

# TERMS OF REFERENCE FOR SERVICE CONTRACTING

<b>Assignment</b>	Development of comprehensive mapping of key management information systems MIS in the Ministry of Social Development (MOSD)
<b>Location</b>	Jordan (Home-based with field work)
<b>Duration</b>	7 Months
<b>Estimate number of working days</b>	120

## 1. JUSTIFICATION/BACKGROUND

The Ministry of Social Development (MoSD) is the main entity responsible for the provision of protection and social services to vulnerable groups in Jordan. In addition to direct care service provision, MoSD also assumes an active role in the sector-wide policy making process, coordination, and monitoring. With support from UN and development partners, the Social Protection (SP) Sector has undergone key policy changes such as the expansion of the National Aid Fund based on improved targeting approaches, the adoption of automated registration and payment methods, and most notably the launch of the National Social Protection Strategy 2019–2025 (NSPS 2019-2019). These changes have enabled MoSD to lead an increasingly strategic leadership role in facilitating synergies and enhancing the coverage of the national SP system. MOSD is chairing the Higher Coordinating Committee for the NSPS 2019-2015, and hosting the Implementation Support Unit (ISU) to support the roll-out of the strategy and management of related reporting and M&E. In addition, MoSD is also tasked with coordinating the national SP responses to the COVID-19 pandemic through leading and chairing the “Social Protection Response Committee” (SRPC).

Given this increased role and Ministry’s strategic objectives in the area of institutional development, and M&E systems. MOSD has identified a need to understand its data structure and how it contributes to measuring progress and impact against its strategic objectives. Building on long lasting partnership with MoSD to support strengthening the national social protection system in Jordan, and similar successful experience such as the development of NAF MIS, UNICEF will provide technical assistance to MoSD to conduct a comprehensive mapping and assessment of data and information system structure covering key program areas and processes, where information systems are either operational or under-development.

The rationale for this plan being that the information systems currently hosted and operational (or under development) within different sections and directorates in the ministry might present certain limitations, similarities and/or interconnections with other systems, which might offer opportunities for enhancement, integration or interoperability.

## **2. OBJECTIVE AND TARGETS**

The objective of this technical assistance assignment is to develop a comprehensive assessment and mapping exercise of information systems IS in the Ministry of Social Development MOSD.

This project aims to map current information systems architecture, define each system's scope, assess if addresses the business needs, assess their accessibility, functionality and usefulness, assess linkages and integrations with other systems and/or processes, identify limitations and gaps, then finally propose a plan to enhance current architecture by :

- i) Enhancing current systems
- ii) Replace systems or developing new solutions,
- iii) Supporting interoperability or integration between systems which present potential complementarities but work in isolation,
- iv) Modify scope of planned systems to cover identified gaps
- v) Provide input about the ministry's needs regarding technological infrastructure
- vi) Identify opportunities to enhance the data management, coordination and data sharing approach amongst various sections and programmatic areas.

The proposed changes should contribute to governments efforts for digital transformation, and promote an evidence-based (data-based) performance monitoring and decision making.

## **3. SCOPE OF THE WORK (WORK ASSIGNMENT)**

It is recommended to follow an enterprise architecture principle-based approach when conducting the information systems mapping exercise to i) define the underlying general rules and guidelines for the use and deployment of IS/IT solutions, resources and assets across the ministry, and ii) to form a basis for making future IT decisions.

The mapping exercise is expected to deliver an overview and analysis of the current IT/IS ecosystem covering below pillars:

### **A. Business analysis and mapping:**

At this stage, a desk review of relevant documents is expected; MOSD strategic documents, Theory of change, M&E related documents, service mapping documents, process mapping documents, RFPs, existing MIS documents , assessments and reports, KPI's assessments, gap analysis report, program/project documents, automation plans, policies and procedures, etc...

This stage also requires extensive meetings with business owners to understand the underlying problem that the information system is expected to solve, system

objective and intended purpose, business requirements, process mapping, identification of users and their roles, identification of linkages and/or dependencies with other business areas, processes and systems.

