

# REQUEST FOR PROPOSAL

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Curriculum Management System / CMS

جِلْدِ نَصْرَتِ الْمَهْدُوِي

## DOCUMENT DETAILS

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**Owner** Ministry Of Education

**Purpose** Curriculum Management System

**Version** Draft

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**Return Notice of Intention to Bid by email on or before 18<sup>th</sup> March 2019 to Procurement:**

<b>Notice of Intent to Bid</b>	
<b>Proposal Name</b>	School Lab System
Bidder	
Contact	
<b>Please check the appropriate boxes below</b>	
<input type="checkbox"/> We intend to submit a bid for the above-mentioned proposal.	
<input type="checkbox"/> We confirm that we understand the RFP "closing date" and the requirements for our response as stipulated in the RFP.	
Name 1: _____ Name 2: _____	
<input type="checkbox"/> We decline to participate.	
_____ Signature	_____ Date

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# 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

Bidders are required to provide a full solution for the below:

The Ministry of Education (MOE) has been working hard to develop high-quality curriculum learning standards, educational outcomes and national assessment to emulate best global practices.

To meet this vision, and as part of this curriculum reform, the Ministry of Education developed a set of K-12 learning standards that guide educators toward a more relevant, rigorous, and integrated social science curriculum for the next generation of Emiratis.

The development and improvement process has to be managed, documented, archived and shared with different stakeholders in an optimal and sufficient manner. Subsequently, there emerged the need for a curriculum management system that enables the automation of the whole spectrum of processes related to the development of the curriculum framework.

Therefore, MOE is requesting proposals for developing of a Curriculum Management System for the public educational system (pre-K up until grade 12 with the capacity to integrate with Higher Education) and all different educational systems in the UAE. The Curriculum Management System should provide the solutions below or any other required later based on an agile model:

- Automating the process of developing, managing and modifying standards in the curriculum framework
- Documentation of the accreditation process through a pre-defined work-flow
- Automating the approval process of the school matrix and study plan in a systematic manner
- Automatically archiving the different versions of the standards – on a periodical manner- with all other curriculum components (content, resources, tools, policies, etc.) related to them
- Archiving all curricula components per academic year and provide full access to them via a searching tool
- Ensuring a historical audit trail of any changes with comprehensive reports that shows changes made, changes approved, date of the change/approval and the person(s) who created them
- Providing access to all sectors in the ministry and ensuring their engagement in the review and approval process
- Ensuring flexibility in the user management; types of users available; their roles and scope.
- Creating catalogues for each subject, grade level and stream that can be shared with different stakeholders (students, teachers, school principals, universities, etc.)
- Developing and managing the assessment policy for each subject, grade level per educational system
- Creating follow-up reports that track all changes in the curricula and share them with a specific list of stakeholders
- Linking the public education system with the higher education system by demonstrating the shared learning standards in the two systems providing mapping tools and reports to carry out the practice
- Developing different types of reports demonstrating horizontal and vertical alignment in the learning standards among different subjects and classes
- Linking the human resources needs of teachers to the system
- Providing accounts to private schools in order to formally share their curricula with the Ministry of Education
- Facilitating the equivalency and accreditation process for all different educational systems operating in the UAE of equivalence through system credits
- Linking the approved framework and with EmSAT tests
- Training the MoE team on the optimal use of the CMS and provide support on 24/7 basis
- Providing a searching that enables easy access to the content to a pre-defined list of stakeholders; curriculum developers, administrators and moderators

- Enabling the tagging at the level of learning outcomes
- Providing an Arabic supported search engine that is sensitive to diacritical marks (الحركات)
- Providing flexibility for the different data structure as per subject type and needs
- Supporting Arabic text at all levels (content and user interface)
- Customizable lookups
- Report extraction Word – PDF – Excel – HTML
- The solution should be hosted on premise
- SSO integration based on open connect ID
  - Include managing the roles locally in the system
  - Ability to create user locally as well
- API integration to integrate with other systems to read and write
- Monitoring tools to monitor the system

## 2.2 Project Approach

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### 2.2.1 Project Methodology

All bidder teams are required to familiarize themselves with the policies and processes for project management in MOE. Bidders shall provide the methodology (Agile, Scrum, Kanban, Waterfall, lean, Prince2 ... etc.) they follow for executing the project successfully.

