TERMS OF REFERENCE

Section:	Field operations	Date:	Nov 2019
Title:	**Kab Elias Wadi EL Dalam Municipality towards strengthened database systems and e-Governance to respond ta arising child rights needs**	Duty station:	Zahle
Reporting to:	Programme/Local Governance Specialist	Contract type:	Institutional Contract
Duration:	125 days (during a period of 5 months)	Start date:	Q4 2019

Section	Content
Background	In 2016, Lebanon Country Office (LCO) developed 2017-2020 CPD, the programme aims to respond to immediate humanitarian needs, but at the same time build resilience to further shocks and address development deficits.
	In 2018, UNICEF Lebanon Country Office (LCO) initiated a Mid Term Review (MTR) for its Country CPD 2017-2020. The MTR[1] confirmed that the strategic direction and outcomes outlined in the Country Programme Document 2017 – 2020 are still relevant to the programmatic context in Lebanon. UNICEF will continue to serve the most disadvantaged children, regardless of their nationality. To achieve these outcomes the MTR identified four transitions to be implemented during the last two years of the CPD. One of these key transitions is an increased and strategic focus on systems strengthening (including budgeting, policy and planning), while gradually moving away from direct service delivery by UNICEF.
	As much development for children and adolescents is local in nature, it is at the local level that children experience the fulfilment of their rights. However, different challenges at the local governance level hinder improvements to child outcomes, for example, gaps in local data and evidence, insufficient resources, limited opportunities for children, adolescents and their families to influence local decision-making and to hold local duty-bearers accountable and unclear service delivery mandates, limited coordination and weak oversight[2].
	The global guidance complemented with the discussion and consultation at the country level, the programmatic shift was given shape in the development of the Field Result Workplan (FRWP) 2019-2020 with specific focus on local governance, integration and strengthening of local systems, namely in the most vulnerable municipalities with the use of the Multi-section Vulnerability Index MSVI[3].
	The FRWP included 3 main pillars with focus on local governance:
	− Enabling environment that included: Planning, Coordination mechanism and Data systems − Increased community engagement − Access to quality and integrated services In the Bekaa governorate, as a result of the MSVI methodology and consultation with local authorities, 6 municipalities were selected to initiate the programme. The municipalities are: Bar Elias, Kab Elias Wadi EL Dalam, Jeb Jannine, El Marj, Rashaya and Zahle.

[1] LCO_PBR-Submission_narrative_5APR2018.pdf
[2] A Local Governance Approach to Programming-A UNICEF Guidance (April 2019, draft)
[3] The Multi-section Vulnerability Index is an index development methodology developed by UNICEF. The MsVI allows for the measurement of specific vulnerability, i.e. sector specific vulnerability, and also a comprehensive vulnerability, i.e. multi-sectoral. The MsVI uses mainly governorate level indicator values that are projected downwards to the cadaster level and weighted by the population at the cadaster level.

As part of rolling out of the FRWP with the selected municipalities in the Bekaa governorate, preliminary meetings with Kab Elias Wadi EL Dalam mayor were made in February 2019 to introduce him to UNICEF programme shift and system strengthening approach. Later in July, Kab Elias Wadi EL Dalam Municipality addressed a letter to UNICEF stating the willingness to collaborate on child rights topics. Out of the several topics, the letter mentioned the need to strengthen child focus data and municipal systems. On Aug 1st 2019, a general stakeholder meeting for the municipality was held to discuss current needs that address child rights and the most vulnerable people living within its boundaries. More than 50 participants attended the meeting from different backgrounds of NGOs, private sector, government local authorities and other institutions. The discussions focused on the following subjects: child protection, education, community-based organizations, health and the private sector.

The main recommendations of the workshop were to strengthen Kab Elias Wadi EL Dalam administrative institutions on the following pillars:

1. **Strengthening child focused database and municipal systems**. Assist Kab Elias Wadi EL Dalam municipality in strategizing the use of the generated data to better address child rights in terms of child labor, Out of School Children (OOSC), children living in vulnerable situation (i.e informal settlements); In addition to strengthening its municipal systems.
2. **Creation of a youth volunteer council**. The main task of the council is to assist the municipality in better providing community services. This might be formed by the numerous scouts or CBOs present in Kab Elias Wadi EL Dalam Municipality.
3. **Strengthen the coordination mechanism**. Assist Kab Elias Wadi EL Dalam municipality in mapping its current resources and actors; this will allow the municipality to identify overlaps and gaps for a better utilization of the available resources.

