

**LMIS – Terms of Reference**

March 2019

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# List of Terms and Abbreviations

|  |  |
| --- | --- |
| Abbreviation | Explanation |
| AQACHEI | Accreditation and Quality Assurance Commission for Higher Education Institutions |
| AG | Advisory Group |
| ALMMs | Active labour market measures |
| ALMPs | Active Labour Market Programs |
| BA | Business Analysis |
| BAU | Al Balqa Applied University; |
| CA | Contracting Authority |
| CoE | Centres of Excellence |
| CEQA | Centre of Accreditation and Quality Assurance |
| CF | Conceptual Framework |
| CS | Civil society |
| CSO | Civil society organisation |
| CMS | Content management system |
| DEF | Development employment fund |
| DEVCO | EC Directorate-General for Development and Cooperation (DG DEVCO) |
| DEU | Delegation of the European Union to the Hashemite Kingdom of Jordan |
| DG | Directorate General (of the European Commission) |
| DOS | Department of Statistics |
| EC | European Commission |
| ETF | European Training Foundation |
| ETVET | Employment and technical vocational education and training |
| ETVET-C | ETVET Council |
| EU | European Union |
| GDP | Gross domestic product |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation) |
| GoJ | Government of Jordan |
| HEAC | Higher Education Accreditation Commission |
| HR | Human resources |
| HRD | Human resources development |
| IS | Information system |
| IT | Information technologies |
| JICA | Japan International Cooperation Agency |
| KE | Key expert |
| KILM | Key indicators of labour market |
| LM | Labour market |
| LMI | Labour market information |
| LMIS | Labour market information system |
| LMIMS | Labour market information management system |
| M&E | Monitoring and evaluation |
| MIS | Management Information System |
| MoE | Ministry of Education |
| MoHE | Ministry of Higher Education |
| MoL | Ministry of Labour |
| MoPIC | Ministry of Planning and International Cooperation |
| MoSD | Ministry of Social Development |
| MSCoE | Model Skill Centres of Excellence |
| NAF | National Aid Fund |
| NCHRD | National Council for Human Resources Development |
| NGO | Non-governmental organisation |
| NES | National Employment Strategy |
| NEES | National employment electronic system |
| NETVETS | National ETVET Strategy |
| NKE | Non-key expert |
| NMPF | National Policy for Microfinance Framework |
| NSHRD | National Strategy for Human Resources Development |
| NQF | National Qualification Framework |
| PC | Project (Steering) Committee |
| PCM | Project Cycle Management |
| PETS | Public Expenditure Tracking Survey |
| PMP | Performance management programme |
| PIU | Project implementation unit |
| PMU | Project management unit |
| PPF | Project Preparation Facility |
| PPP | Public-private partnership |
| PRS | Poverty Reduction Strategy |
| PWDs | People with disabilities |
| QSDS | Qualitative Service Delivery Survey |
| PSC | Project Steering Committee |
| SME | Small and medium-sized enterprise |
| SC | Steering Committee |
| SS-C | Sector Skills Council |
| SSC | Social Security Corporation |
| STE | Short-term Expert |
| TA | Technical assistance |
| TAT | Technical assistance team |
| TVETC | Technical and Vocational Education and Training Council |
| ToR | Terms of reference |
| TOT | Teaching of Teachers or Training of Trainers |
| TVET | Technical Vocational Education and Training |
| UAT | User Acceptance Tests/Testing |
| UNDP | United Nations Development Programme |
| UNHCR | UN Refugee Agency |
| USAID | U.S. Agency for International Development |
| VTC | Vocational Training Corporation |
| WB | World Bank |

# Version History

|  |  |  |  |
| --- | --- | --- | --- |
| Version | Revision date | Implemented by | Reason |
| 0.9 | March 2019 | Ivan Majerčák, Mohammad Ismail, Miroslav Štefánik, Luba Pavlovova | Final internal draft, requested peer review within SESIP Project |
| 1.0 | ???, 2019 | Ivan Majerčák, Mohammad Ismail, Miroslav Štefánik, Luba Pavlovova | Version released for use by Ministry of Labour |

# Introduction

## Purpose of the Document

These Terms of Reference (ToR) are the reference document relating to the invitation to tender for procurement and implementation of a Labour Market Information System (LMIS) for Ministry of Labour (MoL).

It provides information on the context and objectives of the project and the organisation of Ministry of Labour. Together with the annexed documents, it contains all the functional and technical terms of reference to which all proposals for the solutions shall comply. It also describes the selection process for the launch of the call for tenders and proposal of choices to be made to the Ministry of Labour Steering Committee.

## Use of the Terms of Reference

The Terms of reference provide tenderers with all the information to enable them to develop a proposal capable of meeting the needs expressed by Ministry of Labour. ToR may contain points to be clarified. Such clarifications may be requested by tenderers in accordance with a procedure described further in this document.

ToR constitutes the reference for analysing the matching of the tenderer's response to the needs and requirements of Ministry of Labour and making an objective appraisal and thereafter the rating of the response.

## Scope

The scope of the contract will be to develop, deploy and maintain a full-scale Labour Market Information System, integrating data sources from various institutions. A phased approach is recommended to be adopted for the implementation of the solution.

