REQUEST FOR PROPOSAL

Higher Education Platform

DOCUMENT DETAILS

Owner	Ministry Of Education
Purpose	Higher Education Platform
Version	Final
Date	August 4, 2020

Contents

1   PROJECT INFORMATION AND BACKGROUND

1.1 Definition of Terms

1.1.1   In this Request for Proposals Document, the following capitalised words and expressions have the meanings hereby assigned to them, unless the context specifically requires otherwise. It should be noted that references to the singular include the plural and vice versa:

1.1.1.1   **MOE**: Ministry of Education

1.1.1.2   **Authorised Representative:** means the nominated representative of the Bidder;

1.1.1.3   **Bidder:** means any person, firm, or company/consortium that has been invited to compete for the award of the contract and who submits an RFP Response to MOE;

1.1.1.4   **Closing Time and Date:** shall have the meaning given to it in Section 4 of this RFP;

1.1.1.5   **Competition:** means the Competition for the award of contract by MOE;

1.1.1.6   **Contractor:** means, if MOE awards the Contract following the Competition, the entity with which MOE enters into the MOE Contract;

1.1.1.7   **MOE Contract:** means the contract for the carrying out of the Project;

1.1.1.8   **Preferred Bidder:** means the Bidder who, on the basis of applying the scoring and award criteria established by MOE for the purposes of this procurement, will be invited to enter into the post tender negotiation stage.

1.1.1.9   **Project Agreement:** means any contract or contracts awarded by MOE to any Contractor relating to the Project;

1.1.1.10   **RFP Response:** means the response including the Annexes submitted by Bidders in response to the Request for Proposals (RFP) issued by MOE; and

1.1.1.11   **UAE**: means the United Arab Emirates.

2 STATEMENT OF REQUIREMENTS

2.1 Scope of Required Services

The deadline is to fully design, develop and implement an integrated Higher Education Platform that covers business scope and deliverables mentioned in this document before in **18 months**, the vendor should provide detailed agile plan to show their proposed timeline even if it's within or outside it.

Vendors should note that this RFP contains business scope, deliverables and non-functional requirements for RFP Subject (Higher Education Platform)

MOEHEA has no obligation to proceed or act upon any response to this RFP. This is not a solicitation for offers, bids or proposals. MOEHEA may elect to proceed in a manner wholly different than as described in this RFP. All responses shall become the property of MOEHEA, which may use the information in a response for its own purposes.

2.2 Background

In February 2016, the Ministry of Higher Education responsible for regulating the higher education sector in the UAE has undergone a merger with the Ministry of Education responsible for General Education (at the time). The merger also covered the inclusion of Early Child education under one single umbrella named Ministry of Education (MOE).

The merger has resulted in a new vision, mandate, roles, responsibilities and organisation structure for the new MOE's Higher Education Affairs (MOEHEA) including the introduction of four new specialist functional areas (depts.), hence expanding its core business operation.

In addition to existing core business depts., which are Commission of Academic Accreditation (CAA), Scholarships, Equivalency & Attestation, Student Registration & Counselling and Scientific Research; new core business departments were added which include; Licensing and Institutional Accreditation, Teacher Licensing, Evaluation & Quality and Graduate Affairs & Labour Market.

In view of the mandate, vision and strategy of the new MOE, MOEHEA has commissioned a project to define its vision and strategy for 2030 taking into account the strategy of the UAE and its national agenda. This new vision and strategy are centred around students, institutions and the educational system.

As one of the stakeholders of the education process, MOEHEA work closely with many organisations to shape up the education industry in UAE such as MOE (General Education Sector), Federal universities, Ministry of Interior (MOI), Ministry of Foreign Affairs (MOFA), Ministry of Finance (MOF) and Education & Human Resources Council (EHRC) as well as regulators such as Abu Dhabi Education Council (ADEC) and Knowledge and Human Resources Development Authority (KHDA).

3 PROJECT SCOPE

3.1 Project Summary

MOEHEA, in collaboration with central MOE departments such as IT and Strategy and Future, has undergone a major exercise to document its 'As Is' processes for all its depts. including the new ones. MOEHEA is currently in the processes of reviewing and updating its strategic and operational policies for specialist depts. such as Commission of Academic Accreditation (CAA), Institutional licensing and Accreditation, Equivalency & Attestation and Scientific Research as part of its thrive to provide better services.

Supported by MOE IT department, MOEHEA is embarking on an automation project to analyse, design, develop and implement an integrated Higher Education Platform of new operational systems, eservices portal and smart services to support its business operation.

MOE IT department has been working to consolidate, update and upgrade some of MOEHEA's legacy systems which include the following:

> ➢ Scholarship Management System and E-services.
> ➢ Equivalency and Attestation Management System and E-services.
> ➢ Student Registration and Counselling Management System (NAPO) and E-services.
> ➢ Academic Accreditation Management System and E-services.
> ➢ Scientific Research Awards Management System and Services.
> ➢ Interfaces with MOI, MOFA (embassies), MOF (payment gateway), Cultural Attachés and others.