The analysis should be building on existing and ongoing work of key stakeholders including but not limited to the MoSD institutional development department, the MoSD IT department, MODEE, World Bank, UNICEF, WFP, ILO, UNOPS, NICO, FE, and other partners involved in relevant exercises.

## **B. Data structure and management:**

An definition of data structure and mapping of data flow: covers how is data collected, organized, safeguarded, distributed or transferred, and used. this also includes assessment of Ministry's data storage, management and maintenance, including logical and physical data models.

It is expected that this stage will also cover the below elements:

- Defining data elements which are critical to key process and services
- Data accessibility: Data is accessible for users to perform their required functions.
- Data Collection methods and tools.\*
- Efficiencies, and challenges of current process as explained by key stakeholders
- Data quality: data ownership, verification methods, accuracy and trustworthiness
- Data flow, data mapping and usability, what data is used for which process and the means of data flow
- Data Reporting modalities and outputs.
- Existing data storage and Disaster Recovery storage
- Data governance policies
- Data Privacy and data security: about how data is protected from unauthorized access

## **C. Assessment and mapping of Information Systems IS and applications, their scope and their link to the business goals and core business processes**

It is expected that this stage would focus on information systems and applications which are used and/or in pipeline to support the key services in MOSD, as well as Information systems and technologies which would support evidence-based decision making. This exercise should review existing systems, systems under-development, and planned systems including but not limited to systems defined in the automation plan jointly developed by the ministry of Digital Economy and Entrepreneurship and ministry of Social Development.

### **The assessment should cover the below elements:**

- A desk review of relevant documents IS plans /ToRS, RFPs, SRS, etc...
- For each Information System currently deployed in the Ministry, or in the pipeline, examine and assess:
  - Its objectives and scope.
  - Its status (what is operational what is not)
  - Key features, input, operations, and output
  - Key stakeholders, users and their role
  - Usability, capability, utilization and effectiveness, including business continuity and risks of business interruption.
  - Accessibility and ease of use for internal and external users
  - Limitation and gaps as defined by key users and stakeholders for each system
- Examine dataflows within and between systems and identify channels in which the systems' dataflows can feed into each other.
- The process should include key informant interviews (information system technicians and data users) or discussions and site visits (if necessary) with key stakeholders
- Comparison between the current available data sources criticality and impact on the ministry mission and key priorities, in order to determine what level of continuity is required and what corresponding recovery plan is necessary

### **D. Technical architecture assessment:**

To describes all necessary hardware, software and IT infrastructure involved in developing and deploying business applications. including the underlying technology choices, and ability to be developed, upgraded, integrated, or inter-operate. A high level architecture diagram for all components is needed in addition to the detailed description of each component and the relation between them.

## **4. EXPECTED DELIVERABLES**

The below table identifies expected deliverables, along with proposed activities and required qualifications. The below is expected to be modified/adjusted based on the findings from the desk review and inception report as well as input from the steering committee and technical workgroup.

<b>Deliverable</b>	<b>Expected duration</b>
1. Inception report detailing the methodological approach and timeline for the assignment and the intended methodology, deliverables, stakeholder matrix and workplan. The inception report will be developed based on A.a desk review of available documents, assessments, and studies including but not limited to: <ul style="list-style-type: none"><li>✓ MOSD strategy, and annual workplans</li><li>✓ Service Registry</li><li>✓ Process mapping and SOPs</li><li>✓ M&amp;E documents, KPIs and other performance monitoring tolls and reports</li></ul>	2-3 weeks