### 2.2.2 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.

### 2.2.3 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.

### 2.2.4 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.

### 2.2.5 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.

## **2.2.6 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.

## **2.2.7 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.

## **2.2.8 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.

## **2.2.9 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.

## 2.3 Documentation Deliverables

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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)
- High level System Design Document
- Low level System 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 (eservices, e-payments)
- 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
- Technical Manuals
- Administrative Manuals
- Deployment Guide and Installation Scripts
- Released Software

## 3 SUBMISSION OF RESPONSE

### 3.1 Return of Completed RFP Response

3.1.1 A complete RFP Response must comprise all of the following:

- 3.1.1.1 The detailed proposals as per the Instructions to Bidders
- 3.1.1.2 Full commercial proposals

3.1.2 Full

3.1.3 Bidc

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E

Closing Time and Date of 1300 (UAE time)

s (original + 1 copy) and a soft copy in

proposals to be sent in

D:

y to Thursday (excluding

3.1.4 Each RFP Proposal delivered as per above must be sealed to ensure confidentiality of the information.

3.1.5 All RFP Responses submitted by a Bidder must contain identical information. No changes should be made to hard copy submissions delivered after the submission of the electronic copy. Any changes will make the hard copy invalid.

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

3.1.7 A submission may be withdrawn in person at any time during the Competition by a Bidder or their authorized representative, if proof of identity is given and they sign a receipt confirming the withdrawal.

3.1.8 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.

## 3.2 MoE Requests for clarification

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- 3.2.1 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 by any deadline imposed by MoE may result in the Bidder being removed from the Competition.

## 4 OUTLINE OF PROCUREMENT PROCESS

### 4.1 Award Procedure

- 4.1.1 The evaluation will only be based on the information submitted by each Bidder in its RFP Response and related documents.
- 4.1.2 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.
- 4.1.3 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.

### 4.2 The Evaluation Process

- 4.2.1 MoE will conduct a compliance check to ensure all parts of the bid have been submitted by each Bidder. **You may be requested to submit any missing material**; it is likely you will be given a very short amount of time to do this once notified (**maximum 30 minutes**) as this will only be an opportunity to send in items which had been omitted by mistake.
- 4.2.2 Once your bid has passed the compliance check, an "Evaluation Panel" will assess all submitted documents. The Panel will be fully aware of the procurement and assessment processes.
- 4.2.3 If you have failed to provide all the information required or have failed to respond "comply" where required, the Panel may remove your bid from the Competition.
- 4.2.4 Each member of the Panel will evaluate the bids in isolation from other Panel members and will only base their assessment on the written information provided by you and not on any prior knowledge, experience, opinion or personal interest.
- 4.2.5 The Panel will not compare bids in order to assess them; each bid will be assessed on whether it meets the requirements.
- 4.2.6 The Evaluation Panel will then meet to decide on the final score to award your bid. At this stage they may seek further clarification from you. A final score will be awarded once these clarifications have been received, assessed and scored.
- 4.2.7 Every response or Appendix provided by you will be scored in the following way:

- 4.2.7.1 For a response that requires information or a written response:

Meets the requirement exactly as specified	3
The response has some minor shortcomings; a weak response	2
Fails to meet the requirement in most aspects; a very weak response	1
No response submitted or response completely fails to answer any element of the question	0

Comply	3
Not comply	0

- 4.2.7.2 For comply/not comply responses, you may be eliminated from the Competition if you do not respond "Comply" where required.
- 4.2.7.3 Should you be selected as preferred bidder, and it is discovered after this section that you intend to change your provision so that it does not comply with requirements (as per your bid response), MoE reserve the right to remove you as their preferred bidder.

- 4.2.8 To assess the Bill of Quantities:
- 4.2.8.1 The Evaluation panel will consider the overall value for money of your proposal. That is, it will not base its judgement solely on price, especially if your response has failed to meet all of the requirements.
  - 4.2.8.2 Value for money does not mean the lowest priced bid or the cheapest unit prices; rather it is a measure of how realistic and reasonable the overall offering is and whether the solution can be implemented without risk of any shortfall in delivery time and management, etc.
  - 4.2.8.3 The Panel will also consider the Total Cost of Ownership (TCO) of your solution; that is what the long term costs of your solution will be to MoE.
  - 4.2.8.4 The Panel will consider whether the cost proposals are reasonable given the solution, you are proposing (including delivery, deployment, project and contract management, service support, etc.).
- 4.2.9 The following weighting will then be applied to these scores for these sections of the bid:
- |         |   |     |
|---------|---|-----|
| 4.2.9.1 | Technical solution                      | 80% |
| 4.2.9.2 | Project Management and Project Delivery | 15% |
| 4.2.9.3 | Company profile and references          | 5%  |
- 4.2.10 Following evaluation of RFP Responses, MoE will reserve the right to negotiate with all Bidders whose proposals have a reasonable chance of being selected.