Please note that e-Services is part of this project, the project is to build the business modules and applications related to the above points, the detailed scope below should be your starting point to respond to MoE with your best proposed solution.

Note: Make sure to visit our web site to get more info about the services exposed to external users
https://www.moe.gov.ae/En/EServices/Pages/ServiceCatalog.aspx

3.2 RFP Supporting Documents

The vendor should receive along with this RFP the following documentation that will be used during the consultation services to extract the solutions that should be build and deployed for the below modules:

> ➢ Commission of Academic Accreditation (CAA).
> ➢ Equivalency and Attestation.
> ➢ Student Registration and Counselling (NAPO).
> ➢ Licensing and Accreditation.
> ➢ Professional licensing.
> ➢ Scientific Research.
> ➢ Evaluation and Quality.
> ➢ Scholarships.

➢ Graduate Affairs and Labour Market.

Group	Document Name	Description	Priority
1	20191117_MoEHEA Operating Model_Processes and Journeys Handbooks Catalogue_V2.0	This document is the main document that have all the details about the journeys, it should be your base document for analysis and extracting the requirement you need for the business automation solution.	High
2	20191117_MoEHEA Operating Model_ILA Department Opeartional Manual_V4	Operation Manual for the department	Medium
	20191117_MoEHEA Operating Model_QA Department Operational Manual_V4.0		
	20191117_MoEHEA Operating Model_R_SC Department Operational Manual_V4.0		
	20191117_MoEHEA Operating Model_GLMS Department Operational Manual_V4.0		
	20191117_MoEHEA Operating Model_Scholarship Department Opeartional Manual_V5		
	20191117_MoEHEA Operating Model_CAA Operational Manual_V1.0		
	20191117_MoEHEA Operating Model_Prof Licensing Operational Manual_V4.0		
	20191117_MoEHEA Operating Model_Delivery Team Operational Manual_V4.0		
	20191117_MoEHEA Operating Model_MoHEA SSC Team Operational Manual_V4.0		
	20191117_MoEHEA Operating Model_MoHEA HE Advisors Team Operational Manual_V4.0		
	Equivalency Department Operating Manual - October 2019		
	2A. SRF Operating and Customer Services Process Manual		
3	MoEHEA Operating Model_CSA_By Department_Institutional Licensing_V2.0	These documents summarize the current state of the operating model and the processes inside the departments	High
	MoEHEA Operating Model_CSA_By Department_Registration_V2.0		
	MoEHEA Operating Model_CSA_By Department_Scholarships_v2.0		
	MoEHEA Operating Model_CSA_GLMS_v3.0		

	MoEHEA Operating Model_CSA_By Department_QA_V2.0		
	MoEHEA Operating Model_CSA_By Department_Professional Licensing_FINAL		
4	UAE MOE - Overview of key requirements for IT system development-V1.0	This document should be used as the base requirement for Equivalency System	High

3.3   RFP Detailed Scope

MOEHEA seeks vendors to provide information regarding best options for designing, developing and implementing an integrated Higher Education Platform that covers the targeted business scope and deliverables as well as non-functional requirements available in the Appendix A. MOEHEA and MOE IT department would use the RFP responses in preparation for the improved RFP, evaluate the potential system and software development partners, and to develop a solution which is time and cost efficient.

MOEHEA expect the consultants to provide information on the following points, upon reviewing the attached documents and the draft RFP in the appendix.

The vendor should outline his understanding and propose the boundaries of the scope of work for the below sections in multiple ways such as:

- Define and suggest the number of workshops required to collect the information
- Define and suggest the structure for the frontend and backend portals.
- Define and suggest the number of processes and its complexity
- Define and suggest the number of business rules.
- Define and suggest how the system will handle the uploaded documents
- Define and suggest the integration between the proposed system and the existing systems and integration with external systems like payment gateway, UAE Pass, other entities...etc.
- Define and suggest the data sources for the data migration.
- Define and suggest the reports and dashboards.
- The above should be applied for each module define in the project summery.

Also, please take into consideration the following:
- Most of the service and systems listed below are exist either as database or applications that after the consultation services is done, you should suggest the best approach either to keep it and integrate with or to re-build it again.
- Our portals are built in SharePoint, supporting Angular and React
- Our main technical team skillset is in .NET.
- Our main database is SQL Server.

3.3.1 Analysis Services

Req-1. The To-BE business processes will be **ready** for the consultant to start this stage. The Consultant is expected to conduct an overall review of the TO-BE business processes to derive system and operational requirements (such as internal and external integration, dependencies and others) for all MOEHEA's departments. MOEHEA's team will provide all necessary support and documentation to bridge any information gaps regarding those parallel projects (if any).

Req-2. The consultant is expected to review the TO-BE business processes from the IT systems perspective to define IT systems requirements that can automate the TO-BE business processes to a high degree. As part of this analysis, the consultant is expected to review the existing IT systems to identify gaps in relation to the TO-BE processes and draw recommendations.