<ul style="list-style-type: none"> <li>✓ Information system mapping and assessment</li> <li>✓ System requirement documents, user manuals, technical manuals, etc..</li> <li>✓ Software requirements and/or Terms of reference</li> <li>✓ MODEE digitization and automation plan</li> <li>✓ MIS assessment recently conducted by MOSD and UNOPS</li> </ul> <p>B. Meetings with key stakeholders: Members of the M&amp;E and Information systems steering committee (MoSD, MODEE, UN partners, IT companies), IT team, M&amp;E Team, institutional development team, etc...</p>	
<p>2. Business Requirements Document BRD:</p> <p>The document shall focus on the business side, and will serve as basis to next step of the exercise: which is to assess and analyze if the current and planned information systems actually serve the intended purpose.</p> <p>Based on the input from the desk review, the firm is expected to map current and planned information system, their underlying business requirements, users , roles, expected outputs, highlighting any linkages or dependencies to other processes and systems (whether automated or not) potential gaps and opportunities as expressed by business owners, and potential gaps and opportunities in relation to M&amp;E requirements.</p> <p>The document would include the below elements (not limiting to the below):</p> <ul style="list-style-type: none"> <li>▪ An outline of the requirements of the system</li> <li>▪ Objectives of the system</li> <li>▪ A needs statement detailing <i>why</i> the system is needed and <i>how</i> it will meet those needs</li> <li>▪ Financial statements, demonstrating how the system is funded</li> <li>▪ Functional requirements and features</li> <li>▪ A SWOT analysis of the business and how the system fits into it</li> <li>▪ Personnel : who works on the system?</li> <li>▪ A cost-benefit analysis</li> </ul>	4 weeks
<p>3. Comprehensive information system assessment document/report : the firm is expected to analyze system architecture, accessibility, functionality, operational status, underlying technology, data input, output and storage, data sharing, etc...</p> <p>The report should highlight key gaps identified as opposed to business requirements and user feedback.</p> <p>The document is related to point 2,3 and 4 in section 3. SCOPE OF THE WORK (WORK ASSIGNMENT), and os expected to cover below elements:</p> <ul style="list-style-type: none"> <li>▪ Mapping of key services within the ministry, the underlying processes, stakeholders, roles and responsibilities related to the use of different Information systems</li> <li>▪ Mapping of the information systems and information technology solutions currently operating and/or are in pipeline.</li> <li>▪ Application architecture diagram of current state</li> <li>▪ Integration architecture diagram of current state</li> <li>▪ High level architecture diagram for all components</li> <li>▪ Mapping of data flow and producing data flow diagrams including identification of systems producing redundant or conflicting data.</li> <li>▪ Data quality and data governance analysis.</li> <li>▪ Skills analysis of front-line staff directly interacting with MIS and other information systems, focusing on key computer skills.</li> </ul>	12 weeks

<ul style="list-style-type: none"> <li>Gaps analysis chapter illustrating limitations of current structure/architecture to meet standards and requirements for business continuity, service delivery, service monitoring and evaluation, decision making this chapter should also include a risk analysis matrix.</li> </ul>	
4. Proposed plan for enhancements on application, data, technical architecture, and skills levels. The plan will be based on the results of the analysis of the aforementioned assessments, and a gap analysis against business needs and best practices. The plan should illustrate the proposed architectures (including proposed high level diagram, application architecture diagram, and integration architecture diagram), detailing components with estimated cost , and including recommendations to utilize, enhance, replace, or integrate applications	2 weeks
5. Weekly/bi-weekly meetings and progress reports to update on the progress as opposed to the workplan, highlight achievements and key challenges. In close collaboration with the technical workgroup of the exercise and the MIS and M&E steering committee.	
6. A validation workshop for UNICEF and all MoSD partners	1 week
7. A final report in Arabic and English	1 week
8. presentation (in both Arabic and English) highlighting key findings of the mapping, illustrating diagrams and matrices generated from the report, and proposing a road map for an enhanced IS and data ecosystem.	1 week

## 5. REALISTIC DELIVERY DATES AND DETAILS ON HOW THE WORK MUST BE DELIVERED

Deliverables and tools to be developed and provided in both languages' Arabic and English. In the case, where English version of selected documents is needed in Arabic, the translation will be done by the institution/contracted. All data used should be made available to MOSD, and UNICEF in their final version in both languages.

## 6. PAYMENT SCHEDULE

The assignment to be carried out between November 2021 and May 2022 for seven months. six months will be allocated for the implementation of the project while an additional month is added as a grace period to close the contract. Payment schedule is provided below which is according to the deliverables mentioned in the previous section. The consultant should follow the needed timeline to submit the deliverables considering necessary and adequate time (at least two weeks) to be allocated for review and quality assurance processes of the deliverables by Government counterparts and UNICEF team. Payment is contingent on approval by the contract manager and will be made in four instalments.

