

UNITED ARAB EMIRATES
MINISTRY OF ECONOMY



الإمارات العربية المتحدة
وزارة الاقتصاد

Request for Proposal

Ministry of Economy digital service design

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1 Confidentiality Agreement

It is understood and agreed by the recipient of this document that the information provided within this document, and other information, which is disclosed by MOE in writing or any other manner, is to be considered confidential and proprietary to Ministry of Economy.

The Firm shall use the confidential information only for the purpose of evaluating potential business and investment relationships with MOE and shall limit disclosure of confidential information within its own organization to its directors, officers, and/or employees having a need to know and shall not disclose confidential information to any other party (whether an individual, corporation, or other entity) without the prior written consent of MOE.

All documents provided by MOE are copyrighted and/or protected from and against any changes or modifications or any other kind of use outside the scope defined between MOE and the Firm. MOE retains all title, ownership and intellectual property rights to the information contained herein, including all supporting documentation.

The Firm acknowledges that it has read and understood this Agreement and voluntarily agrees to be bound by the aforementioned statement.

1.1 RFP Purpose and Goals

Ministry of Economy is seeking to partner with an experienced vendor to provide a comprehensive diagnostic on the ministry's existing services' design, analytics, customer feedback, stakeholders' input and propose a service design to existing services being provided by the ministry and its departments. The goal of the exercise is to improve the overall experience of ministry of economy stakeholders, improve customer happiness while using our services and leverage digital channels to scale our service offering.

The selected vendor is required to employ advanced research and testing methodology, user centered design and design thinking capabilities in approach problem solving. The vendor will also be required to work with different stakeholders within the ministry to gather and analyze requirements, document findings, and provide insights before making major design decisions.

The main objectives of the project:

- Increase usage and satisfaction of MOE digital services
- Increase usage of online services
- Decrease the lead time (# of steps, information required, etc.) of using MOE digital services.
- Decrease operational cost to serve on the selected services
- Provide an omni-channel experience online and offline for MOE customers
- Provide a service design blueprint for future service building showcasing points of data collection/processing, clear data architecture, customer touchpoints and service

2 Scope of work

MOE is seeking to redesign, bundle and incorporate services (100+ services) across all of its subsidiaries to provide an online seamless experience to our customers.

The design process needs should consider and ensure the conviction of all key stakeholders at MOE, follow strictly the guidelines provided by MOE digital leadership and any further design requirements. The design process needs to take into consideration bundling and reducing the number of steps required by the customer to complete a certain task in order to acquire a service.

The vendor will be required to work closely with MOE stakeholders to ensure the conviction of key stakeholders and compliance with local and federal laws in implementing service design changes.

The vendor will be required to work closely with the digital team on incorporating the service design recommendations into our digital touchpoints (Website, Mobile apps, Service kiosks)

2.1 Ministry of Economy Service Design

MOE intends to redesign and engineer a new web portal that will become the center of all digital experiences. This effort is aimed at providing a seamless experience and increase customer happiness.

Initially, MOE requires the following to be providing by the vendor that will be awarded this project:

- Conduct comprehensive discovery meetings with key MOE internal stakeholders to agree upon research framework and the way the vendor will be required to approach service design. Reframe key problems with the MOE team to better understand the design goals.
- MOE will work with the vendor to build an exhaustive list of all stakeholders within MOE and its subsidiaries (Business Owners).
- Conduct discovery workshops with the selected business owners to collect and analyze requirements of each of the services.
- Conduct primary user research to uncover insights and reorient the business owners on how to improve the desired service design outcome. Provide comprehensive customer and market insights to business owners to aid in making decisions on service design.
- Provide extensive documentation and acquire the required approval on the service design including service description, backend workflow, flowcharts, prototype and use cases.
- Ensure conviction of business owners and selected customer journeys. Ensure compliance with MOE design and information collection and security guidelines.
- Conduct discovery workshops with key IT and communications stakeholders at MOE to uncover insights and build consensus on design language and information architecture.
- Document and present findings along with (**3 low fidelity UX concepts**) that lays out the main experience stages

- Ensure that the new designed service improve customer experience (Reduced steps, cleared information architecture, improved conversion, improved data collection, etc.) by conducting rapid prototyping and user testing.
- Provide extensive documentation and acquire the required approval on the service redesign including service description, backend workflow, flowcharts, prototype and use cases.