The solution will be a collaboration with Ministry of Labour and other institutions listed in the Conceptual Framework document (see 6.1) and must be compatible with MoL’s technical and application architectures.

## Deliverable

The objective of this tender is to select an implementation partner who will implement an optimum solution in the time-scale available, in accordance with the selection process outlined in chapter 8.

The key deliverables are as follows:

* **LMIS System Development** – including following stages of the LMIS System development and implementation:
  + **Analysis** – deep and thorough analysis based on the preliminary findings in this document and in other preliminary documents (e.g. LMIS - Review of the IT Systems integrated with LMIS)
  + **Design** – design of the data store, data exchange interfaces, UI and UX and all other necessary components of the solution
  + **Implementation** – database design, programming of the business logic and interfaces, creation of the reports, automated tests etc.
  + **Testing** – extensive testing of the solution with focus on the quality of the input and output data
  + **Deployment** – pilot and full deployment of the solution, preparation of the upgrade procedures, methodology for connecting institutions in a secure way
* **Maintenance** – setup of the monitoring, backup, recovery, performance indicators etc.
* **Warranty** – for at least 3 months from the system GO LIVE milestone.
* **Further development** – further development of the solution based on the feedback and further requirements of the stakeholders divided into 3 consecutive work packages.

## Timescale

The anticipated timescales are:

|  |  |
| --- | --- |
| Milestone | Date |
| Issue of Tender | DD-MM-YYYY |
| Return of Tendered Proposals | DD-MM-YYYY |
| Award of Contract | DD-MM-YYYY |
| Commencement of Contract | DD-MM-YYYY |

# General Information About the Project

## Project Context

Labour market information system represents (LMIS) represents a key instrument for provision Labour Market Information to all stakeholders on the Labour Market as well as tool for improving the Public Employment Service and other LM services within the country.

Labour market information systems consist of four main components (not all of them necessary part of the IT system):

* collection and compilation of data and information;
* repository of information;
* analytical capacity and tools;
* institutional arrangements and networks

In Jordan, there is no single system that could provide all the functionalities mentioned above. Rather, it is a scattered, distributed network of information and information systems, which are hard to connect in order to executed reasonable cross-domain queries about LMI related issues, policies, trends etc.

Therefore, it was decided, to include the design of the LMIS in the SESIP project as one of its activities. However, the SESIP project’s main focus is elsewhere and the budget is limited. Therefore the LMIS cannot be developed in full scale under this project. Also, it would be rather counterproductive to build a system of a national importance without direct involvement of the local institutions/companies, which can later overtake the responsibility of the system and oversee its future growth.

Within SESIP project, following activities were or will be executed in relation to LMIS (in coordination and cooperation with Ministry of Labour and other stakeholders):

* **Review of the current situation** – information systems, data sources which might/should contribute to the LMIS, institutional readiness.
* **Preparation of the Conceptual Framework document** - summary of all the functionality envisioned for LMIS for the next 3 years of development.
* **Preparation of the Action Plan for strategy implementation** – a timeline of the activities reaching from the project initiation, analysis, design to implementation, deployment, maintenance, warranty and further development.
* **Terms of Reference** – this document.
* **Capacity building plan with training measures** – to improve the capacity for LMI processing in the involved institutions.
* **Other activities** – templates for forms for the institutions which do not have IS in place, portal linkages, recommendations for public awareness on LMIS etc.

In order to introduce a fully functional LMIS in Jordan, a system which covers the functionality described in *Conceptual Framework* must be developed and put to operation. The tenderers are expected to prepare a binding offer for the whole functionality, based on their understanding of the required functionality and procedures described in this *Terms of Reference* and the *Conceptual Framework*.

The Ministry of Labour has no preference for supplier or technology used to build the solution and is open to deployment of already existing solutions (commercial or from other countries), which can be adjusted for the needs of Jordan’s labour market.

## Project Objectives

The project is expected to lead to the commissioning of a system capable of achieving the following main objectives:

* Provide necessary interfaces for all the stakeholders described in the Conceptual Framework document.
* Provide data exchange interfaces to all the institutions described in the Conceptual Framework.
* Provide documentation and procedures within the system for its further maintenance and development.
* Provide trainings for the key-users from MoL and other institutions.
* Continue working with MoL on further development of the system.

In addition, it is expected from the tenderer to lead the project in a standardized, transparent way, provide necessary cooperation with all the stakeholders, look for the synergies with other existing projects and provide comprehensive knowledge transfer to Ministry of Labour and other stakeholders in order to maximize the benefits from the new LMIS.

## Target Scope

The entire scope of the LMIS is described in detail in the Conceptual Framework (CF) document (and documents referenced by CF) as well as in the chapter 6.

Because of the high complexity and deep integration nature of the project, the tenderers are encouraged to split the scope into several (at least two) slots.

An example of the split is described below:

|  |  |
| --- | --- |
| Slot # | Content |
| 1 | Building of the core LMIS (analysis and design templates, data model, security, web interface), integration of up to 3 institutions, building patterns for future reuse (interfaces, data screens). |
| 2 | Integration of the remaining institutions based on the patterns created in Slot 1. |
| 3 | Warranty, maintenance, further development (Work package 1, 2, 3…) |
| 4 | Additional work packages related to development of the system in the next 3 years. |

Each slot (if tenderer decides for the split) should be estimated separately and contain clearly defined scope.

