

**ANNEXURE A - LRFP NO 2017-9135296  
TERMS OF REFERENCE AND TECHNICAL EVALUATION CRITERIA**

<b>PART I</b>		
Purpose of Assignment	Upgrade the Management Information System for Kakamega County "Imarisha Afya ya Mama na Mtoto" programme	
Estimated level of the assignment	Institutional Contract	
Location of Assignment	Kakamega County	
Duration of contract	175 days	
Start date	<b>From:</b> 1/12/2017	<b>To:</b> 1/12/2019
Reporting to:	Social Protection Specialist	

**Background and Justification**

Kakamega contributes a high burden of child deprivation in the country. It also contributes significantly to national under five mortality. The County has above-average under five mortality, with the largest difference being in the child mortality rate (i.e. deaths between one year and five years). However, more than half of mortality is within the neonatal and infant period. Factors potentially contributing to the high neo-natal and infant mortality include the low rate of skilled delivery, low rate of ante-natal care, and low rate of contraceptive prevalence. To curb this the Kakamega County rolled out '**Setting the Foundation in the First 1000 Days of Life – Accelerating Maternal and Child Survival in Kakamega County**' programme in 2013.

Distinct platforms within the first 1000 days of life are the focus of improving maternal and child survival outcomes in this initiative. This focuses on the prenatal period with related platforms including antenatal care, community health strategy (addressing barriers including transport, community maternal and newborn health information and health seeking behaviours, food/nutrition security, community monitoring/scorecard), skilled delivery (addressing barriers of transport, social cultural, incentive based package for input – mother and baby items), postpartum and young child period from birth to 24 months including a focus in improved access to maternal child health services addressing transport, information/support – mothers to mothers support groups/male involvement and after six months, strategies for improving complementary feeding (fresh food voucher).

The County Government of Kakamega, with support from implementing partners, established a social cash transfers to address the bottlenecks and barriers identified during the first thousand days as detailed in the related documents in a signed memorandum of understanding between UNICEF and The County Government of Kakamega on the 22nd of August 2013. A Management Information System was then developed and implemented to manage beneficiary identification, registration, conditional cash transfer and monitoring the quality of services received during different MNCH stages.

In 2016, Kakamega County with support of UNICEF commissioned audit to review the Management Information System, with a view to providing assurance over information processing, Information Technology (IT) Infrastructure and IT Service Management, with a special focus on risk and mitigation measures, integrity of transactions, actual cash transfers reaching the beneficiaries with a good selection process based on a proxy means test, confidentiality of information, availability and reliability of information to program staff, quality of project management and effective IT governance. The audit identified bottlenecks related to: capturing, sharing and generation of quality of service indicators/information, separation of responsibilities, confidentiality of information and ambiguous business process among others thus hindering timely provision of quality services.

UNICEF in partnership with the County Government of Kakamega would like to engage the services of an experienced and competent IT consultancy firm to develop a robust management information system that will support the day to day operational and management functions of this programme. The system should incorporate business process identified during user requirement gathering and in accordance with [Management Information Systems Guidelines For Social Protection Programmes In Kenya](#) as well as address the risks and recommendation from [MIS Audit report](#).

### CPD Outcomes and Outputs covered

Outcome 6: By 2018, social protection mechanisms and systems for vulnerable children and adolescents are integrated, adequately resourced, coordinated and sustainable in regular and emergency situations.

Output 2: Improved linkages between social protection and services to address child vulnerabilities modelled and evidence generated

### Scope of Work

UNICEF, in partnership with the Ministry of East African Community (EAC), Labour and Social Protection and the Kakamega County Government, seeks the services of a qualified institution that will design, develop and implement a management information system for “*Imarisha Afya ya Mama na Mtoto*” Programme.