2.2 Expected Project Process

The below table illustrates the typical process in which the MOE wishes this project to be carried out:

Phase	Task	Activity	Deliverables
Research Framework and Project Preparation	Stakeholder's Workshop	<p>Holding stakeholder workshops online</p> <ul style="list-style-type: none"> • To understand and analyze the wish-list from stakeholders and put them right perspective with the overall project. • To brainstorm ideas, identified challenges, expected KPIs and benchmarks 	Vision Document (feedback, pain points, analysis and design vision)
	Research Framework (customer insights)	<ul style="list-style-type: none"> • Performing user interviews/workshop, based on the user segments identified in the research phase. • Benchmarking MOE against a pre-defined list of counterparts and performing a high-level audit of the existing selected services • Creating personas based on analytics and user research • High level review of services analytics • Circulating a usability survey to current MOE users online and provide insights from the survey outcome 	<p>User testing protocol and report</p> <p>Strategy document with consolidated outputs from all of the activities</p>
	Persona Development & User Journey	<p>Based on research insights, to build personas to convey the user experience challenges to all stakeholders.</p> <p>This will help to identify the user tasks on the site and pain-points which will define the structure of the site.</p> <p>Below are the target users (List will be confirmed and defined during the research phase):</p> <ul style="list-style-type: none"> • People • Government • Business 	User journey and task flows document

Service Design & Prototype	Service blueprint	Based on the user journey and tasks, to create the hierarchy of the service, with clear steps, information collection requirements, backend processes and possible scenarios.	Service Architecture & Blueprint to build a prototype
	Wireframe & FSD (functional specifications document)	<p>Providing a new structure of the service design and how customers would approach it</p> <p>Creating lo-fidelity wireframes to demonstrate the proposed new flows on digital touchpoints</p> <p>Reviewing these flows with the MOE team to ensure alignment until approvals.</p> <p>Explain the final flows so the functionality and user flows are clear</p>	Wireframes & FSD
	Prototype & testing with Users	<p>With the approved wireframes, create click-through prototype.</p> <p>The prototype will cover the user journeys</p> <p>The prototype will be tested with real users.</p>	<p>3 service prototype templates</p> <p>Based on the insights the wireframes will be iterated Deliverables</p> <ul style="list-style-type: none"> • Test Guide Document • Analysis Report
Implementation	User Interface Development	The selected vendor will work closely with the digital leadership and visual design team to transform the clickable prototypes into a development-ready user interface for implementation	<p>Documentation of the user experience</p> <p>Implementation Guidelines</p>
	UAT Signoff	Vendor should prepare for UAT test cases and manage the sessions end to end	<p>UAT test cases</p> <p>UAT signoff document with comments if any</p>
	Testing & QA	The vendor will be expected to adjust any service bottlenecks during the QA period after project implementation	Service design corrections and documentation

3.1 Non-Functional Requirements

The service design should consider the design guidelines provided by TRA, UN and PMO for accessibility and usability.

4. Vendor Experience and Capabilities

- The vendor should demonstrate or provide previous experience of working with Government entities across the same field of RFP requirement.
- The vendor should have a proven track record show case with industry awards for other government entities within websites and service/User flow redesign.
- Vendor should know the best practices and current trends in the market and demonstrate the same in the submission of the RFP
- Vendor should ensure all user journeys and designs are tested by applying standard usability practices
- Vendor should have capabilities & be proficient in conducting heuristic & expert reviews, extensive user-research and user testing.
- The vendor must have competent team members in their UX/Usability team on their own payroll on ground in Dubai/UAE

4.1 UI/UX Standards

Kindly refer to the attachment for TRA & UN standard and Guidelines

Success Criteria (Acceptance Criteria)

Acceptance Criteria based on the solution design and FRS document to provide details. They should be relatively high-level while still providing enough details to be useful, they should include:

- **Functional Criteria:** This is to identify some specific important user level tasks or respective business processes, all the high-level functional criteria should be listed and verified to measure the success of the project.
- **Non-functional Criteria:** This is to identify specific non-functional conditions the implementation of the system must meet, such as design elements which are not related to direct functions of the system. A non-functional criterion might be "User Interface alignment with MOE theme, UX of the system."
- **Smart Devices Accessibility:** This is to verify that website/portal is available in the smart devices (tab, phone) with responsive design and easy to use.

Successful Vendor should provide the detailed high-level document on the acceptance criteria based on the entire solution; this will be the major milestone to accept the website/portal by MOE IT team.

4.2 Training & Knowledge Transfer Requirements

- The Vendor must propose a suitable training plan so that MOE ITD will be able to maintain and customize the solution in the future.
- The Vendor shall provide a proper Knowledge Transfer during the engagement of this project.
- Guidance and Deployment Document must be provided after the completion of the project.

Successful Vendor to provide the following training as part of the project and scope:

- Train the Trainer: The purpose of the Train-the-Trainer is to provide mentor/trainers with competencies that will enable them to effectively mentor, facilitate knowledge acquisition, application, and instructional for End users.
- End User Training: This training should be conducted in several batches; continuation of end user training will be handled by MOE team for which vendor should provide training to the designated team as “train the trainer” concept.