## Organisation of MoL (to be added by MoL)

For its administration and management, Ministry of Labour has following positions, bodies and committees relevant to the tender:

## Legal Context (to be added by MoL)

This tender is issued under the law XYZ on Public procurement for the Government of HKJ…

# Instructions to Tenderers

## Invitation to Respond

Tenders are invited under the negotiated procedure of the reference to Jordan Procurement Law(s).

Companies are advised that Ministry of Labour will not be liable for, or pay for, any expenses or losses incurred by the company in connection with their preparation and submission of a proposal, and any subsequent preparation for or participation in reference site visits.

Following receipt of the RFP, companies seeking additional clarification of any of its contents should do this by submitting their queries using the procedure described in the Chapter 6.3. Any additional information will be provided to all applicants.

## Acknowledgement of Receipt of RFP

Companies must promptly acknowledge receipt of the RFP and indicate whether or not they intend to submit a completed proposal. Failure to indicate may result in the rejection of any proposal subsequently submitted.

Acknowledgements should be sent by e-mail to:

* majdi.saan@mol.gov.jo (Mr. Majdi Saan, Ministry of Labour).
* For Attention of: Majdi Saan
* Subject: LMIS Tender Acknowledgement

Companies who do not submit a completed proposal shall permanently destroy the Terms of Reference and related documents.

## Forwarding of Proposals

These ToR and related documents shall not be forwarded to any other company without the prior written permission of MoL.

## Response Format

The response format to this ToR is fully described in the Chapter 6.

## Ministry of Labour Contact Details

**Commercial Enquiries**

Enquiries in relation to commercial aspects of this should be directed (preferably by e-mail) to:

Mr XYZ

Procurement Services

Ministry of Labour

Address

Tel: +

E-mail: procurement@

**Technical Enquiries**

Enquiries in relation to technical or functional requirements etc. should be directed (preferably by e-mail) to:

Mr XYZ

Procurement Services

Ministry of Labour

Address

Tel: +

E-mail: technical@

## Closing Date

Proposals should be received in MoL no later than 12 noon on DD-MM-YYYY. Late proposals will be returned unopened to the company.

## Submission of Proposal

The completed proposal shall be enclosed in a sealed envelope addressed as follows:

Ministry of Labour of Jordan

Procurement Office,

Cozmo, Issa Faouri Street, Building No. 11

Amman,

Jordan

The following reference information MUST BE prominently displayed on the envelope:

MoL Tender No: XYZ

Company: Your Company Name

Subject: LMIS

Closing date: DD-MM-YYYY.

The proposal shall be delivered to this address not later than 12 noon on the closing date stated above. The company is fully responsible for the safe and timely delivery of the proposal.

Companies must provide:

* Three printed copies of the completed proposal
* A single electronic copy of the completed proposal (preferably in MS Word and/or MS Excel format). The electronic copy must be supplied on an USB key.

The following should be noted:

* The sealed envelope response received by the closing date is the only valid form of proposal. Electronic copies will also remain “unopened” until after the closing date.
* The company is responsible for the delivery, integrity, security and confidentiality of documents supplied in electronic form.
* If there are any differences between the printed copy and electronic copy, the printed version will take precedence.
* Where Companies wish to include in their response information not specifically requested in this RFP, this must be included as additional appendices and indicated as such.
* The Tenderer shall be responsible for every error and omission in the proposal.
* Any changes to or withdrawal of the tender submitted must be made before the deadline for submission.
* After the deadline for submission of the proposal, the Tenderer shall not be allowed to make any changes to the documents in the proposal.
* The Tenderer is not authorized to submit the proposal by telefax.
* The Tenderer shall bear all costs relating to the tender. These cannot be charged to Ministry of Labour.
* All proposals and documents relating to the proposal in response to the invitation to tender shall be the property of Ministry of Labour and shall not be returned.
* The proposal shall be signed by an authorized representative of the Tenderer.
* MoL reserves the right to make further copies of any proposal documentation.

Ministry of Labour will only accept and acknowledge proposals submitted to it at the date and time indicated above.

It is MoL policy to open proposals promptly after the closing date. The opening of tenders will take place on DD-MM-2019 at 12.00 Jordan time in the presence of the representatives of tenderers who wish to attend. Ministry of Labour reserves the right not to proceed with any tender.

## Additional information

For any further information, please send a request by email to the following address: majdi.saan@mol.gov.jo (Mr. Majdi Saan, Ministry of Labour).

Responses to requests shall be prepared and sent within a maximum of two (2) working days (according to Jordan calendar). In order to ensure fairness to the different companies shortlisted, questions asked by any tenderer and the reply given, if any, shall be sent to all tenderers. The applicant's name shall not be disclosed. Requests for additional information shall not be admissible after MM-DD-2019, 00:00:00 Jordan Time.

## Language of the Tender

The proposal, correspondence and all documents relating to the tender exchanged between the tenderers and Ministry of Labour shall be drafted in Arabic and/or English.