Req-3. The business review and requirements analysis should cover core functions, integrating points and dependencies for all MOEHEA's depts. which include:

- Commission of Academic Accreditation (CAA).
- Equivalency and Attestation.
- Student Registration and Counselling (NAPO).
- Licensing and Accreditation.
- Professional licensing.
- Scientific Research.
- Evaluation and Quality.
- Scholarships.
- Graduate Affairs and Labour Market.

Req-4. For each department, the business review and system requirement analysis should also cover all processes, operational policies, and procedures with a view to distil automation requirements. The consultant is expected to introduce efficiencies in processes, procedures and workflows as well as improvements (where appropriate) to facilitate the implementation of the new system. Overall, for each department the consultant is expected to review the following items.

- All functions.
- Governance processes (e.g. Committees) to support daily business processes.
- Relationships, integration points and dependencies with:
  - Other MOEHEA departments and functions.
  - Cultural Attachés (which are an integral part of MOEHEA's departments).
  - Other MOE common and support functions (e.g. HR, Finance, Procurement, Customer Service Centres, Call Centre, Gov. Communication, Institutional development, Data and Stats Centre and others)
  - External government organisations and entities.
- Customer management and customer services.

Req-5. The Consultant is also expected as part of such review and analysis to cover the mandate and operation of governance structures (e.g. committees) such as Scholarship committee, Equivalency and Attestation committee and others) which are part of the daily business processes of MOEHEA's depts.

Req-6. In addition, the Consultant is expected to cover the process integration and dependencies between MOEHEA's depts. and Cultural Attachés (CAs). CAs play an integral role in the scholarship and equivalency processes and others. The review should cover process flows, integration points, gaps and dependencies as well as introduce efficiencies to support a seamless integration between CAs and MOEHEA's operation.

Req-7. MOE has adopted a shared services model for common and support functions such as HR, Finance, Procurement, Customers Service Centres, IT, Institutional Development, Government Communication, Data & Stats Centre and Foreign Affairs and others. The Consultant is expected to review all relationships, integration points and dependencies between MOEHEA's departments and these common and support functions in the context of their integration with the daily operation of MOEHEA's departments. The following are a couple of examples of such relationships, integration points and dependencies.

- o Scholarship students must be provided payment allowances or expense allowances an annual basis (sometimes even more than once in a year) as well as a monthly salary until the graduation date (as long as the scholarship is active). These scholarship related processes are dependent on MOE's Finance function.

- o CAA regularly invites (from outside of UAE) external examiners and academic reviewers (with certain financial terms and conditions) as part of the accreditation process of universities. This CAA process is dependent on MOE's Finance and HR (e.g. visa processing) functions.

- o Scientific Research department relies on various operational data from universities to perform statistical analysis. This data is collected by the MOE's Data Centre on a periodic basis. This process is dependent on MOE's IT and Data & Statistics centre.

Req-8. As part of its daily business, MOEHEA departments have many interactions with external entities (e.g. government entities such as MOF, MOI and others) as well as Higher Education regulators (e.g. ADEC and KHDA and others). Hence, the business review is expected to cover all relationships, integration points and dependencies with such external entities. The following are a couple of examples of such relationships, integration points and dependencies.

- o The Student Registration and Counselling department interacts with federal universities for the registration and early admission of UAE national students into these universities according to their admission criteria.

- o The Institutional Licensing department interacts with other Higher Ed regulators such as ADEC as part of the process of licensing universities and higher education institutions to operate in Abu Dhabi.

- In addition to MOE's scholarship students, the Scholarship department oversees scholarship students from organisations who have their own scholarship programmes (such as ADNOC, Etisalat and others) under a management contract.

Req-9. The consultant is also expected to cover all MOEHEA's services offered to customers in terms of service portfolio and fulfilment model (i.e. requisition channels, delivery channels, delivery mechanism, service delivery times, resources needed). Consultants should visit MOE's website for a full list of MOEHEA's customer services which are grouped as follows:

- Scholarships Services.
- Equivalency & Attestation Services.
- Licensing & Accreditation Services.
- Student Registration Services.
- Scientific Research Awards Services.

Req-10. The Consultant is also expected to identify new services (for new departments) and areas for improvement for existing ones (if any).

Req-11. The Consultant is expected to review the current IT systems for MOEHEA to identify weaknesses and gaps as well as draw recommendations for the new systems. This includes;

- Operational systems (Equivalency System, Scholarships System, Student Registration)
- Customer e-services (www.moe.gov.ae).
- Current functional integration and interfaces (with external partner systems) such as payment gateway for MOEHEA services.

Req-12. The Consultant is expected to provide the following deliverables:

- High-level description of the 'AS IS' state with detailed gaps, weaknesses, areas for improvement and recommendations from a **system's point of view** in relation to the provided TO-BE processes.
- High-level description (design) of the 'To Be' Integrated Higher Ed platform covering all the areas described above.