### Methodology:

1. Using Human Centred Design methodology conduct user requirements with relevant stakeholders in Kakamega County, Social Protection Secretariat (SPS) and the *Imarisha Afya ya Mama na Mtoto* Technical Working Group.
2. Develop the proposed tool using Lean and Agile development methodology<sup>1</sup>.
3. The Digital Development of the tool should be aligned with the UNICEF Principles of Innovation<sup>2</sup> that include – 1) Design with User 2) Understand the Existing Ecosystem 3) Design for Scale 4) Build for sustainability 5) Be Data Driven 6) Open Standards, Open data, Open Source and Open Innovation 7) Reuse and improve 8) Do no harm 9) Be Collaborative
4. UNICEF provide technical support to the Government of Kenya on issues related to data for children wellbeing in Kenya. As much as the process followed will be open source and open innovation, optimum standards must be maintained for security, confidentiality and better management of protection related data.

### Specific Tasks

**Task 1: Design and document business process of *Imarisha Afya ya Mama na Mtoto* MIS system** identified during the functional user requirement gathering and as per the recommendation of the Audit report (link).

**Task 2: By using Lean/Agile development methodology, develop a robust open source online and offline MIS system that will entail:**

1. Registration module for:
  - a. Targeting of potential beneficiaries using biometric and unique identifier, standard geographic locations
  - b. Managing verification process of the beneficiaries
  - c. Approval and enrolment of the beneficiaries

<sup>1</sup> <https://www.agilealliance.org/agile101/12-principles-behind-the-agile-manifesto/>

<sup>2</sup> [https://www.unicef.org/innovation/innovation\\_73239.html](https://www.unicef.org/innovation/innovation_73239.html)

2. Payment module that will include:
  - a. Payroll generation (based on the predetermined payment cycle)
  - b. Payment disbursements
  - c. Payment reconciliation and reporting
  - d. Integration with Mobile Money Bulk payment API
  
3. Case Management Module to:
  - a. Provide beneficiary update capabilities, including migrating data of pregnant and lactating mothers from one facility to another
  - b. Provide MNCH services workflow management and linkage with beneficiary payment modalities.
  - c. SMS capabilities to send alerts, reminders and receive feedback from beneficiaries.
  - d. Track beneficiary at different stages of service delivery including exit from the system.
  
4. System Administration Module this module that will
  - a. Define user access rights and privileges
  - b. Access security control
  - c. Ensure segregation of roles and responsibilities in the system
  - d. System transaction logs and audit features
  - e. Add facilities details, pre-determined health services
  - f. SMS configurations to send alerts, reminders and receive feedback from beneficiaries
  
5. Standard Reporting module will cover:
  - a. Key statistics dashboards covering primary information for decision makers
  - b. Regular monthly reports
  - c. Geo Spatial and Geo Analytical maps,
  - d. Adhoc reports, as and when necessary

**Task 3: System interoperability:** The consultant will develop APIs and support interoperability and integration with the existing Social Protection System including single registry. (see attached MIS guidelines)

**Task 4: System Backup and Recovery:** The consultant will incorporate daily system backup and recovery functionalities and provide documentation of the same.

**Task 5: Piloting and Testing:** The consultant will conduct and support piloting of the system in selected sub-counties of Kakamega County parallel to the existing system. Challenges identified during this pilot should be addressed as part of the open source software development lifecycle before full rollout of the system.

**Task 6: Documentation, Training and Capacity Building:** The consultant will provide system technical documentations, online frequently asked questions and user manuals. The consultant is expected to conduct training and capacity building of the identified Trainers of Trainers.

**Task 7: Roll out:** Based on the lessons from the pilot testing, user feedbacks and from the implementation of the existing system, the consultant will – under the guidance of Kakamega County, SPS and UNICEF – develop and implement a system roll out plan. The consultant will also support data cleanup from the older system and migration to the new system.

**Special Condition:** The service provider shall provide a 2 years guarantee for system support and maintenance with a clear Service Level Agreements.