# Content of the Proposal

## Proposal Structure and Submission

The Contractor's proposal must be prepared in accordance with these terms of reference and should consist of two parts:

* a Technical proposal (TP),
* a Financial proposal (FP).

## Technical Proposal

The Technical proposal must follow the standard format indicated below.

**1. Cover letter and Cover page**

1.1 Cover Letter

The cover letter will present the tenderer's motivation to take part in the tender, referencing the main projects in the related areas/institutions.

1.2 Cover page

The cover page will identify the tenderer (the Software development company or consortium) as well as the planned subcontractors, if they are known at the time of submission of the bid. The Cover page will also contain the name of the main contact of the Tenderer, as well as his contact details (business number, address, telephone number and e-mail address). The tenderer is also required to provide the same information for all sub-contractors or local partners with whom he may be associated in this project. Additional

**2. Table of Contents**

The proposal of the Tenderer must include a 'Table of contents', which contains the headings and page numbers for each item and the subheadings of the proposal (to the level 3).

**3. Summary**

This section should include a summary of the key points of the Tenderer's response (maximum 1 page). It should also contain clear financial information about the overall price of the project. If the tenderer decides for the phased approach (see 4.3), each Slot should stated separately and the overall price should be clearly understandable from the calculation.

**4. Proposed Solution**

4.1 Project scope

The Tenderer should indicate the coverage of his proposal for the supply and implementation of his solution.

The project scope should use the same nomenclature as the division of the solution into slots and the Financial proposal.

4.2 Overview of the Solution

This part shall include a functional and technical architecture diagrams of the solution, covering all modules and items proposed. List of technologies proposed to be used in the solution is expected in this part. Please refer to chapters 7 and 8 of the Conceptual Framework for requirements on the architecture of the solution.

4.3 Solution Requirements

The Tenderer shall include responses to the functionalities specified in this tender (business functionality described in the chapter 7 of the Conceptual Framework and technical functionality described in the chapter 8 of the Conceptual Framework).

The response should follow list of requirements stated in the Chapter 10. The numbering of the responses/requirements should be kept as in this document. The Tenderer shall be at liberty to add any item he/she shall consider to be a strong point of his solution at the end of this section.

**5. Project organization, Implementation Approach and Work Plan**

5.1. Tenderer Profile

This section should be submitted according to the template in Chapter 11, including Tenderer profile and References. The numbering of the responses/requirements should be kept as in this document.

5.2 Project Organisation

The Tenderer shall present in detail the envisioned roles and responsibilities within the project. The Tenderer should refer to the chapters 6.5-6.8 of the Conceptual Framework for the proposed structure of the project organization and reporting. This chapter should contain the entire organisational structure required for the project both for the suppliers (including the sub-contractors) and Ministry of Labour in order to carry out this project within the required deadline and budget. The tasks, roles and responsibilities of both parties should be described in detail. An organisational chart of the project should be provided along with the division of tasks among the various project stakeholders. The Tenderer shall present the precise roles and responsibilities of his various resources involved in the project.

5.3 Information on Sub-contractor(s) (where applicable)

The Tenderer who works with other companies shall clearly explain in this section the reason and nature of the collaboration and why or how such a collaboration will produce synergies/a better solution. The structure of the project organisation expected in this part shall also include the composition of the resources and the roles and responsibilities of the subcontractors involved. The Tenderer shall seek Ministry of Labour's endorsement for the use of each sub-contractor.

5.4 Implementation Approach and Work Plan

The Tenderer shall present the methodology and best practices, that shall be applied to develop the project throughout all its phases. The Work Plan should have a form of the Project plan (MS Project or similar), clearly marking time necessary for each resource on the project and the critical path to reach the successful end of the project. The project plan can be divided into several plans, based on the slots proposed by the Tenderer.

**6. Annexes**

The Tenderer will provide in this part:

6.1 Curricula Vitae

The detailed curricula vitae of all Project Team members, including team members of the sub-contractor (where applicable). The curriculum vitae of each Project Manager/ Team Leader and Project Team member should include, but not be limited to:

1. general experience relevant to the project;
2. specific experience in similar projects, including roles and responsibilities in each project;
3. qualifications.

Also specify for each CV the roles and responsibilities assigned to this project for each Module. Please use the CV template generally used CV template in Jordan (or EuroPass???) for better comparability of the proposed personnel qualifications.

6.2

Any other document or information deemed appropriate by the Tenderer.

## Financial Proposal

The **Financial proposal** must follow the standard format indicated below. Some of the chapters are the same as in Technical proposal and should be duplicated, because of the different audience of the proposals.

**1. Cover Letter and Cover Page**

1.1 Cover Letter

Please use the same Cover letter as in Technical proposal.

1.2 Cover Page

Please use the same Cover page as in Technical proposal.

**2. Table of Contents**

The proposal of the Tenderer must include a 'Table of contents', which contains the headings and page numbers for each item and the subheadings of the proposal (to the level 3).

**3. Summary**

The summary can be the same as of Technical proposal

**4. Pricing and Invoicing**

4.1 Cost of the Solution

MoL wishes to fully understand both the up front costs as well as the price structure for future enhancement or development work that may arise post implementation to cater for changes caused by the dynamics of the institutions and their IT systems. Please give as much detail as possible in answer to the questions below and provide supplementary information where appropriate.