## 4.3 Queries

- 4.3.1 Bidders must not address queries to, or communicate with, MoE other than in the manner described in this section.
- 4.3.2 All questions about this RFP shall be directed through E-mail to Procurement department:
- 4.3.3 MoE may, if it chooses, reply to queries received after the close of the clarification period.
- 4.3.4 Queries received from Bidders will be treated as non-confidential and all responses will be shared with all Bidders.
- 4.3.5 No queries may be made in person or by telephone, all must be in writing.
- 4.3.6 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.

## 5 GENERAL TERMS AND CONDITIONS OF PARTICIPATION

### 5.1 General Instructions to Bidders

- 5.1.1 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.
- 5.1.2 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.
- 5.1.3 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.

## 5.2 Substantive Technical Proposals

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- 5.2.1 In signing the Declaration form in **Appendix 1**, the Bidder shall certify
- 5.2.1.1 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
  - 5.2.1.2 That it has not solicited or induced any other person, firm, or corporation to refrain from submitting a Technical Proposal, and
  - 5.2.1.3 That it has not sought by collusion to obtain for itself any advantage over any other Bidder.
  - 5.2.1.4 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.

## 5.3 Costs

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- 5.3.1 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.

## 5.4 Contingency Fees

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- 5.4.1 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.
- 5.4.2 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.

## 5.5 Confidentiality

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- 5.5.1 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.
- 5.5.2 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.

## 5.6 Rules of Proposal Creation

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- 5.6.1 Bidders are requested to follow the rules outlined in this section while compiling their RFP Response.
- 5.6.1.1 The RFP Response is deemed to be a legal document and the final agreed form of drafting will, if the Bidder is awarded the contract, form the substance of the final Project Agreement.
  - 5.6.1.2 Bidders must sign the **Declaration and Conflict of Interest form in Appendix 1** confirming the truth of the information provided in the RFP response. Submitted bids not containing the Declaration signed by the authorised signatory will not be accepted.

- 5.6.1.3 The RFP Response must be signed on each page of the hard copies by the Authorized Signatory. Unsigned hard copy RFP Responses will not be accepted.

## 5.7 Disqualification

- 5.7.1 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.

## 5.8 News Release or Advertising Use

- 5.8.1 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.
- 5.8.2 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.
- 5.8.3 a view to offering them work or employment.

## 5.9 Award of Contract and Contract Form

- 5.9.1 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.
- 5.9.2 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.
- 5.9.3 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.
- 5.9.4 It is the normal practice of the MoE to require a Performance Bond from its suppliers. The details of the Performance Bond are contained in Schedule 6. This is non-negotiable.

## APPENDIX 1: COMPLIANCE FORMS AND STATEMENTS

**NB: All must be completed and submitted as part of RFP Response**

### **DECLARATION**

Name of Bidder: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**THIS DECLARATION MUST BE SIGNED BY AN AUTHORISED OFFICER OF THE BIDDER OR, WHERE THE APPLICANT IS A CONSORTIUM, BY A DULY AUTHORISED OFFICER FOR AND ON BEHALF OF THE CONSORTIUM.**

I certify, for and on behalf of the Bidder that the information provided in this completed RFP Response and accompanying information is, to the best of my knowledge, true, accurate and complete and that the above Bidder is competent to carry out the Project described in the RFP. I understand and accept, for and on behalf of the Bidder that the provision of inaccurate or misleading information in completing this RFP Response and accompanying documentation may lead to the disqualification of the Bidder from the Competition.

I confirm, for and on behalf of the Bidder that the Bidder irrevocably and fully agrees to the terms and conditions set out in the Request for Proposals.

SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

POSITION \_\_\_\_\_

DATE \_\_\_\_\_

### CONFLICT OF INTEREST DECLARATION

**THIS DECLARATION MUST BE SIGNED BY AN AUTHORISED OFFICER OF THE BIDDER OR, WHERE THE APPLICANT IS A CONSORTIUM, BY A DULY AUTHORISED OFFICER FOR AND ON BEHALF OF EACH CONSORTIUM MEMBER (AND ANY ENTITY ON WHOSE RESOURCES THEY MAY RELY).**

Please complete as appropriate.

I/We warrant that:-

1. There **would be no** conflict or perceived conflict of interest in relation to the personnel or type of work involved in this contract.  No Conflict
2. There **could be** a possible conflict or perceived conflict of interest in relation to [ \* ] and their involvement in this contract.  Possible Conflict
3. Please explain what the possible conflict or perceived conflict of interest may be and who it relates to and how it could have an adverse effect on this contract.  

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\*Enter name

---

Signed:

---

Block Capitals:

---

for and on behalf of:

---

Date:

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