

PART ONE

Background:

MOHRE implements policies and strategies set to build the UAE labor market according to *UAE Vision 2021*; thus contributing to the government's efforts in developing a knowledge-based economy. Moreover, MOHRE aims to empower Emirati talents through a number of Emiratisation initiatives to enable national cadres through programs that create accessible channels for recruiting UAE nationals, platforms that enhance collaboration between stakeholders, while also providing national talents with employment opportunities to contribute to building and thriving economy.

MOHRE launched the National Self-Employment Program to:

- Encourage and support self-employed Nationals (freelancers) to choose independent work as a viable career option and succeed in their growth
- Enable self-employed nationals (freelancers) in partnership with key government stakeholders and private sector strategic partners
- Create working opportunities for self-employed nationals (freelancers) through a number of projects, platforms and tools applying utilizing modern sustainable practices.

Project Overview:

MOHRE aims to deploy a modern, interactive national digital Self-Employment platform *and* Application for self-employed nationals (freelancers) to connect, engage, and apply for projects at federal government institutions and private sector corporations seeking specialized and professional talents (freelancers) for short term services, thus allowing them to benefit from accessing independent work opportunities.

The Self-employment platform and App will serve the following stakeholders:

- Self-Employed nationals (Freelancers) providing professional services (*not products*)
- Federal Government institutions seeking self-employed nationals for dedicated professional services for the delivery of short/midterm projects
- Strategic government partners
- Related MOHRE project and technical teams

Project Objectives: (achievement of these objectives are key indicators for successful delivery in line with project requirements)

MOHRE seeks to contract a technology consulting firm to design, develop, and manage the platform, which shall provide a well-integrated comprehensive suite of services for registered self-employed freelancers and clients to connect and meet the various needs and demands of its users.

Overall platform and Application objectives:

- Create an online community and platform of qualified self-employed national professionals and freelancers able to connect and apply for projects at federal government institutions and private sector corporations
- Enable self-employed professionals (freelancers) of all segments and levels through downloadable professional resources, career guidance and training links, and tools to accelerate their development and expand their capabilities in collaboration with strategic partners



- Ease and enhance user experience through a ‘one-stop-shop’ platform providing a suite of integrated services and streamlined requirements, such as, but not limited to; registration, uploading documents, licensing, permits, profile/project display, freelance job types and classification, selection, communication, applications, evaluations and assessments, contracts, payment gateways, etc.) as per best practices and in coordination with relevant government stakeholders.
- Provide relevant self-employment data/report to MOHRE
- Share best practices and information on the latest developments /tips for platform users
- Create links of mutually beneficial initiatives and programs with key strategic partners

Project Deliverables

Phase One: June 20 2019 – September 31 2019

- Design Development of platform prototype, functional framework, and operational implementation plan
- Development of platform management and functional rules and processes of all features, functions, and services
- Develop verification and assessment criterion specific to self-employed professionals, freelance projects, and clients as per global best practices to ensure the availability and success of skilled and qualified professionals and quality of delivered services
- Develop platform Arabic and English content, including but not limited to forms, assessments, downloadable resources, contracts, notifications and reporting templates
- Deployment of self-employment platform as per objectives above and design principals (see below)
- Deployment of self-employment application, which shall mirror / complement the main platform’s functions and services
- Develop administration dashboard (please see requirements section in Part Two)
- Development of site instructional videos
- Development of downloadable user guides for registered users, including MOHRE internal team’s training manuals
- Development of platform and application brand identity
- Development of technical and customer support mechanisms

Phase Two: Soft Pilot Launch + Official launch - (31/9/2019 – 31/12/2019 + Jan 2020 onwards)

- Management of all platform’s and application’s functions and services and overseeing user’s entire journeys from registration to periodic reporting
- Capturing and implementing development and pilot phase amendments and system enhancements where necessary
- Provide technical and customer support through the system applying latest technologies and tools
- Provide periodic automated and on-demand reports on key functions, activities, KPIs, services and success rates
- Update platform’s content including visuals and videos as needed



Requirements: The below are general requirements for the self-employment platform and application. Vendors are asked to review Annex-Part 2 for more details.