The above training to be held at MOE premises and all the necessary PCs with network will be provided. All other training requirements such as basic knowledge, pre-requisite, training materials and training certificates should be fulfilled by the solution implementer.

5. Proposals Evaluation

A review and evaluation of the proposals submitted will be the sole basis for selection of the Firm judged to be the best qualified to act as the service provider for website development and support.

The proposals will be assessed against the following criteria:

- Understanding and willingness to fulfill MOE requirements.
- Implementation approach, methodology and plan.
- Project management approach and plan (in MS Project Plan format).
- Compliance with requirements mentioned (the “Scope of Work”).
- Company experience with similar engagements and client references.
- Cost detail & summary information.
- Support and maintenance approach.
- Documentation approach.
- Training approach.
- Lead time to get the resources on board.
- Company profile (e.g., footprint in the Middle East and globally, financial stability, number of employees with relevant experience).
- Terms and Conditions of service provision.

6. RFP Response Format

6.1 Technical Proposal Format

The technical solution proposed by the Firm shall be explained in this part of the Technical Bid. Firms are required to cover the items listed below (the minimum set):

- 1- Executive summary**
- 2- Statement of work**

Include project phases, stages, milestones, list of deliverables aligned to stages and milestones

a. Scope: Functional and Technical

b. Concept and design iterations

c. Proposed team structure and availability

d. On-going support

Scope of support, support process, SLA, escalation contacts at the vendor. Post Go-live support for the first year should be included in the proposal.

e. List of Deliverables

(documents, systems, training, design, third party used component if any)

f. Time Scales for Phases (with assumptions)

Assumed time scales for each phase.

g. Acceptance Criteria (review period, testing etc.)

Documents / Tool that lists out the mentioned above

3- MOE Resource Assumptions and Responsibilities

A table showing your assumptions on resources from MOE and responsibility expectations throughout the project.

4- Quality Plan

How you will manage the quality throughout the project.

5- Facilities Requirement

Facilities required for Vendor team, like office space etc. for the period of the project.

6- Named Resources from Vendor

List and profiles of named resources and their qualifications and experiences who shall be assigned to this project. You can mention that you may bring in additional resources if required.

7- Project Management Methodology

Please explain the project management methodology which will be followed during the project.

6.2 Financial Proposal Section Format

The financial proposal shall clearly quote the itemized cost of the following components:

- **Costs**

(Include separate costs as per below)

- **Professional Services cost**

- **License cost** (including any third-party component, if any)
- **Training**
- **Yearly Maintenance cost**
- **Support model post go live**
- **Any other costs**
- **Payment Milestones**

Include the payment milestones model in tabular format for payment of the proposed costs.

7. Vendor Profile

Company Information (e.g., age, size, number of customers, offices, number of employees). Please include ownership structure and the footprint in the Middle East.

Company Name	
Contact Number	
Contact Email	

Company Background & Experience

	Question	Answer	
1	Years of Experience		
2	Office Locations		
3	Company Address		
4	Is the company an UAE SME with a membership in the national program or Khalifa fund, Dubai SME? Please specify?		
5	How many developers are employed?		
6	How many service designers, UX researchers are employed?		
7	Are you aware of the TRA website Guidelines?		
8	Does your teamwork or managed such project to complied with TRA Requirements? please add their CVs?		
9	Have you worked with UAE Governmental Federal Entities?		
10	If Your Answer is yes, Please List down the governmental entities' names and their TRA Rank percentage:	Name	Rank Achieved %
		1.	

		2. 3. 4. 5. 6. 7. 8.	
11	Have you done User Experience exercise before, If yes, please name the Entities		
12	Any innovative service that might enhance the ministry competitiveness or increase its happiness indicator? Please specify		
13	Declaration if you have any relatives working at Ministry of Economy		

8. Terms & Conditions

8.1 Vendor's Responsibilities

The selected vendor shall be the sole responsible for all products and solution required by this RFP. The selected vendor shall not assign, transfer, or subcontract any solution under this RFP without the prior written approval of MOE.

8.2 Governing Law

The vendors agree that the resulting contract shall be subject to the provisions, laws, and regulations of United Arab Emirates and MOE governance system requirements.

8.3 Copyrights

All types of work and rights to work produced, developed or acquired by the vendor or any of its onsite personnel under the contract, including ownership of any copyrights to work produced under the contract are considered the exclusive property of MOE. MOE may use the aforementioned without the consent, permission of, or further compensation to the vendor. Therefore, the intellectual property rights of the solution will rest with MOE. MOE shall have the copyright to the design, documents, source code and content of the solution. The entire application along with all programs, including those meant for statistical reporting, graphics and content developed to achieve the desired functionality, will be intellectual property of MOE.