Deliverable/s	Timeline	Payment
Work plan and Inception Report	One Month from signing the contract	10% of the total contract
Business Requirements Document	Two months from signing the contract	15% of the total contract
Comprehensive information system assessment document/report and proposed plan for enhancements	five months from signing the contract	50% of the total contract
Final report and presentation approved	six months from signing the contract	25 % of the total contract

All interested institutions or group of consultants are requested to include in their submission detailed costs including:

- a) Daily professional rate for the services
- b) Breakdown of all Expenses that constitute the total proposed amount (please include all costs that are to be charged to UNICEF) to be agreed prior to commencing project
- c) Any additional requirements needed to complete project or that might have an impact on cost or delivery of products
- d) The consultants would be required to use their own computers, printers, photocopier etc.

Detailed costing should also consider the need to conduct face to face consultations and in-person data collection through the local consultants and international missions (to be facilitated based epidemiological situation in Jordan and Government guidelines)

Payment is contingent on approval by the contract manager and will be made as indicated in the above table. No Advance payment to be made. Payments will be made against each milestone/ deliverable and only upon UNICEF's acceptance of the work performed. The terms of payment are Net 30 days, after receipt of invoice and acceptance of work. Payment will be effected by bank transfer in the currency of billing.

## **7. OFFICIAL TRAVEL INVOLVED**

International and Local travel and airport transfers (where applicable) will be under responsibility of the contractor in accordance with UNICEF's rules and tariffs. All travel costs (international and local) should be planned properly in the technical proposal and included in the financial proposal. Please note that if selected, the contract can be a supporting document to obtain entry visa (if necessary). UNICEF will be unable to secure travel visas. Flight costs will be covered at economy class rate as per UNICEF policies.

## **8. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE**

The assignment is planned to be conducted by an institution or by a registered consultancy group/firm being well-established and highly qualified, experienced institution, which has qualifications and experience in enterprise architecture, IT system analysis and architecture, system development, database architecture, process mapping, data flow mapping, data landscape analysis..

The entity should demonstrate expertise in conducting similar assignment and have minimum 8 years of experience in enterprise and system analysis, design and architecture. These to be demonstrated through the submission of two sample of relevant work. Overall,

In addition to the profile of the institution, the team to deliver the service should have the following profile and qualification:

The team will be comprised of a team leader and team member(s), ensuring balance with qualifications, skills and experience stated below. If the assignment is carried out by an international firm, the team leader will ensure local presence and that national experts (Fluent Arabic speaker) are included in the team ( at least two).

Team leader. The Team Leader should have:

- An academic degree in enterprise architecture, ICT, computer science, computer engineering, MIS, or relevant field.
- At least 10 years' experience in managing enterprise architecture assignments. S/he must have completed at least two high quality exercises in that period.
- Excellent interpersonal skills required for high level engagement with government departments and other stakeholders
- Excellent analytical, report writing and communication skills in English and Arabic
- Excellent interpersonal communication skills.
- Proven ability to work within limited time constraints in the preparation of high-quality documents.
- Proven ability to work within ambiguous and complex environments

Overall Team: The below qualifications and expertise are required:

- Each member should have an academic degree in enterprise architecture, ICT, computer science, computer engineering, MIS, or relevant field.
- and at least 7 years of experience in their respective areas (CVs required), the below qualifications/expertise are needed:
  - Enterprise architecture
  - Business analysis
  - System analysis
  - Solution architecture
  - Database analysis or database architecture
- Excellent interpersonal skills required for high level engagement with government departments and other stakeholders
- Include members with experience in developing costed action plans is an asset (preferably with PFM experience)
- Excellent analytical, report writing and communication skills in English and Arabic for team leader and some key members of the assignment team.
- Excellent interpersonal communication skills.
- Proven ability to work within limited time constraints in the preparation of high-quality documents.
- Proven ability to work within ambiguous and highly complex environments

## **9. CONTRACT MANAGEMENT**

The contractor (service provider) will regularly report to UNICEF Information Management Specialist. The Social Protection and Policy at UNICEF Jordan Country office will be responsible for managing the contract. Overall supervision of the contract will be provided by the Chief of Social Protection & Policy.