- Fulfill the above mentioned objectives of the self-employment platform and application
- Registration of self-employed (freelancers) for all segments and at all professional levels, talents, and expertise – as per the latest freelance digital platform models and best practices
- Registration of clients (federal government intuitions and private sector entities) that are seeking self-employed (freelance) for professional services
- Connecting self-employed nationals with projects and opportunities government and private sector projects seeking their services
- Provide modern and seamless mechanisms for assessing and verifying registered users in collaboration with relevant key government stakeholders.
- Provide communication and notification mechanisms for users (email notifications, sms, live chats, video conferencing)
- Ability to integrate with federal government systems where needed
- Provide linking / integration mechanisms with payment gateways in coordination with federal government and key partners

Project Milestones / Success Criteria:

Development Phase:

- Delivery of platform and application as per project objectives, best practices noted in this entire document
- Timely submission of project deliverables as per requirements noted in this documents

Pilot Phase & official Launch:

- Meeting Project objectives noted in this documents
- Minimum 95% user satisfaction rate during year one
- Timely / speed of response to user inquiries, issues (timeframe to be determined during development phase)
- Procedures' completion timeframe (timeframe will be determined during development phase)
- % of successful completed contracts (to be determined during development phase)
- Number of active users (to be determined during development phase)

Vendor Selection Criteria

- **Proven Industry Experience:** Vendor should be a global, regional, and/or UAE based consulting / technology Company having worked on transformative projects with multiple Public Employment Services (PES) or relevant field over the past 3 years.
- **End to End Technology Offering Capabilities:** Vendor's technology portfolio should cover the full IT-spectrum including IT Strategy, IT Governance, Security, Information Management, Enterprise Architecture, and System Integration and Operations, with robust design and implementation capability to bring the proposed solution to life.
- **System Integration Capability:** Vendor should have successfully implemented transformation projects in Public/Government Employment Services organizations, and specifically self-employment freelance platforms



- **Demonstrate thought leadership:** Vendor should embed in the proposition any value added expertise to demonstrate expertise and capability to apply successfully the latest thinking, trends and vision around new Technologies, Industry and digital transformation.

Project Timeline:

Phase One: Platform and App submission and deployment by September 31 2019

Phase Two: Pilot launch from October 1 2019 to December 31 2019

Phase Three: Twelve months from official launch date as (expected at January 1 2020 to December 31 2020)

Other Important Information:

Terms & Conditions:

- Vendors are responsible for ensuring and checking all the requirements and reviewing the information noted in the RFP (Arabic and English) including Annexes in order to prepare/submit their proposals containing project plans and requirements as per the above mentioned timelines and below requirements.
- Commit to submitting deliverables as per project timeline

Confidentiality:

- Vendors are not allowed to make any announcements or issue any statements in relation to the RFP or any subsequent procurement steps without a prior clear written consent from the Ministry.

Requested Documents: The below documents will required at various stages of the bidding or procurement process. Vendors are advised to prepare the below to accelerate onboarding if/when applicable. Other documents may be required as needed.

- A. Vendor must be registered with Ministry of Finance through their authorized portal.
- B. Vendor UAE establishment documents as per MOF requirements, such as, but not limited to, Trade License (non-free zone), VAT number, etc.)
- C. Submit two separate proposals via email in English and Arabic and according to the formal bidding notice and schedule:

1. **Technical Proposal:** Should at least include:

- Description of the company (global, regional, or local presence)
- Description of the company segment / team dedicated to PES and Self-Employment freelance projects (dedicated professionals)
- Proposed team with CVs showing relevant experience for the project
- Description of minimum (2) engagements projects relevant for this type of project in the past (5) years
- Description of minimum (2) transformation projects in the technology/system integration space, with described objectives, technology landscape, sizing and duration
- Description of minimum (2) similar platforms implementation in terms of Objectives – Volumes – Key Capabilities - Complexities



- Detailed project implementation plans and methodology
- Key deliverables
- Proposed project timeline
- Compliance statement for all requirements and deliverables stated in the RFP and/or all appendices.
- Testing strategy (all testing components)

2. Financial Proposal

- The financial proposal should be quotes in AED
- Pricing structure according to project deliverables and stages
- Pricing to include development, testing, implementation, and overall management of both platform and application.

D. Source code

For inquiries:

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Sector	Human Resource Development Sector
Unit	Special Programs Department
Program / Project Name	National Self-Employment Platform & Application



PART TWO

REQUIREMENTS

The actual development and implementation of National Self-Employment platform and application shall be according to the following list of requirements:

Design Principles:

- Simple: Simplicity in the design of the Platform meeting the needs of various users
- Engaging: interactive experience with active and proactive interfaces for users
- Integrated: The Platform will be a wholly integrated system, open and easily accessible to internal and external stakeholders.
- Data Driven: The Platform is expected to become a hub of data, which receives and provides insights to all stakeholders.
- Automated: An automated system that limits manual interventions unless necessary and unavoidable.