Following are the requirements in which prices are to be presented. These requirements must be stated in the final proposal, keeping their numbering order:

|  |  |
| --- | --- |
|  | Prices quoted must be valid for a period of six months from the closing  date of the proposal. |
|  | The prices are quoted in JOD. |
|  | The price of the solution should include a breakdown at least to the level stated further in this chapter. |
|  | State here any assumptions made in preparing the proposal |

The price of the solution breakdown should be on the following level of detail (price items with zero or no estimation should be kept in the table). In case of splitting the solution into slots, each slot should be estimated accordingly, keeping the stated level of detail (while keeping empty the price items which are not relevant to the slot). Additional price items can be added under appropriate sections, while clearly marking that they are added to the table by the Tenderer.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Fill-in the cost/MD estimates | | |
| Resource Name | | Work (MD) | Cost (JOD) |
| *Project Kick-off* | |  |  |
| *Project Initiation* | |  |  |
| *Project Execution* | |  |  |
| *Project Completion* | |  |  |
| *Business Analysis Preparation* | |  |  |
| *BA - MoL* | |  |  |
| *BA - DOS* | |  |  |
| *BA - NCHRD* | |  |  |
| *BA - NAF* | |  |  |
| *BA - JCI* | |  |  |
| *BA - JCC* | |  |  |
| *BA - SSC* | |  |  |
| *BA - VTC* | |  |  |
| *BA - HCR* | |  |  |
| *BA - Universities* | |  |  |
| *BA - MoHE* | |  |  |
| *BA - Other Institutions and Considerations* | |  |  |
| *Business Analysis Documentation* | |  |  |
| *Phase 1 Review and Sign-off* | |  |  |
| *Phase 1 Complete* | |  |  |
| *LMIS Logical Data Model* | |  |  |
| *LMIS Logical Data Model Review and Sign-off* | |  |  |
| *Interface - MoL (NEES)* | |  |  |
| *Interface - DOS* | |  |  |
| *Interface - NCHRD* | |  |  |
| *Interface - NAF* | |  |  |
| *Interface - JCI* | |  |  |
| *Interface - JCC* | |  |  |
| *Interface - SSC* | |  |  |
| *Interface - VTC* | |  |  |
| *Interface - HCR* | |  |  |
| *Interface - Universities* | |  |  |
| *Interface - MoHE* | |  |  |
| *Interface - Other Institutions and Considerations* | |  |  |
| *LMIS Data Output Interfaces* | |  |  |
| *Design of the changes and data cleaning procedures in source systems* | |  |  |
| *LMIS Portal Design* | |  |  |
| *LMIS DMS Design* | |  |  |
| *Phase 2 Complete* | |  |  |
| *Development Management* | |  |  |
| *LMIS Physical Data Model - Incl. SPs, Indexes* | |  |  |
| *LMIS Data Exchange Interfaces* | |  |  |
| *Data Entry Forms for non-existent systems* | |  |  |
| *LMIS Portal and DMS* | |  |  |
| *Identity and Access Management* | |  |  |
| *Security, Error Handling, Logging* | |  |  |
| *Deployment scripts, unit tests* | |  |  |
| *Phase 3 - Complete* | |  |  |
| *System tests preparation* | |  |  |
| *System tests execution* | |  |  |
| *Training* | |  |  |
| *UAT* | |  |  |
| *Correction of the identified errors and missing functionality* | |  |  |
| *Retest of the solution* | |  |  |
| *Phase 4 - Complete* | |  |  |
| *Hardware Setup* | |  |  |
| *Backup and Recovery Setup and Testing* | |  |  |
| *Application Deployment* | |  |  |
| *Testing* | |  |  |
| *Phase 5 - Complete* | |  |  |
| *LMIS Visibility Campaign* | |  |  |
| *LMIS Go Live* | |  |  |
| *Warranty - 3 months* | |  |  |
| *Change Requests - Iteration 1* | |  |  |
| *Change Requests - Iteration 2* | |  |  |
| *Change Requests - Iteration 3* | |  |  |

For additional change requests, unforeseen effort and other actions agreed between MoL and Supplier, the cost of resources should be indicated in the response. Proposed format of the response is:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Fill in the pricing for additional work of your personnel in the following structure:   |  |  |  | | --- | --- | --- | | Role | Grade | Price per hour | | Consultant | Senior |  | |  | Junior |  | | Developer | Senior |  | |  | Junior |  | | DBA |  |  | | Project Manager |  |  | | Graphics Designer |  |  | | … |  |  | |  |  |  | |

4.1 Invoicing/Payment Schedule

Invoicing and the payment schedule is a subject to negotiation between Ministry of Labour and the Supplier. As an indicator of the tenderer’s intentions in this respect, please respond to the following requirements:

|  |  |
| --- | --- |
|  | State details of any preferred payment schedule. |
|  | Please state any proposed performance guarantee, certification criteria  or procedure associated with the proposed payment schedule. |

**5. Project Contract Template**

A template of the proposed Project contract must be included as part of the Financial proposal.