3.3.2 Development Services – Modelling Phase

Req-13. Once the initial design is agreed, the Consultant is expected to provide detailed design for the integrated Higher Education Platform which includes, among others, the following systems:

- Scholarship Management System and Eservices.
- Equivalency and Attestation Management System and Eservices.

- o Student Registration, Admission and Eligibility Management System (NAPO) and Services.
- o Unified Accreditation Management System and Eservices, which cover:
  - Programme Accreditation.
  - Institutional Licensing and Accreditation.
  - Evaluation and Quality.
  - Compliance.
- o Professional licensing and Qualifications Management System and Services.
- o Scientific Research Management System and Services.
- o Graduate Affairs and Labour Market Management System and Services.
- o All Integration and interface points (external and internal).
- o E-services' portal (improvement recommendations only)
- o Smart (mobile) services.

Req-14. The design should be based on best practice in Higher Education and should cover all operational elements described in section 3.2.1 (above) and should include:

- o Best User Experience.
- o Top rated look and feel.
- o All processes, operational policies and procedures, integrations and dependencies to support the new automated 'To Be' stage.
  - Process description, purpose, maps and flows.
  - Process resources and roles.
  - Process governance, controls, integration points, dependencies, inputs and outputs.
  - New process KPIs.
- o Customers & customer services.
- o All integration points with support functions (within MOE).
- o All integration with stakeholders' processes and procedures (external).

Req-15. As part of the design of the integrated Higher Education platform, the consultant is expected to liaise with MOE's IT department to finalise and deliver the following:

- o Recommended technologies (including licensing requirements) with justification.
- o IT department's capabilities to maintain and support the new platform.
- o Technical requirement to deliver the various project phases (developing, testing and production) and any dependencies.
- o Data Centre technical requirements for hosting and operating the new platform.

Req-16. The higher education eco system is an integrated system that is supposed to replace the silos of applications currently exist and has the characteristics of:

- o Unified UI design
- o Unified Login/Users Registration based on MoE SSO and TRA Smart Pass

- Well integrated internally to assure seamless data flow between the different business modules/functions
- Accessible thorough Web and Mobile (Native mobile application experience)
- Open for integration with external and internal MoE systems
- Business intelligence capability that allows the ministry users to generate needed reports and review application statuses through customized, highly intuitive user interface

Req-17. The Consultant is expected to provide the following deliverables:

- Detailed designs and specifications for the Integrated Higher Education platform.
- Data Migration Plan
- Integration Specification
- IT plan with recommendations.
- Insights Requirement (Dashboards and Reports)

3.3.3 Development Services –Building, Testing and Implementing the Integrated Higher Ed Platform

Req-18. The Consultant is expected to build, test and implement the integrated platform based on approved designs and specifications.

Req-19. The Consultant is expected to adopt a suitable fast-track methodology to deliver the integrated platform. The methodology and approach must be defined and agreed with MOE IT department and MOEHEA. This methodology should be tailored to accommodate for MOEHEA's business needs and cover the following elements:

- System analysis, design and development.
- Prototyping.
- Testing (unit, business, integration, volume, stress).
- Implementation activities (setup, data migration, training and switchover).
- Support services (maintenance, warranty and support).

Req-20. RAD (Rapid Application Development) platforms are not recommended unless the output code can be maintained by MoE after handover from the vendor without using the RAD platforms

Req-21. The services have to be available on Smart phones/tablets as native applications. The users of the Mobile apps are the customers and the MoE staff

Req-22. The Consultant can suggest a suitable phased approach (if needed) to the design, build and implementation of the operational systems depending on priority and business need.

Req-23.   The Consultant is expected to provide appropriate post implementation plan, which include warranty and post-warranty support.

Req-24.   The Consultant is expected to provide the following deliverables:

- o   Integrated Higher Ed Platform (as described above).
- o   System requirements specifications documentation.
- o   Design documentation.
- o   Setup documentation.
- o   Source code.
- o   Quality plan.
- o   Testing plan and deliverables (testing scenarios and scripts).
- o   Data migration plan.
- o   Implementation and switchover plan.
- o   Post implementation plan.

3.4   General Requirements

Req-25.   The system should integrate with the existing case management system

Req-26.   The system should produce Bar Code/QR Code in any report or certificate generated by the system

Req-27.   The system should provide a page to validate the report or certification by clicking in the QR code

Req-28.   The system should provide authentication and authorization features with multiple permission level.

Req-29.   The system should provide the ability to build your own forms, views, charts and reports.

Req-30.   The system should track all the communication between MoE business users and external users.

Req-31.   The system should support register entities and students and other type of users

Req-32.   The system should support have multiple users under the same entity/account.

Req-33.   The system should support binding more that entities, processes, business rule to form a module

Req-34.   Emails and SMS template should be supported by the system.

Req-35.   TRA criteria should be considered for frontend portal and services automation.

3.5   Non-Functional Requirements

This section describes the high-level non-functional requirements. The system expects to have all best practices to be implemented in non-functional requirements.