## **10. PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS**

All tasks have been delivered in a timely manner as indicated in the TOR/Contract. High quality of work and results achieved correspond to the specification of the TORs.

Deliverables are submitted on time and the quality of work should be acceptable to UNICEF. Deliverables and key documents will be evaluated and reviewed by UNICEF, MoSD, and members of the MoSD technical working group, which includes members from government counterparts, UN agencies and technology firms partnering on MIS related projects in MoSD.



The team should follow the needed timeline to submit the deliverables considering necessary and adequate time (at least two weeks) to be allocated for review and quality assurance processes of the deliverables by the UN team and MoSD counterparts. Performance at the end of the contract will be evaluated against the following criteria: timeliness (as per the timelines agreed with UNICEF), responsibility, initiative, communication, and quality of the services and products delivered.

## **11. FREQUENCY OF PERFORMANCE REVIEWS**

Periodic and at the end of the assignment.

Frequent feedback will be provided to the firm on the quality and the timely submission of deliverables as necessary. Final evaluation to be conducted at the end of the contract.

Ongoing performance review, strategic direction, key deliverables and progress discussions to take place with UNICEF on a regular basis with the firm. The expert/firm will work closely with the both the Information Management Specialist, NSPS-ISU, MoSD focal points, and UNICEF's key stakeholders.

## **12. CALL FOR PROPOSALS**

A two-stage procedure shall be utilized in assessing the proposals, with assessment of the technical proposal being completed prior to any price proposal being compared. Applications shall therefore contain the following required documentation:

### ***Technical proposal***

A technical proposal should be submitted as an overall response to TOR ensuring that the purpose, objectives, scope, criteria and deliverables of the project are addressed. The proposal shall include detailed breakdown of the necessary components to show the work and competence of the firm to execute the assignment.

Technical Proposals must include:

- *A technical proposal that includes a brief cover letter and understanding of the assignment is required.*
- *Detailed breakdown of the necessary components to show the work and competence of the firm to execute the assignment.*
- *Based on the proposed timetable laid down in the TOR, a proposal of the detailed methodology, tentative work plan and time schedule is required. . i.e. An action plan specifying the timeframe with various milestones and activities should be included*
- *Updated profiles/ CVs of the expert(s). and team members listing similar experiences/assignments and highlighting those focused-on*
- *Company profile*
- *Updated profiles/CV of the expert(s).*
- *Composition of the team and brief introduction to key-experience and expertise of each member indicating the technical deliverables they will be in charge of;*
- *Quality assurance plan/mechanism*

- *Elaboration of the available expertise*
- *Two examples (studies) of the firm's engagement in similar activities and assignments.*

#### Financial Proposal

- *A financial proposal with a breakdown of all costs that are to be charged to UNICEF and based on deliverables. This includes estimated number of working days, consultancy fees, all office administrative costs, international and local travel costs, as well as any additional requirements needed to complete project or that might have an impact on cost or delivery of products. Travel expenses should be based on the most direct route and economy fare. Quotations for business class fare will not be considered.*
- *The Financial Proposal shall be submitted in a separate file, clearly named Financial Proposal.*
- *No financial information should be contained in the Technical Proposal.*

In addition, the institution should consider the following in the submission:

- Company profile (Company structure, team composition, organogram...etc)
- Company registration

### 13. UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

UNICEF reserves the right to withhold payment on each individual and consolidated output until the consultant provide satisfactory quality output as reviewed by the project supervisor. In case of unsatisfactory performance, misconduct, unacceptable quality, the payment will be withheld until quality deliverables are submitted and subsequently, the contract will be terminated or contractual penalties shall apply in accordance with the General terms and conditions stated in the tender document if the contractor fails to deliver.