The latest inputs from the mayor and his team insisted on the needs to strengthen the **data systems**, in addition to strengthening their systems into putting in place **e-Governance** at the municipality of Kab Elias Wadi el Dalam.

Municipality Description
Kab Elias-Wadi El Delm, an administrative division of Beqaa Governorate, is located in Zahlé District in eastern Lebanon. It is 15 Km away from Zahlé and 45 Km away from Beirut, the capital of Lebanon covering an area of 41 Km² at an elevation 950 meters above sea level. It represents the largest third city in Bekaa after Zahlé and Baalbek with a population of 50,000 residents and 40,000 of Syrian refugees (Kab Elias – Wadi El Delm Sustainable energy action plan -SEAP 2012). It also provides shelter to 120 informal settlements hosting 6255 individuals (Interagency Mapping Platform IAMP 62).

Currently the municipality units that deal directly in managing citizens requests and data are: accounting, secretariat, cashier, collection, police, engineering, and IT. Despite the continuous effort deployed by the municipality, the systems that are in place are scattered using paper or basic software. The municipality lack of interoperability between the existing systems, which results in delays of the services, namely the ones that are related to urgent children issues.

Complementarity with national and municipal plans and other related e-governance initiatives.
Lebanon has undertaken a series of initiatives over the past decade to develop a vision, policy and strategy to make use of ICT (Information and Communication Technology) in pursuing reform both at national and local level. These initiatives were initiated by the establishment of the ICT ministerial committee in 1997, which was chaired by the Prime Minister to coordinate and oversee developments in the implementation of the ICT agenda in Lebanon. In 1998, the first IT national policy and strategy was developed. In 2002, an e-government strategy was produced; this was followed in 2003 by more comprehensive e-Strategy and e-Readiness studies and reports with recommendation to achieve reform both in government and nationally. Since then, much change has taken place in the application of the ICT technology to promote reform of the government, especially the establishment of a legal framework, that permits electronic processes to conduct business, in addition to the modernization of the communication infrastructure (An overview of e-government strategy in Lebanon (Choueiri et al 2012).

	Due to the growing interest over the modernization of the municipality of Kab Elias Wadi el Dalam services, the municipal council engages private sector and international organizations to help develop and sustain municipal systems to better serve its citizens, namely children and vulnerable people. The parties are: - Quick Solutions. Developed the website; - GIS Arabia. Developed the GIS database and interface; - USAID. Developed a platform in 2004 to manage day-to day citizens requests. This was then developed and sustained locally by the municipal staff. **Link to UNICEF Lebanon FRWP** The premise on which the proposed project has been conceptualized is as a result of a weak local data systems and doesn't necessarily inform planners at the local level to plan to address children rights. As a result, local governments' action for children and adolescents are ad-hoc and are not prioritized in their local plans and budgets. In turn children and their families have limited opportunities to influence local decision making. This initiative is in line with UNICEF strategic shift in system strengthening, integration and leverage of resources to address child rights priorities and as well global guidance on local governance approach to progamming[4]. It contributes to the following outputs main activity group of the FRWP 2019-2020: **OUTPUT 3** Promote and support the implementation of research knowledge on local level work through Data System in accordance with SDGs, CRC & CEDAW *Indicator 3.1 Child friendly data system established and functional (Y/N)* **MAIN ACTIVITY GROUP A.7.3.1:** Develop and design child knowledge and data management tools & processes, and empower local existing system of PME. - Advocate with selected municipalities on child related knowledge generation and data management in local governance and identify data gaps and priorities - including linkages with regional public institutions. (such as municipality profiles, local situation analysis etc.); - Support willing municipalities to strengthen existing &/or build new data management systems, generate and analyze data related to children; - Support the municipalities in properly utilizing and disseminating data and analysis to inform their programs/plans/budgets in a participatory manner with their communities through capacity development events.
Purpose and Objectives	The proposal has two main objectives: - The first is to strengthen the municipality data systems, with specific focus on the development of child and youth database and; - Second is to establish e-governance at the municipality of Kab Elias Wadi el Dalam. A holistic intervention that includes hardware, software, systems and capacity building is forecasted in this project. This would allow the municipality to better plan and monitor child rights related projects and strategies; and better serving its citizens in their day-to-day requests.
Scope of work	**Output 1.** Kab Elias Wadi EL Dalam municipality is equipped with hardware and software to collect, store, update, analyze and disseminate child related data. - Transform the existing layer (i.e. paper form, tabulation, Autocad etc.) to GIS ones; - Populate the layers with child focus data; - Purchase the latest satellite image for the municipality. **Output 2.** Kab Elias Wadi el Dalam Municipality staff is capacitated in the field of data management, information management and field survey