The Ministry of Labour, as the signing contractor requires following clauses to be part of the Project contract:

# Tender Evaluation Methodology and Selection Process

Ministry of Labour shall evaluate and compare the tenders it has earlier on identified, to be substantially in conformity with the provisions of the Bidding Documents.

Tenders shortlisted at the preliminary examination shall be evaluated as follows:

* a technical evaluation accounting for 80% of the overall score;
* an evaluation of the financial tender, accounting for 20% of the overall score.

The overall score (NG) will be calculated as follows:

*OS = 80% \* TS + 20% \* FS*

Where

* OS – Overall Score
* TS - Technical Score
* FS - Financial Score

**The analysis process will be as follows:**

1. Analysis of the technical offers based on the proposal, award of a Technical Score (TS)

(TSmax =100 points);

1. For offers whose TS >= 75, analysis of financial offers, award of a Financial Score (FS);
2. For the three offers with the highest OSs, invitation to the demonstration presentation/workshops;
3. Presentation/workshop sessions;
4. Visit of reference sites (sites freely chosen by Ministry of Labour, possibly on proposals from invited tenderers);
5. Revision of TS and FS scores according to the scale indicated at the workshop invitation and Recalculation of OS;
6. Final selection of Tenderer with highest recalculated OS.

**Preparation of the technical score TS:**

Bids from tenderers shall be evaluated, as far as the technical score is concerned based on the following scoring items:

|  |  |
| --- | --- |
| Item scored | Maximum attainable score |
| Proposed software solution (technical suitability and understanding of the LMIS domain)   * Technical level of the proposed solution including technologies in use * Technical expertise of the Team * Unit & system testing plan * References solutions complexity and technologies in use | 50 |
| Project Team, Management, Approach   * Project plans and Project methodologies for requirements capture * Quality assurance * Overall response to RFP | 15 |
| Training Services   * Training & knowledge transfer | 10 |
| Maintenance and Support Services   * Allocation of the key personnel for the period of maintenance * Level of proposed SLA | 10 |
| Capabilities of the Tenderers (CV, references, locations, ...)   * The experience, track record and other pertinent qualifications of the proposed project team both individually and collectively. * The assurance, in so far as is possible, that key personnel will be   committed by the tenderer to the project.   * The wider depth of expertise back–up at base | 15 |

**Preparation of the financial score FS:**

The financial scores will be determined by first of all weighting the bid amounts against the corresponding technical scores.

Weighted Offer (WO) = Financial Offer Amount / Technical Score

FS = (WOmin / WO) \* 100.

Example (numbers are not indicative to the financial offer):

|  |  |
| --- | --- |
| Solution A | Solution B |
| * TS = 85, * Price = 500.000 JOD | * TS = 95, * Price = 550.000 JOD |
| * WO = 5882 | * WO = 5789 |
| WOmin = 5882 | |
| * FSA = (5882/5882)\*100 = 100   *OS = 88* | FSB = (5882/5789)\*100 = 101,6  **Higher Financial Score; to be added to the formula:**  *OS = 80% \* TS + 20% \* FS*  *OS = 96,32* |

# Constraints

## Presentation of the Future IT Solution at Ministry of Labour

After analysis of the proposals, a shortlist of pre-selected tenderers shall be prepared. The pre-selected tenderers shall be required to demonstrate a deep understanding of the LMIS system and capability to cover analysis, development, deployment and maintenance by own resources. These presentations shall take place at the Ministry of Labour Head Office in Amman. The tenderer shall bear all expenses relating to this activity.

Following the demonstrations/presentation of the proposed solution, Ministry of Labour may require referential call/visit to the institutions where the short-listed contractors have already deployed their solutions or to the companies themselves.

## Errors Committed by Tenderers or Suppliers

Ministry of Labour shall require of tenderers and suppliers to comply with the highest standards of professional ethics during the procurement and implementation of these contracts. Ministry of Labour shall reject any bid or cancel any proposal for award where it determines that the proposed or successful tenderer is directly or indirectly guilty of engaging in corruption or fraudulent, collusive or coercive practices for the award of this contract or during its implementation. Ministry of Labour shall sanction any tenderer, successful tenderer or contractor where it is established that the tenderer, successful tenderer or the individual engaged in corruption, fraudulent dealings, collusive or coercive practices with a view to obtaining this contract or during the implementation of the contract.

## Criteria of Origin and Copyrights

Ministry of Labour shall require tenderers to ensure that the Bidder, subcontractors, supplies and services meet the criteria of origin (country of origin) as required by Government of Jordan.

## Confidentiality

Ministry of Labour shall require of tenderers to uphold the highest sense of confidentiality regarding all information that may be in their possession throughout the process.

All communications between companies and MoL are to be regarded as confidential information, unless otherwise advised in writing by MoL. All materials provided by MoL are to be treated as confidential information whether or not so indicated in any individual case. Under no circumstances should any such information be disclosed to any other party without the

express written consent of MoL.

MoL reserves the right to exclude immediately any company or third party found to be in breach of confidentiality, and to take any action in pursuit of remedy for such breach as may be deemed appropriate.