**Deliverables and Payment Schedule:**

Deliverables	Duration (Estimated # of working days)	Schedule of Payment
Approved inception and methodology report	5 days	
Signed off business process documentations with inputs from the Programme TWG	10 days	10%
Complete system Prototype ready for pilot in selected sub counties health facilities. The system should incorporate link to Single Registry	60 days The consultant will provide weekly updates of the system development process or as may be required.	30%
Training and pilot testing of the system in selected sub counties facilities. Pilot testing, documenting lessons learned and best practices and feedback.	45 days	10%
Complete system based on pilot testing feedback.	30 days after end of pilot period.	30%
Roll out plan, Server setup, System documentation and production of user/admin Manuals and Final TOT	15 days	10%
Final project report documenting lessons learned and best practices	10 days	10%

**Required qualifications, desired competencies, technical background and experience**

*(Consult with HR on this prior to signing off on the TOR)*

**Evaluation Criteria for the Institutions:**

The institution to undertake the consultancy is expected have a track record in development of mobile and web based information management systems in Kenya, and should include the following skill sets:

- System Design and Database development
- Knowledge in developing open source software, continuous software integration and automation.
- Knowledge of the government IT infrastructure and legal framework and regulations in Kenya
- Knowledge of Social Protection and Health sectors in Kenya
- Knowledge of Human Centred Design Approach, and Agile software development methodologies
- Demonstrated experience and skill sets in novice user training and advanced communication.

For institutions applying for the given consultancy, following summarizes the desired criteria for bidding and the technical criteria for assessment of bids.

TECHNICAL CRITERIA FOR SELECTION				
Technical Criteria	Technical Sub-criteria	Max. Points	Minimum Requirements	Points
<b>Overall Response</b>	Completeness of response – overall concord between requirements and proposal	5	Complete response	
		5		
<b>Experience</b>	Overall experience of firm	5	3 years	
		5		
<b>Technical Skills</b>	System Design and development using open source technologies	10	More than 5 years	
	Expertise in developing Application Programming Interfaces (APIs) and third party system integration including payment gateways	5	Demonstrated successful examples included in the proposal	
	Knowledge of Health System, Social Protection, communication and training	5		
		20		
<b>Key Personnel</b>	<b>Team leader/Project Lead</b> – Relevant academic degree (Computer science; Information technology); five years' experience managing similar projects	10	Bachelor Degree, 5 years of relevant experience	
	<b>Software Engineers/Web developer</b> – Experience in software development and Database development using modern high-level programming Language and agile methodology. <b>Field personnel/Data manager</b> relevant academic qualification and capacity to conduct user testing and training and Monitoring and Evaluation	5	3 years of relevant experience	
	Training Capacity and HCD knowledge	5	3	
		20		
<b>Proposed Methodology</b>	Degree of likelihood to accomplish the main objectives	10		
	Innovative approach and understanding of UNICEF Innovation Principles	5		
	Project Plan including proposed time frame.	5	Fits within project timeframe as stated	
		20		

Maximum Points, Technical Proposal		70		
Financial Proposal	Budget size	30		
		30		
Total Maximum Points		100		

**Only proposals which receive a minimum of [49] points in the technical proposals will proceed to the next stage of financial and be considered further. Please note also,**

- a) Apart from the above criteria the comprehensiveness and quality of the proposals and appropriateness of the organisations and consultants will be assessed against the specific TORs.
  - b) References will also be followed up on for each bidder and UNICEF records for previous assignments with UNICEF, if available, will also be consulted.
  - c) Only at this stage will the Financial Proposal be considered. The price/cost of each of the technically compliant proposals shall be considered using the same methodology. The proposers should ensure that all pricing information is provided in accordance with the Financial Proposal.
  - d) The most-favoured proposal shall be selected on the basis of the best overall value to UNICEF in terms of both technical score/merit and price.
- a) **Price Proposal evaluation criteria – 30%.**
- **The price/cost of each of the technically compliant proposals shall be considered only upon evaluation of the above technical criteria.**

#### **Award/Adjudication of proposals**

The institutional contract will be awarded to most responsive evaluated proposal and whose services are commercially, technically acceptable, and whose Proposal is in compliance with all instructions, notes, and Terms and Conditions contained in the RFPS, providing the Proposal is reasonable and it is in the interest of UNICEF to accept it.