### 14. REQUEST FOR PROPOSAL EVALUATION AND WEIGHTING CRITERIA

70 Points technical + 30 points financial= 100 total

Submitted proposals will be assessed using Cumulative Analysis Method. All request for proposal will be weighed according to the technical (70 points) and financial considerations (30 points). Financial proposals will be opened only for those application that attained **70%** (49 out of 70) or above on the technical part. Below are the criteria and points for technical and financial proposals.

**The firm might be requested to participate in meeting or to prepare a small presentation to the technical committee to clarify certain elements of the technical proposal as part of technical review process.**

**A. Technical Proposal (70 points):** The Technical section of the proposal should be submitted in English. All other sections should be annexed. All sections (components) of the proposal will be evaluated and weighted. The proposal should be found technically sound. The following points shall be considered

#### 1) Overall Response (10 points)

- *General adherence to Terms of Reference and tender requirements (5 points)*

- *Elaborated and articulated understanding of scope, objectives and overall assignment requirements. (5 points)*

## **2) Company and Key Personnel (40 points)**

- *The proposed structure and composition of the team for this assignment. The main disciplines of the assignment, the key expert responsible and proposed technical and support staff along with their curriculum vitae (CVs) provided. (10 points)*
- *Team member(s) meet academic requirements (5 points)*
- *Company meets minimum 8 years of experience (5 points)*
- *Company is properly registered a/o has required certifications/memberships (5 points)*
- *Demonstrable experience with similar projects providing evidence in the technical proposal (10 points).*
- *Two Samples of previous relevant work undertaken successfully by the contractor. (5 points)*

## **3) Proposed methodology and approach (20 points)**

- *A detailed methodology explaining components of the assignment, phases of implementation, the activities to be undertaken, the approach to achieve these activities, and qualifications needed for each phase (10 points)*
- *A comprehensive work plan provided to deliver the overall requirement (ToR) , where deliverables are addressed as per TOR, and proposed timelines are met (10 points)*

**Minimum technical score: 70% of 70 points = 49 points**

## **B. Financial Offer (total 30 points)**

A separate Financial Offer detailing all activity expenses and logistics should be submitted under this section. The financial offer (this section) should be submitted on a separate page from the Technical Capability and Schedule information. Only those financial proposals will be opened which have been technically accepted (scoring at least 49 points) according to the above criteria. Financial proposal will be weighted based on the clarity and appropriateness.

***Total Financial***

***Max of 30 points***

The Contract shall be awarded to a bidder obtaining the highest combined technical and financial scores. Proposals not complying with the terms and conditions contained in this ToR, including the provision of all required information, may result in the Proposal being deemed non-responsive and therefore not considered further.

Please note that all travel must be conducted as per UNICEF Policy, which states the most direct, economical route shall prevail.

## **15. OTHER CLAUSES: PSEA LANGUAGE**

Consistent with the UN Secretary General's Bulletin related to "Special measures for protection from sexual exploitation and sexual abuse" (ST/SGB/2003/13), entities and individuals entering into cooperative agreements with an agency of the United Nations are obligated to "take preventative measures against sexual exploitation or abuse, to investigate

allegations thereof, or to take corrective action when sexual exploitation or sexual abuse has occurred.” Failure to do so “shall constitute grounds for termination of any cooperative arrangement with the United Nations.” The Contractor is expected to have in place explicit policies related to the prevention of sexual exploitation and abuse of beneficiaries, including commitment to the IASC 6 Core Standards (IASC/2002), and the investigation of such cases. Where the contractor does not have sufficient capacity for the investigation of such cases, it should request the support of UNICEF. Reasonable suspicion of sexual exploitation or abuse of beneficiaries may be reported by any individual to UNICEF if the complainant so prefers.

## **16. CONDITIONS**

- The contractor will work on its own computer(s) and use its own office resources and materials in the execution of this assignment.
- The contractor’s fee shall be inclusive of all office administrative costs.
- International and Local travel and airport transfers (where applicable) will be under responsibility of the contractor. Flight costs will be covered at economy class rate as per UNICEF policies. Financial offer for bid should include all logistics and administrative costs as indicated above.