MoL undertakes to treat all material and information supplied by companies as confidential information. After the official opening of proposals, information relating to the

examination, clarification, evaluation and comparison of proposals and recommendations concerning the award of contract will not be disclosed to companies or other persons not officially concerned with such process.

Companies who endeavour to influence or interfere in any way with the proposal evaluation process or award decision shall have their proposal rejected.

## Intellectual Property

All materials provided by MoL for the purposes of this proposal are copyright to, and will remain the copyright and intellectual property of MoL, and all rights therein are reserved.

Companies are permitted to copy the provided materials for the sole purpose of submitting a proposal.

## Disclaimer

MoL reserves the right to decline or accept any or all of the proposals without explanation. The lowest or any proposal need not necessarily be accepted.

MoL reserves the right to accept only specific elements of the proposed solution and to combine these with other elements selected from other proposals in order to fulfil its overall requirements for the solution as a whole.

## Terms and Conditions

The successful supplier of implementation services will be required to formally enter into an agreement based on the standard MoL Implementation Agreement (copy available on request) and to sign an MoL Confidentiality Agreement.

## Professional Indemnity/Employer Liability

The successful company shall be required, prior to the commencement of work, to produce satisfactory evidence of insurance cover. The following insurances are required:

* Employer's Liability with an indemnity limit of not less than XYZ JOD.
* Public Liability with an indemnity limit of not less than XYZ JOD.
* Professional Indemnity with an indemnity limit of not less than XYZ JOD.

## Performance Guarantee

Ministry of Labour shall require the successful tenderer to provide a performance guarantee of the contract. Failure to provide this performance guarantee shall constitute sufficient grounds for cancellation of the contract. Ministry of Labour may award the contract to the next tenderer whose tender is considered to be substantially in conformity with the tender dossier and classified second, and who has the requisite qualifications to perform the Contract satisfactorily.

# Description of the Current Environment

## Relation of the New System to the Existing Systems and Applications

New LMIS has no direct relation to the existing systems and applications operated in Ministry of Labour or other stakeholders’ institutions.

This means, that all the systems and applications at the moment are standalone, their integration is on the systems to system basis without requirement of a middleware (or LMIS) in between them. The idea of LMIS is to serve as a data warehouse for the systems mentioned in documents Review of the current situation and Conceptual Framework. Once in place, the LMIS will be fully dependent on its data sources.

However, it is not foreseen, that the LMIS will be a source of data for any of the transactional systems (in a hub & spoke pattern). This is mainly because the data in LMIS will be aggregated, anonymized and further processed to the level, where they would not serve the transactional and exact nature of the connected systems. Any integration in the opposite direction is therefore possible only on the level of exchange of lookup /referential values, if the connected systems are able to accept them.

## Information and Communication Technology System (networks and other equipment)

Ministry of Labour has at its Head Office in Amman, Jordan, where also the data centre is operated.

The new LMIS system will be hosted in data centre of the Ministry of Labour with following parameters:

* Network parameters (e.g. 1 Gb fibre-optic backbone expandable to 10 Gb, routers XY, switches YZ)
* Virtualization platform: VMWare/Hyper-V/… with possibility to create up to N servers with RAM 16GB, HDD 200GB, …
* Operation Systems which can be used for the solution development:
  + Microsoft Windows Server 2012+,
  + RedHat,
  + …
* Database platforms which can be used for the solution development:
  + Microsoft SQL Server 2012+
  + MySQL
  + Oracle 11g+
  + …
* Application platforms/servers which can be used for the solution development:
  + .NET/.NET Core
  + LAMP
  + Java
  + …

The procurement of the hardware for the solution operation is not part of this tender.

The procurement of the standard, off-the-shelf project should be consulted with the Ministry of Labour prior to the submission of the proposal. The Ministry of Labour may be in possession of the required licences or may have a commercial/frame agreement with the software vendor allowing for more feasible procurement of the licenses.

## Institutional Sizing and Other Sizing Metrics

For the development of the LMIS, following metrics are important:

|  |  |
| --- | --- |
| Metric | Volume |
| Number of MoL Employees |  |
| Number of stakeholders’ institutions | >10 |
| Number of employees in MoL Statistics Department | 3, with perspective to growth to 5 in next 3 years |
| Approximate number of users from stakeholders’ institutions | App. 200 |
| Number of users of the public interface | Anyone with access to internet |

# Solution Requirements

## Reference to Conceptual Framework Document

The Conceptual Framework is a document considered by all the members of the Working Group 4 as a baseline for this Terms of Reference. It was commented and approved by all the main institutions that have the main say in the development of LMIS, especially by the Ministry of Labour. The conceptual framework contains a certain level of analysis of the future system, which should be deepened during the actual Analysis phase of the solution. The estimates for this phase should take into account the fact, that the Conceptual Framework is by no means a document that the Design and Development can be based upon, but rather a further analysis must be performed before starting the actual implementation.

## Components and Requirements of the Solution and the Compliance of the Tenderer

As it was mentioned in the previous chapter, the Conceptual Framework is the baseline document for any estimations and technical proposal.