Performance Requirements

Following are high-level performance requirements.

Req-36.   Stress: The system must be able to support 20 users accessing portal simultaneously.

Req-37.   Response-Time: If user submits a request, then system should come back with a response within a second.

Req-38.   Throughput: The system should be capable to process 500 transactions per second.

Usability Requirements

Following are some of key usability requirements.

Req-39.   The system should have well defined elements e.g. menus and should be easy to understand.

Req-40.   The system should be easy to learn.

Req-41.   All the interface actions and elements should be consistent and should prompt proper error messages.

Req-42.   The system should have proper exception handling.

Req-43.   The system should be responsive which means it should be mobile friendly.

Req-44.   The screen layouts and colours should be appealing.

Req-45.   System shall support multilingual interface (ex. Arabic – English ....)

Security Requirements

Following are main security requirements.

Req-46.   System should support role base access control (RBAC).

Req-47.   All system integration should support secure connections.

Req-48.   System level access Audit logs should be available.

Req-49.   Proper user and group access management.

Req-50.   System should capture activity dates and activity users. Furthermore, should maintain the audit tables for all transactional related data.

Req-51.   Detailed Audit logs to track any action done by any user (internal or external)

Req-52.   Error logging accessible to the admin

Req-53.   System should integrate with logging aggregation services (SOC).

Volume and Storage Requirements

Following are high-level storage requirements.

Req-54.   Storage requirements with growth plan should be clearly mentioned.

Req-55.   System should be capable to be hosted on virtual disks and virtual machines

Req-56.   Recommended type of storage to be mentioned – (file / block)

Req-57.   System should have the capability to integrate with object storage systems via APIs (e.g. S3, min.io, etc.)

Configuration Requirements

Following are high-level configuration requirements.

Req-58. System should support High Availability architecture

Req-59. System should support Latest DBs & Latest OS.

Compatibility Requirements & Technology Stack used

The system should be compatible with all known browsers e.g. Safari, Internet Explorer, Chrome, Firefox etc.

Bidder shall provide the technology stack that will be used for building the system along a high-level architecture design.

Req-60. Hosting is on Premise in MOE Data Centres or certified data centre by the government.

Req-61. MOE Applications are hosted and managed through virtualization. Moreover, the application by architecture shall be self-contained and can be deployed and run independently form other applications, if required.

Req-62. The system should be compatible with all known browsers e.g. Safari, Internet Explorer, Chrome, Firefox etc.

Req-63. Source code of all customizations to be handed to MoE

Req-64. All technologies, libraries and frameworks should be the latest versions at the time of the delivery.

Reliability Requirements

Following are high-level reliability requirements.

Req-65. System architecture should support component level redundancy and High availability (99.9%)

Req-66. System architecture should support Disaster recovery solutions with RPO and RTO defined.

Req-67. System architecture should support high reliability. (not more than 1 unplanned downtime per year)

Training Requirements

Following are high-level requirements for training requirements.

Req-68. Administration: How to administrate the system.

Req-69. Approvers: How to approve and reject requests and manage data within the request lifecycle.

Req-70. Management: How to view reports and dashboards.

Req-71. Technical Training: The setup of system, server administration & management, workflows, forms, and other environment parameters.

Req-72. Official Technical Training for the proposed platform (if any) for up to 3

3.6 Project Approach

3.6.1 Project Methodology

All bidder teams are required to familiarize themselves with the policies and processes for project management in MOE. Bidders shall provide the **agile** methodology they follow for executing the project successfully. Bidder must assign a dedicated Project Manager for the duration of the project.

3.6.2 Project Plans

For the purposes of responding to this RFP the bidder must provide a high-level project plan. The plan must be comprehensive enough in scope and detail to convey the bidder's ability to manage this project as specified in this RFP.

The bidder must stress work quality and how quality is ensured in all aspects of the project. The bidder must indicate in his plan how the status and visibility of project progress will be monitored. Bidders must describe their approach to project management during the implementation and operational phases as well as managing and coordinating different phases and activities of the project.

3.6.3 Project Approach Plan

The Bidder must describe their approach for delivering the project and create a structured project plan containing all project lifecycle phases and all related knowledge areas processes including Communication Management, Scope Management, Quality Management, Time Management, Risk Management, and stakeholders and Resource Management.

3.6.4 Project Change Management Plan

The bidder must clearly notify MOE officially of any change to the approved project plan in general and its impact with respect to scope, time, cost, and resource.

3.6.5 Project Scheduling Plan

The Bidder shall submit a master schedule, based on a work breakdown structure for defining and controlling the project.

The latest revision of the master schedule shall be used as the source of schedule data for developing all lower level subsidiary or supporting schedules and shall be used as the basis for all resource estimating and forecasting activities. The master schedule will also be used by the Bidder to monitor project milestones contained in the proposal.

MOE reserves the right to approve or request changes to the Bidder's schedules.