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[4] A Local Governance Approach to Programming-A UNICEF Guidance (April 2019, draft)

- Purchase the needed tablets (7 tablets);
- Install the apps needed to undertake the survey;
- Develop the data collection forms;
- Provide training to staff and youth volunteers on data collection, storing and analysis.

Output 3. Kab Elias Wadi EL Dalam municipality identifies different child vulnerabilities and address the rights of all children through the implementation of an e-governance systems

Activity 3.1- Equip the municipality with an online interface to assist its citizens on their day-to-day administrative requests.

- Develop a mobile application that works on IOS and Android systems (tablets, Smart phone) and the responsive website;
- Develop a backend portal for the new system to manage the municipal data;
- Migrate data from the existing system to the new database system;
- Equip the municipality with the necessary hardware and software for the new system (if needed);
- Develop training material and user guideline for the new system (application and backend municipal website);
- Provide training to municipality staff on the use of the new system (application and backend municipal website).

Activity 3.2- Update the municipality website

- Upgrade or develop a new website for the municipality, taking into consideration features that a municipality would require to meet its citizen's needs;
- Provide training to the Youth volunteer and staff to manage and maintain application and backend municipal website content.

Output 4. Citizens of Kab Elias Wadi el Dalam are aware about the e-governance tools.

- Organize a town hall meeting with the main stakeholders to launch the e-governance new system;
- Develop a sensitization campaign to introduce the new tools to the citizens of Kab Elias Wadi EL Dalam.

Table 1. Output indicators

Activity Indicator	Target	Means of Verification	Timeline	Responsible/tasks
Output 1. Kab Elias Wadi EL Dalam municipality is equipped with hardware and software to collect, store, update, analyze and disseminate child related data				
Child friendly database developed	1	Municipal approval	M4	Municipal staff
Satellite image purchased	1	Municipal approval	M4	Municipal staff
Output 2. Kab Elias Wadi el Dalam Municipality staff is capacitated in the field of data management, information management and field survey				
# staff trained on field survey and forms	10	Training attendance, and evaluation	M2	Municipal staff
# tablets purchased	7	Receipt form the company	M	Municipal staff
Output 3. Kab Elias Wadi EL Dalam municipality adopts e-governance systems				
Mobile application developed and related manual (Y/N)	1	Application documentions, Application name,	M5	Municipal staff

		Source code, Municipal approval		
Backend portal developed and related manual (Y/N)	1	Documentions, Application name, Source code Municipal approval	M5	Municipal staff
Website developed and related manual (Y/N)	1	Website link, Source code, Municipal approval	M5	Municipal staff
# staff and volunteers trained on the new systems	20	Training attendance	M5	Municipal staff
Training material developed (Y/N)	3	Document submitted	M5	Municipal staff
Output 4. Citizens of Kab Elias Wadi el Dalam are aware about the e-governance tools				
Townhall meeting (Y/N)	1	Municipal report	M5	Municipal staff
Sensitization campaign	3	Municipal report	M5	Municipal staff

Project Phases

Phase 1- **Assessment and Scoping**
- Conduct an introductory meeting with the Municipality mayor, municipal staff and UNICEF;
- Conduct a desk review of the municipality current systems and databases;
- Presentation to the municipality and UNICEF the preliminary findings;
- Submit a draft inception report to the municipality and UNICEF describing the current and proposed methodology;
- Revise the draft report based on received feedback.
- Provide a final inception report.