UNICEF reserves the right to make multiple arrangements for any item(s)/services where, in the opinion of UNICEF, the most responsive evaluated Bidder cannot fully meet the requirements or if it is deemed to be in UNICEF's best interest to do so. Any arrangement under this condition will be made on the basis of the most responsive, second most responsive and third most responsive, etc. evaluated proposal which meets all the requirements stated in the RFPS document.

In case of an award, Bidders who have not previously received Institutional/Corporate Contracts from UNICEF may receive an Institutional/Corporate Contract for a limited service / period until satisfactory performance is established.

#### **LRFP Terms and Conditions**

This LRFP, along with any responses there to, shall be considered the property of UNICEF and the responses will not be returned to their originators.

In submitting this proposal the proposer agrees that he will accept the decision of UNICEF as to whether his proposal meets the requirements stated in this LRFP.

UNICEF reserves the right to:

- a) Contact any or all references supplied by the proposer
- b) Request additional supporting or supplementary data (from the proposer).
- c) Arrange interviews with the proposed Contractor (Project Team/Consultants)
- d) Reject any or all proposals submitted
- e) Accept any proposals in whole or in part
- f) Negotiate with the most favourable proposers

UNICEF will treat in confidence those parts of the LRFP proposal that are marked "confidential". Proposals must be valid for a minimum of **ninety (90)** days from the date of closing of this LRFP and must be signed by an authorised representative of the companies in question. UNICEF shall not be held responsible for any costs incurred by the proposers in the preparation of their proposal in response to this RFP.

### Company Profile

The proposer must provide the following background information about the company:

- Date and country of incorporation
- Summary of corporate structure and business area
- Corporate directions and experience
- Location of offices or agents relevant to UNICEF
- Summary of relevant experience and examples of previous work similar assignments
- CVs of the institution's team that will participate in this assignment, clearly identifying the team leader/lead consultant

### Expertise and Experience

The proposer shall provide a minimum of three (3) references to clients for whom the proposer has carried out similar scope of project. UNICEF may contact references for feedback on consultants / services provided by your firm to support similar projects. As part of the evaluation process, UNICEF may ask to meet the real people proposed for the assignment

- Name and description of client company/organisation
- Names of senior individuals in the client companies who were involved in the Project (referred to) who are knowledgeable
- Scope and scale of Projects

### Financial Proposal

The Currency of the proposal shall be in **Kenya Shillings or US Dollars**.

The financial proposal should be realistic. **Prices should be itemized in detail by activities to be undertaken, and clearly reflect the professional charges (fees) to be paid to different levels of professionals per day as stated above.** The financial proposal should be prepared and enclosed in a separate

envelope clearly labelled with LRFP reference and bidder's name. The Financial Proposal should have a detailed breakdown including budget notes for the assignment.

**For the full duration of the consultancy, bidders are therefore expected to propose an Action Plan/Timeline of their activities together with the Financial Proposal, clearly indicating how soon and for what duration the institution will undertake this assignment. Final start & end-dates, and duration of assignment, will be agreed with selected proposer.**

Note that the Financial Proposals will only be opened and considered after Technical Proposal has been evaluated and qualified under the Technical Evaluation Criteria in as above.

**IMPORTANT NOTE: CLARIFICATIONS AND QUESTIONS:**

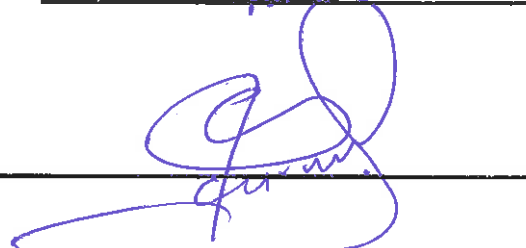
To provide for ample time to compile and prepare answers to questions and clarifications **the DATELINE FOR ASKING QUESTIONS OR SEEK CLARIFICATION is by COB 09/11/2017.** Any query or issues of clarification received after this date will not be responded to.

Sign.

Abbey Dahir  
Sr. Procurement Assistant \_\_\_\_\_



Samayog Karmacharya  
Procurement Specialist \_\_\_\_\_



Anthony Hudson  
OIC Supply Section \_\_\_\_\_