3.6.6 Project Organization Plan and Stakeholders Analysis

The Bidder shall provide an organization and staffing plan that includes the organization for the management and execution of the project. Functions and responsibilities of each department or group shall be detailed. Interfaces between departments, sections or groups, and between the Bidder and MOE shall be portrayed and explained, as well as the practices and procedures that will govern the control and execution of the work by these departments, sections or groups.

The bidder shall provide Arabic and English speaking project management as well as submit staffing or manpower allocation details in accordance with the project organization plan. Phase-in of the staff at various stages of the project shall be clearly shown, in addition to the amount of office space required during each stage. The Bidder shall include in the proposal, the job description of each staff position. Resumes of staff intended to participate in the project are to be submitted within thirty (30) days of contract signature by the successful Bidder. MOE reserves the right to accept or reject any of the Bidder's staff.

3.6.7 Project Issues and Risk Management Plan

Bidder shall describe their approach to managing risk and issues on the project. The processes and procedures used for managing issues & Risks should align with MOE.

3.6.8 Project Communications Management Plan

Bidder must describe how project communications will be managed making reference to project status reporting, meetings, visits, information gathering sessions, facilitating sessions, brain storming sessions, and other communications events.

3.6.9 Project Quality Management

The Bidder shall provide a quality assurance plan to insure that all delivered systems meet the stated requirements of this RFP. The Bidder shall insure that individuals appointed to measure quality (conformance to requirements) report directly to the manager of the project team and have status at least equal to other groups on the project team.

To achieve quality assurance objectives, the Bidder shall include in his quality assurance plan a detailed test plan that includes procedures and test reports.

3.7 Documentation Deliverables

The below list describes the minimum deliverables expected from the vendor. The vendor is also expected to add to the list any deliverables they deem important:

ANALYSIS / REQUIREMENTS

- Business Requirement Document (BRD)
- Statement of Work (SOW)
- System Requirement Specification (SRS)
- Technical Design Document
- System Architecture / Integration Design

PLANNING

- Project Charter
- Project Plan
- Risk mitigation Plan
- Change Management Plan

DESIGN

- Prototypes
- Wireframes

INTEGRATION

- Integration Test Plan
- Completed Integration Test Plan
- Integration Test Results Review/Signoff

FUNCTIONAL TEST

- Completed Requirements Validation Plan
- UAT process document
- Test Cases Document
- Functional Test Results Review/Signoff

RELEASE

- Software Release Documentation

- User Manual (Bilingual – English and Arabic)

- Technical Manuals

- Administrative Manuals

- Deployment Guide and Installation Scripts

- Released Software

- Source Code

3.8 Operations, Support and Maintenance

The Bidders will propose to operate and provide support and maintenance for the components (Hardware, Software, etc.) covering, but not limited to the following:

Req-73.   3 Months for 2 onsite engineers after go live

Req-74.   1 Year maintenance support and warranty for all software including customization, bug fixing, and updates after the project is fully functional

Req-75.   Responding to MOE support requests in cases of bugs, technical issues, etc., under the SLA

Req-76.   The bidders must mention support plan based on the above criteria including the bidder support incidents procedure and communication channels (Phones, Emails, etc.)

Req-77.   The support and maintenance duration will begin from the date of successful project completion & handover.

Req-78.   Warranty and support is required as per the below table.

Severity Level	Incident Description	Response time	Resolution time	Required Service Level (Measured over 4 months period commencing from Go Live Date)	Service Credit (per Service Level Failure) (% of Performance Bond)
P1	Total loss of services in all areas	5 Mins	4 hours	100%	2.5%
P2	Total loss of services in some areas	15 Mins	8 hours	98%	1.25%
P3	Incident without service interruption	30 Mins	16 hours	97%	0.75%

4 RESPONSE REQUIREMENTS

4.1 Overall Evaluation of Proposals

4.1.1 Contract award shall be made to the Bidder whose proposal is assessed as the best fit to the MOE requirements.

4.1.2 The MOE reserves the right to conduct demonstration sessions, testing of equipment and/or pre-contract negotiations with any or all Bidders who submit proposals determined to be reasonably acceptable of being selected for award.

4.2 Content and Format of Proposals

4.2.1 The Bidder must respond to the statement of requirements set out in this section in the required format. Responses must be specific in terms of exactly how the solution will meet the requirement.

4.2.2 **The inclusion of manufacturer sales material is not acceptable as a response**.

4.2.3 A Bidder who fails to fully comply with the conditions and requirements set out in this Request for Proposals (RFP), or any other requirements communicated to the Bidder by MOE in relation to this Competition, may be removed from this Competition.

4.2.4 Where any aspect of the Bidder's proposal is based on assumptions or estimated measures, you must tell us about these. If these assumptions are invalid or incorrect, you will bear any subsequent costs if you are unable to deliver your solution.

4.2.5 Any failure to comply with the above guidance will result in a low or zero score.

4.2.6 Please note, any successful Bidder providing goods / services to the MOE in the UAE will be expected and required to comply with any and all the UAE legal and regulatory requirements for providing those services.