Phase 2- Implementation

Phase 2.a- Development of the new e-governance systems

- Development of the mobile application including the needed testing;
- Development of the backend portal including the needed testing;
- Migrating the data to the new system;
- Provide the needed training for staff and municipal youth volunteers.

Phase 2.b- Development of the website

- Assessment of the existing website, and deciding to upgrade or develop a new one;
- Consult with municipal staff about the needed features;
- Develop the new website;
- Provide the needed training for staff and municipal youth volunteers to manage and maintain the new website;
- Ensure licensing.

Phase 2.c- Convert and clean existing data and convert to digital format including GIS

- Assess the current database;
- Convert cadaster map or any other map to a clean GIS format. The GIS software to be used is to be agreed on before the initiation of the contract.
- Convert existing tabulation to digital tables that can be used in GIS;
- Organize all digitized data into an appropriate GIS database with appropriate links in place. This should include existing clean GIS data.

- Convert the existing hard copy ones to digital;
- Convert CAD format to GIS formats
- Advise on needed satellite imagery and purchase the needed images
- Advise on the needed child related data to include in the developed database

Phase 2.d- Establish field survey capacities

- Set the list of geographic features to be surveyed when needed;
- Develop online survey questionnaire with its related indicators;
- Equip the municipality with needed hardware devices (7 tablets);
- Configure the tablets and install the needed survey applications;
- Provide training on the use of tablets and apps.

Phase 3- Sensitization about the new e-governance systems

- Organize townhall meeting with the main stakeholder to launch the new system;
- Joint action with the municipality to introduce the new system the municipal staff;
- Sensitization campaign using several platforms to promote the use of the new system by the municipality citizens. The communication strategy could use social media, municipality bill boards and other.

Stakeholders	
	A preliminary mapping of relevant stakeholders has identified the below: - Municipal council and staff; - Municipality Youth volunteers; - Ministry of Interior and Municipality; - Governor office; - UNICEF; - Other stakeholders of relevance. The contractor is expected to interact with, reach out to or interview these stakeholders to set a comprehensive child related database and e-governance system at the municipality of Kab Elias Wadi el Dalam.

Deliverables and Schedules

Table 2: Timeframe

Phase	Activity	M1 W1	M1 W2	M1 W3	M1 W4	M2 W1	M2 W2	M2 W3	M2 W4	M3 W1	M3 W2	M3 W3	M3 W4
Phase 1	**Assessment and Scoping**												
	Conduct an introductory meeting		x										
	Conduct a desk review	x	x										
	Presentation		x										
	Submit a draft inception report		x										
	Revise the draft report		x	x									
	Provide a final inception report.			x	x								
Phase 2. a	**Development of the new e-governance systems**												
	Development of the mobile application				x	x	x	x	x	x	x	x	x
	Development of the backend portal				x	x	x	x	x	x	x	x	x
	Migrating the data to the new system				x	x	x	x	x	x	x	x	x
	Provide training												x
Phase 2. b	**Development of the website**												
	Assessment of the existing website			x	x	x							
	Consult with municipal staff				x	x							
	Develop the new website;					x	x	x	x	x	x	x	x
	Provide training												
Phase 2.c	**Convert and clean existing data and convert to digital format including GIS**												
	Assess the current database;	x	x										
	Convert cadaster map		x	x	x	x							
	Convert existing tabulation to digital tables			x	x	x	x	x	x				
	Organize digitized data into GIS database					x	x	x	x	x	x	x	x
	Convert the existing hard copies to digital;		x	x	x	x	x						
	Convert CAD format to GIS formats		x	x	x	x	x						
	Advise on needed satellite imagery			x									
	Advise on the needed child related data			x	x								

	Phase 2. d	**Establish field survey capacities**							
		Set the list of geographic features to be surveyed	x	x					
		Develop online survey questionnaire with its related indicators			x	x		x	
		Equip the municipality with hardware			x	x			
		Configure the tablets			x				
		Provide training				x	x	x	
	Phase 3	**Sensitization about the new e-governance systems**							
		Organize townhall meeting							
		Introduce the new system to the staff							
		Sensitization campaign to citizens							