For the clarity and comparability of the proposals, tenderers are advised to conform to the following structure of the requirements of the solution. Each of the requirements should be described in detail in the bid and the compliance should be clearly marked stating “Compliant/Partially compliant/Non-compliant” – in short “C/P/N”. Non-compliance with individual requirements is not a subject to exemption from the tender, however it should be clearly described, why the tenderer is not compliant or does not consider the requirement to be relevant.

## General requirements

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** | Please outline you approach to this engagement and give examples and references where it has been employed previously. |
|  |  | Please outline a high-level architecture of the solution. |
|  |  | Please outline an overview of the technologies in use and their role in the solution. Add a short discussion about your choice. |
|  |  | Do you envisage using third party LMIS solutions? If so, please give details of the products and where you have used them. |

## Requirements Gathering and Business Process Reengineering

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** | Please outline your methodology for capturing user requirements and give examples and references where it has been employed previously. |
|  |  | Please outline your solution design methodology. Please give examples and references to where it has been employed previously. |
|  |  |  |
|  |  |  |

## Development of the Solution

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** | Please outline the tools used for development of the solution. |
|  |  | Please outline the code handover procedure to MoL. |
|  |  | Please outline the tools used for testing during development and for static analysis of the code. |
|  |  | Please outline how the patterns and code reuse will play role in the solution. |
|  |  | Please outline the standards used in the solution (formats, protocols, high-level protocols for data exchange etc.). |
|  |  | Please outline the standard tools used for integration with other institutions. |

## LMIS Web Portal

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** | Please outline the LMIS Portal technology. |
|  |  | Please confirm, that the portal will use the same underlying technology as the rest of the solution. |
|  |  | Please outline how the portal will be accessible from the devices (smartphones, tablets, etc.). |
|  |  | Please outline how the portal will be accessible for visually impaired persons and persons with other types of disabilities. |
|  |  | Please state which branding guidelines will be used for the portal UI. |

## Integration & Data Exchange \ Government Service Bus

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Required Solution Infrastructure

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** | Please outline how many environments will there be used to develop, test, stage and deploy the solution. |
|  |  | Please outline the requirements on Ministry of Labour infrastructure (networking, server). |
|  |  | Please outline the requirements on Ministry of Labour personnel operating and maintaining the solution. |
|  |  | Please outline the requirements on the backup and restore of the solution. |
|  |  | Please outline the scalability of the solution and resulting requirements on the MoL infrastructure. |
|  |  | Please outline the availability of the solution and resulting requirements on the MoL infrastructure (redundancy, special SW/HW). |

## System Delivery and System Documentation

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Information System Security

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** | Please outline the solution security architecture. |
|  |  | Please outline your methodology for identifying and creating user roles and their associated permissions. Also outline the foreseen structure of the roles within the system. |
|  |  |  |

## Knowledge Transfer and Training

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Operations Support, Maintenance and Warranty

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Project Management and Quality Management

|  |  |  |
| --- | --- | --- |
| Req. # | Compliance | Requirement |
|  | **C/P/N** | Please outline a project plan for this project. |
|  |  | Please outline a typical resource plan for this project (including roles and responsibilities). |
|  |  | Please outline your project team and give estimate of man days  required for each task. Include in this CVs of the project team.  Clearly state how many man days each team member will have on the project. |
|  |  | Will the project team be based full time in MoL offices (or other institutions), full time in your company’s offices or a combination of both offices?  If a combination of both offices please specify what tasks will be  undertaken in MoL offices and what tasks will be undertaken in your offices. |
|  |  | Please outline your Quality Assurance standards and how they will be implemented in this project. |

# Tenderer Profile

Tenderers are requested to provide a copy of their last two annual accounts (end of the year financial statements) and to respond fully to the following points. Additional details may be provided if considered relevant:

## Overview of Tenderer

Please provide an overall profile of your company:

|  |  |
| --- | --- |
|  | Details: |

Registered Office and Address:

|  |  |
| --- | --- |
|  | Details: |

Name, Address, Telephone and Email of contact person for this procurement:

|  |  |
| --- | --- |
|  | Details: |

Parent and/or Subsidiary companies:

|  |  |
| --- | --- |
|  | Details: |

Organisation and Management structure:

|  |  |
| --- | --- |
|  | Details: |

What is current size and deployment of workforce across key development, support, training and administration functions and key locations in Jordan and/or Middle East?

|  |  |
| --- | --- |
|  | Details: |

Provide a full tenderer profile of all companies which are proposed to be involved in this engagement:

|  |  |
| --- | --- |
|  | Details: |

## Customer Reference(s) Details

Details of current and recent examples of similar engagements (repeatable section):

|  |  |
| --- | --- |
|  | Details: |

Please provide a list of suitable reference sites to be contactable without further reference to tenderer:

|  |  |
| --- | --- |
|  | Details: |

# List of Annexes

The following documents were collected and used during the preparation of the Conceptual Framework:

|  |  |  |
| --- | --- | --- |
| N | Document | Author(s) |
|  | TA JO LMIS - Review of the IT Systems integrated with LMIS | Ivan Majerčák, Mohammad Ismail, Luba Pavlovova |
|  | TA JO LMIS - Conceptual Framework | Ivan Majerčák, Mohammad Ismail, Luba Pavlovova |
|  |  |  |