4.2.7 All RFP Responses and related submissions must be in English.

Technical Proposal

The technical proposal should include **at least** the following sections:

Section 1: Executive summary

Section 2: Understanding of requirements

Section 3: Proposed Solution

- Conceptual Design

- Physical Design

  o Hardware and Software

- Products and Technologies

- Data Migration Approach

- Integration Approach

- Non-Functional Requirement

- Any other sections you can add here

Section 4: Statement of Work

- Scope of Work

- Assumptions

- Out of Scope

- Any other sections you can add here

Section 5: Compliance Matrix (Please provide the matrix as soft copy as Excel and include it in the technical proposal as well)

All the bullets started with "**Req-**" should be included in the matrix, other requirement should be stated clearly in their sections in the proposal.

Req #	Description	Comply	How/Notes

Comply could be one of the following (Add the number only in the sheet)

1. Full Compliant

2. Partial Compliant

3. Development

4. Addon

5. None compliant

Section 6: Project Approach

- Project Phases with suggested activities and exit criteria

- Schedule and Project Plan

- Team Structure

- Team Allocation

Section 7: CVs and References

Section 8: Appendices

Financial Proposal

The financial proposal should include at least the following sections:

Summery

#	Item	Units	Unit Price	Total Price
1	Analysis Services			
2	Development Services			
3	Operation Services			
4	Licenses			
			Total	
			VAT	
			Total with VAT	

Analysis Services (By Component/Sub-Component)

#	Item	Units	Unit Price	Total Price
1				
2				
3				
4				
5				
			Total	

Development Services (By Component/Sub-Component)

#	Item	Units	Unit Price	Total Price
1				
2				
3				
4				
			Total	

Licenses, Official Training and Knowledge Transfer

#	Item	Units	Unit Price	Total Price
1				
2				
3				

#	Item	Units	Unit Price	Total Price
				Total

Operation and Support

#	Item	Units	Unit Price	Total Price
1				
2				
3				
4				
				Total

Payment terms and conditions under each section

Prices in AED

5 SUBMISSION OF RESPONSE

5.1 Return of Completed RFP Response

5.1.1 A complete RFP Response must comprise **all** of the following:

5.1.1.1 The detailed proposals as per the Instructions to Bidders

5.1.1.2 Full commercial proposals

5.1.2 Technical & commercial proposals should be exactly matched, failing to do so will lead to exclude the vendor from competition.

5.1.3 It is the Bidder's responsibility to submit their RFP responses on time.

5.1.4 Should you submit an incorrect version of a bid, and you want to submit the correct version, this must be done before the submission deadline and by an Authorised Representative who can provide proof of identity. You will not be allowed to withdraw and re-submit a bid after the submission time and date, even if this bid is incorrect or contains mistakes.

5.2 MoE Requests for clarification

5.2.1 **MoE can request clarification/samples of any item included in a completed RFP Response**. Failure to respond fully and adequately to any requests for **clarification/Samples** by any deadline imposed by MoE may result in the Bidder being removed from the Competition.

6 OUTLINE OF PROCUREMENT PROCESS

6.1 Award Procedure

6.1.1   The evaluation will only be based on the information submitted by each Bidder in its RFP Response and related documents.

6.1.2   MoE may hold meetings with each Bidder to clarify, specify or fine tune any issue relating to the RFP Response, but such adjustments shall not involve changes to the core features of the RFP Response if those variations are likely to distort Competition or have a discriminatory effect.

6.1.3   The decision to proceed to contract award will require the consent of the MOE, and will ultimately depend upon the ability of the Bidder to meet the requirements and deliver value for money.

6.2 The Evaluation Process

6.2.1   The following weighting will then be applied to these scores for these sections of the bid:

6.2.1.1	Technical solution	70%
6.2.1.2	Project Management and Project Delivery	10%
6.2.1.3	Comply MOE Support and Warranty requirements	10%
6.2.1.4	Company profile and references	10%

6.2.2   Following evaluation of RFP Responses, MoE will reserve the right to negotiate with all Bidders whose proposals have a reasonable chance of being selected.

6.3 Queries

6.3.1   Bidders must not address queries to, or communicate with, MoE other than in the manner described in this section.

6.3.2   All questions about this RFP shall be directed through E-mail to Procurement department:

6.3.3   MoE may, if it chooses, reply to queries received after the close of the clarification period.

6.3.4   Queries received from Bidders will be treated as non-confidential and all responses will be shared with all Bidders.

6.3.5   No queries may be made in person or by telephone, all must be in writing.

6.3.6   MoE may amend or add to the RFP at any time. Any new RFP will be issued to all bidders as required. MoE does not accept responsibility for any communications issued by it which are missed or not received by a Bidder or for communications issued by Bidders which are not received by MoE.

7   GENERAL TERMS AND CONDITIONS OF PARTICIPATION

7.1 General Conditions

The bidder must meet the below requirement, the technical proposal should include the evidence of the below:

1. To have local presence in UAE
2. To have local support centre in UAE
3. To have the Project Manager, Product Owner, Consultant (SME) and Technical Lead based in UAE.
4. The project manager and product owner to be Arabic speaker.
5. To have gold/premium/platinum partnership with the platform vendor.