As per the timeline above, the following is a summary on the key deliverables:
1. Inception report (outlining proposed methodology, tools and timeline)
2. For the application, backend portal and website, the following has to be delivered:
   a. Source code;
   b. Prototype design;
   c. Functional prototype;
   d. Beta version;
   e. First release, Version 1;
   f. If needed, final version, Version 2;
   g. Manual/training material.
3. Updated database:
   a. Updated existing data formats of the municipality namely the cadastre related ones to GIS format;
   b. Child/youth related Geo-database of relevant information agreed-on jointly with the municipality staff and UNICEF specialist;
   c. Recent satellite image of the municipality. The date and the resolution of the image has to be discussed closely with the municipality staff.
4. Survey tools
   a. Tablets purchased;
   b. Child related survey questionnaire and indicators developed and functional on tablets;
   c. Training material for surveyors;
5. Launching and sensitization
   d. PPT presenting the new database and e-governance system;
   e. Townhall with all the municipality stakeholders;
   f. Sensitization campaign using social media, municipality billboards, and other relevant platforms.

Timing	Duration of assignment: 125 days (within a period of 5 months). Start date: Q4 2019
Reporting Requirements	The Contractor will report directly to UNICEF Programme/Local Governance Specialist. The Contractor will make reasonable time at the beginning and end of the assignment to meet and discuss the assignment (e.g. outcome, methodology and findings) with, at a minimum, UNICEF Programme/Local Governance Specialist, and representatives from the Kab Elias Wadi el Dalam municipality. These lines of communication and liaison will remain open for regular contact throughout the assignment, and staff will remain available to assist and participate in the assignment as necessary or appropriate. Ultimately however, the institution is expected to have the self-sufficiency to work independently.
Profile Requirements	The institution consists of a team of full-time individuals who will be coordinating directly with UNICEF Programme/Local Governance Specialist and municipality representatives. The team should comprise at least three members, with differing professional backgrounds (e.g. software engineering, GIS, survey design etc…). Fluency in Arabic is a must. The team will be led by a team leader in charge of managing the team.

	The institution is required to complete the assignment. The team should include national expertise, including Arabic speaking technicians, team leader and consultants. The composition of the team would need to combine the following expected profiles and skills: - At least 8 years experiences in the software engineering, web site development, web technologies, database development, mobile application development (Android and iOS) with the related university degrees; - Ability to work on software in English and Arabic; - Data protection safeguards; - Previous work experience with a UN agency, humanitarian organization, public institution; - Advanced knowledge of the Lebanese municipalities administration systems, including data protection legal framework; - University degree in GIS with 5 years of experience; - Knowledge in developing survey questionnaire and the related indicators (3 years of experience); - Arabic speaking media relation expert responsible of the launch and the sensitization campaign (3 years of experience).
Intellectual property Rights	Materials under this assignment are the co-shared property of Municipality of Kab Elias Wadi el Dalam. Municipality of Kab Elias and Wadi el Dalam will be equally entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regard to products, processes, inventions, ideas, know-how, data, all software source code, software documentations, databases, web services, dashboards, web applications, web platform, scripts, maps, drawings, images, logos, plans, reports, and all other documents compiled under this agreement ("Contract Materials") and other materials that (I) the contractor develops for municipality of Kab Elias And Wadi El Dalam under the contract and which bear a direct relation to the contract or (II) are produced, prepared or collected in consequence of, or during the course of, the performance of the contract. The term "Contract Materials" includes, but is not limited to, all maps, drawings, photographs, plans, reports, recommendations, estimates, documents developed or received by, and all other data compiled by or received by, the contractor under the contract. The contractor acknowledges and agrees that contract Materials constitute works made for hire for municipality of Kab Elias And Wadi El Dalam. Contract Materials officials on expiry or termination of the Contract.
Evaluation Process and Method	Technical Evaluation Criteria: • *Service Providers are encouraged to ensure they meet the below requested evaluation and qualification criteria;* • *Technical evaluation is composed of 80 points;* • *Minimum successful score for the technical evaluation is 60 points.*

