obstacles/ what could be improved. - Approved weekly progress reports covering the period of the fifth milestone (weeks 19 - 24). The report will include, but not be limited to, achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original PIP. Each weekly report will be named for the contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English).	15%	Week 19-24	24 Weeks after signing the subcontract
Deliverable No. 6 Provide Equipment	Task 10	The subcontractor must obtain written approval from Ma'an prior to the procurement of any equipment. This approval is required to ensure	5%	Week 25-26	26 Weeks after signing the subcontract

Deliverable No.	Task	Deliverable Description and Documentation Required	Payment Amount (%)	Number of weeks subsequent to subcontract signing	Deliverable Due Date
		that all purchases align with internal processes. The subcontractor shall not proceed with purchasing or installing any equipment until this written approval is granted. Failure to obtain approval may result in non-reimbursement for any unapproved purchases. The subcontractor must provide an official receipt letter from MoCHMPW confirming the delivery and installation of the servers. Additionally, the subcontractor should obtain official letters from MoCHMPW, CCP, and the targeted water directorates confirming receipt of laptops.			
Deliverable No. 7 A) Maintenance period of a system B) deliver all software C) Prepare one (1) final progress report.	Tasks 11, 12, and 13	The subcontractor shall submit: - The maintenance duration should last for one year from the date the final product is delivered to the directorate and officially acknowledged through a letter after undergoing all tests and adjustments. Following this, the maintenance period commences during which all modification requests, such as deletions, additions, updates, or insertions, are addressed. - The subcontractor is required to provide the system source code (MoCHMPW) and obtain an official acknowledgment letter from them, addressed to Ma'an, confirming receipt of all system requirements and the source code. The subcontractor will submit: - A + 30-page final report will include all supporting documents developed during the development of the system. The report will include a comprehensive description of the stages of building the system and the Functional and non-functional requirements for the system that the government entities have agreed to, highlight achievements and results, and challenges, and any recommendations for the next steps. - The report will be submitted in English and Arabic. - Approved weekly progress reports covering the period of the sixth milestone (weeks 25 - 28). The report will include but not be limited to achievements, challenges, and meetings from the previous weeks, planned activities and meetings for the week ahead, and highlight all deviations from the original implementation plan. Each weekly report will be named for the	15%	Week 27-28	28 Weeks after signing the subcontract

Deliverable No.	Task	Deliverable Description and Documentation Required	Payment Amount (%)	Number of weeks subsequent to subcontract signing	Deliverable Due Date
		contract week and dates of coverage, e.g., "WEEK-1 April 1-7". (English)			

G. Expected Outcomes

Upon the intervention's completion, a digital citizen complaint management system will be designed and adopted by the stakeholders and their capacity to do future maintenance and upgrade will be enhanced, and the response time to the citizen complaint will be reduced and complaints will be trackable.

H. Locations and Targeted Stakeholders

1	MoCHMPW	MoCHMPW HQ - IT Dep
2	Anbar	Water directorate and its water centers in the districts and subdistricts
3	Baghdad	Water directorate and its water centers in the districts and subdistricts
4	Basrah	Water directorate and its water centers in the districts and subdistricts
5	Najaf	Water directorate and its water centers in the districts and subdistricts
6	Karbala	Water directorate and its water centers in the districts and subdistricts
7	Wasit	Water directorate and its water centers in the districts and subdistricts