6. To have at least 5 references in UAE, 3 in GCC for business solutions and automations.

7.2 General Instructions to Bidders

7.2.1 By submitting an RFP Response, the Bidder accepts these general terms and conditions of participation as set out in this section to be legally binding on it.

7.2.2 The Bidder agrees that all proposals submitted become the property of MoE and that by submitting a proposal it agrees that all copyright in the proposal shall be automatically assigned to the MoE. To the extent that such assignment is not valid for any reason, the Bidder further agrees that by such submission it grants to MoE and its advisors, consultants, contractors, servants and/or agents a non-exclusive licence to use and reproduce the proposal in whole or in part.

7.2.3 All terms contained in the Bidder's proposal are final unless MoE requests changes. MoE, however, may negotiate, with the Preferred Bidder, any portion of the proposal and to accept or reject any portion thereof.

7.3 Substantive Technical Proposals

7.3.1 The Bidder shall certify

7.3.1.1 That its proposal is genuine, duly authorised internally and is not made in the interest of, or on the behalf of, any undisclosed person, firm, or corporation, and is not submitted in conformity with, and agreement of, any undisclosed group, association, organization, or corporation

7.3.1.2 That it has not solicited or induced any other person, firm, or corporation to refrain from submitting a Technical Proposal, and

7.3.1.3 That it has not sought by collusion to obtain for itself any advantage over any other Bidder.

7.3.1.4 All proposed terms and prices shall be binding for ninety (90) calendar days after the date of the proposal opening for review and evaluation purposes.

7.4 Costs

7.4.1 Each Bidder will be liable for its own costs and expenses in relation to the preparation and submission of any element of the RFP Response and any subsequent engagement with MoE during the remainder of the Competition.

7.5 Contingency Fees

7.5.1 Each Bidder certifies, by the submission of a proposal, that no agreement has been made by the Bidder to pay any company or person any fee, commission, percentage, or brokerage fee contingent upon or resulting from the award of the contract.

7.5.2 MoE and its appointed advisers have no obligation whatsoever to reimburse any Bidder in respect of any costs, economic loss or other loss of profit incurred by it either in the preparation and submission of the RFP Response or arising from clarifications and discussions with MoE in connection with the Competition, or otherwise as a result of its participation in the Competition regardless of whether or not the Competition results in the award of the contract.

7.6 Confidentiality

7.6.1 This Request for Proposal (RFP) contains information which is proprietary and confidential to MoE. Each recipient of this RFP must maintain the confidentiality of the contents of the RFP. The

information contained in this RFP may not be reproduced in whole or in part without the express permission of MoE, and no use may be made of the contents of this RFP, other than for the purpose of responding to this RFP.

7.6.2   Accordingly, the recipient must keep all the information in this RFP confidential and will not, without prior written permission of MoE, disclose this information to any person other than its officers, employees, agents and advisers who are required in their course of their duties to prepare the proposal. The recipient of the RFP must, before disclosing this RFP to any such person, communicate to the person the confidential nature of the information contained in the RFP.

7.7   Disqualification

7.7.1   Any Bidder that contravenes any of the terms and conditions set out in this Request for Proposals may, at the sole discretion of MOE, be disqualified and prohibited from any further participation in the Competition. The disqualification of a Bidder will not prejudice any other civil or legal remedies available to MoE and will not prejudice any criminal liability that such conduct by the Bidder may attract.

7.8   News Release or Advertising Use

7.8.1   No publicity in relation to the Project, the selection of any Bidders, the appointment of the preferred Bidder, the award of the contract or the Competition in general will be permitted unless and until MoE has given express prior written consent to the relevant communication. In particular, no statements should be made to the press or other similar organisations regarding the nature of any RFP Response, its contents or any proposals relating thereto without the express prior written consent of MoE.

7.8.2   MoE retains the right to publicise or otherwise disclose to any third party, information in relation to the Project, the selection of the Bidders (including details of their respective subcontractors, representatives, advisers, consultants, servants or agents), the Competition in general or the award of the contract at any time.

7.8.3   A view to offering them work or employment.

7.9   Award of Contract and Contract Form

7.9.1   The results of the evaluation of the responses to this RFP will determine the best qualified Bidder, However, MoE reserves the right to reject any and all proposals received and, in all cases, MoE will be the judge as to whether a proposal has or has not satisfactorily met the requirements of this RFP.

7.9.2   MoE reserve the right to extend this contract, under the terms and conditions as set out by the Ministry of Education, up to an amount of 30% of the total contract value, without the need to re-run a full procurement.

7.9.3   Contracts will take the form of the standard Ministry of Education version and are not subject to change. All schedules to be appended to the contract are contained within this document and are not subject to change. It is the normal practice of the MoE to require a Performance Bond from its suppliers, this is non-negotiable.