Evaluation criteria			
Criteria	Marks	Benchmarks	Comments
Overall concord between the Request for Proposals and the submission, with clear methodology and approach based on understanding of UNICEF requirements	10	Briefly outline the proposed methodology for the assignment - for meeting the assignment deliverables	
Expertise of the team leader (min 8 years) in software engineering, web site development, web technologies, database development, mobile application development	10	Provide resume of the team leader	
Experience of the team in the implementation of similar projects, namely in GIS (5 years of experience) Survey design (3 years of experience**)**, and communication/Media (3 years of experience)	10	Provide resume of the team members. (5 points for GIS, 3 points for survey design, 2 points communication/Media)	

	In-depth insight of the company into municipal systems, GIS database, and communication/Media strategies	15	Provide previous report/document developed in relation to the subject matter (5 points per each subject matter covered)	
	Experience of the institution in developing similar administrative system at government institution level in Lebanon	30	Provide website link or application name links of previous assignments in the field software engineering, web site development, web technologies, database development, mobile application development. 10 points per link	
	experience with UN agencies or similar large-scale organizations, on related subject matters.	5	Provide letters or reports	
	Total	80		

Financial evaluation Criteria:
Only bidders obtaining the minimum pass mark in the technical evaluation (60 points) will be considered for the financial evaluation;
Financial evaluation is composed of 20 points. The lowest financial offer will obtain 20 points.

Administrative Issues & Logistical Activity	Administrative issues: • The overall review process will be led by the UNICEF LCO and Municipality Kab Elias Wadi el Dalam; • The team will be working directly with UNICEF LCO and Municipality Kab Elias Wadi el Dalam and report to both institution for technical guidance and approval of draft and final products; • The institution should have a team leader who will closely coordinate with the Programme/Local Governance Specialist of UNICEF LCO and the municipality focal person; • Assignment to be a combination of office/desk work and coordination with municipality of Kab Elias Wadi el Dalam with frequent consultations, meetings and site visits. In addition to organizing the townhall meeting for the launch of the new systems; • The Contractor is expected to be able to work independently to ensure the smooth running of the assignment; • The Contractor will need to organize its logistics for meetings, as well as transport means needed for the field visits and local level consultations; • The Contractor is required to provide his/her own computer and communications equipment (laptops, telephones, etc.); • The Contractor is not entitled to payment of overtime. All remuneration must be within the contract agreement; • No contract may commence unless the contract is signed by both UNICEF and the Contractor. Logistical Activity: Any travels shall be included in the costed proposal, data collection related or others. The unit cost for each travel shall be stated in the financial proposal. All the meetings, consultations and interviews shall be organized by the Contractor and included in the costed proposal. UNICEF Lebanon and Municipality of Kab Elias Wadi el Dalam will be closely consulted for organizing and coordinating the townhall meeting for the presentation of the new systems at the end of the process.
Budget*	This Project falls under UNICEF's field operations.

Contract is budgeted based on a consultancy team comprising three to four individuals, with professional levels of experience in the subject matter.

Payment will be made as follows:
1. 20% of total fee upon submission of the **initial inception report**.
2. 40% of total fee for submission of:
- The **transformation of the existing municipal layer** (i.e. paper form, tabulation, Autocad etc.) **to GIS ones** and populate the layers with child focus data. **In addition to purchasing of the satellite image;**
- **The purchase of the needed tablets and their configuration**, as well as submission of the **online survey questionnaire with their related indicators** and **training** to municipal youth volunteers is delivered**;**
- **Prototype design, Functional prototype, Beta version, for the application, backend portal and the website and ensuring data migration from the existing systems to the new ones.** In addition to equipping the municipality with **hardware and software if needed;**
3. 40 % of total fee upon submission of the:
- **First release (Version 1), If needed, final version (Version 2), and manual/training material; and ensuring training to municipal staff and youth volunteers;**
- Presentation of the product to relevant stakeholders through **the townhall meeting and putting in place the needed sensitization campaign to the local municipal citizens**