Delivery Approach & Methodology:

- A. Business requirements specifications: Vendor should assign a qualified business analysis team to develop the business requirements specifications (regardless of the proposed solution at the time of tender) and that will include and not limited to:
 1. Business processes based on overall MOHRE stakeholder's requirements.
 2. Compare the potential business processes with best practices.
 3. Documentation for all process business rules, process activities/tasks (and what to be automated and what is not), process/activity key performance indicators.
 4. The provided requirements in the appendix to the project RFP will be considered as examples of required functionalities and will be considered as starting point for this project to plan and execute.
- B. Project function points: Vendor shall develop and discuss with MOHRE business team the project required functionalities with consideration for the priority of each function point to be implemented.
- C. System interfacing requirements: Vendor shall have a completed analysis for all internal (within MOHRE) and external (other authorities and entities) system interfacing requirements from business process integration till the software integration (regardless of the provided software during the tender stage).
- D. Business & System Supplementary requirements: Vendor shall develop project non-functional requirements in terms of business and system.
- E. Security Matrix: Vendor shall be responsible for the development of comprehensive security matrix (regardless of selected system for the project at the stage of tender) in terms of access for the processes actors.
- F. Reporting requirements and Dashboards: Vendor shall develop based on all MOHRE stakeholders' requirements for reporting and Dashboard development.
- G. High level design: High level design for the selected software.
- H. Low Level Design: low level design for the system.
- I. UIS: user interface specifications.
- J. EIS: External interface specifications from system point of view.
- K. System testing documents including:
 1. System integration testing.
 2. System performance testing.
 3. User acceptance testing.
- L. Production migration plan.
- M. Project hardware requirements.



- N. System environment delivery strategy.
- O. Training strategy, plans and manuals for users and administrators.
- P. System implementation.
- Q. Implementation post-delivery documentations.
- R. Project Management deliverables (to be developed at the earlier stage of the project and could be updated at any point of time during the project execution):
 - 1. Project charter.
 - 2. Detailed Project Management plan.
 - 3. Project delivery schedule.
 - 4. Project communication plan and related reports.

Functional Requirements

1. General Requirements:

- Contracting transactions between freelancers and clients
- Rating mechanisms of freelancers
- Payment Structures linked to gov systems
- Permit applications and issuance
- Responsive design
- Modern soft design principals
- Support Social media integration and features for profile enrichment
- Centralized Content Management System
- Audit logging to maintain all transactions on the system as well as those related to third party integrations
- Open API led integration. Wherever possible Rest API based service layer and open standard based integration protocols
- Light weight Architectures
- Caching strategy (Vendor should define and implement appropriate caching strategy required to meet performance targets)
- Integration with MOHRE and/or other government authentication systems
- State of art bi-directional search specially design for employment domain
- End to end Service monitoring and analytics solution for IT Operations and provide visibility into health and key performance indicators of critical IT and business services, and its infrastructure
- Support Mobile application development to make available all the services that the platform offers. The mobile application should support all Smart devices.
- Platform pages should contain a brief description of each department and the nature of its work. This is to support awareness of the job seeker.
- Calendar for key partner relevant events and training opportunities
- Notification platform
- Workflows for each type of users
- Live chat

English and Arabic Support



2. Individual functionalities

- System should cater for registration and profiling for self-employment nationals, freelancers and clients
- Ability to upload required documentation for permits and contracting
- System should enable e-contracting mechanisms as per various government stakeholders
- Platform/App should provide simple and advanced functionalities to look for targeted candidates based on their profiles and credentials / verification results.
- Platform/App should also have a system of notification to notify providers representatives around targeted candidates based on profiles and self-assessment test and their training catalogs.
- Platform/App should provide a dashboard where freelancers can access all the available services, the latest resources and tools
- Platform/App should link to / enable integration with other systems within MOHRE or its strategic partners for guidance and training programs and advertisement in line with freelance market to enable their success
- Issue notifications whenever relevant coaching and training opportunities are made available through MOHRE partners

3. MOHRE Internal Users Functionalities

- System should have a Backend Administration module, that should allow Admin users to Manage individual profiles, manage Training, Education and other Vendors (companies profile, manage Content and Update Dashboards training courses and any content on the platform.
- Authorization and User rights matrix should be controlled through the admin control panel.
- Admin should have the ability to deactivate individuals, Establishment profiles through administration control panel.

4. Search - Matching functionalities

- System should have a mechanism to enable responsive searching, application and suggested matching to meet client requirements and requests
- Matching capability should be flexible and easily customizable in terms of definition of search / matching criteria, assign relevance to each factor to come with a scoring evaluation for each match.

5. Analytic Requirements:

- **Provide Platform Usage Tracking information:** Registrations, applications, profile views, time spent on application, resources downloaded, permits issued, offers sent, offers accepted, offers rejected, contracts concluded/terminates, monthly report on the number of successful freelancers and clients.
- **Implement a Business Intelligent Dashboard** (graphical components) and corresponding dynamic BI reporting system to be used by MOHRE management.
- **Predefined dashboard** for several users based criteria to show the progress and statistics. For example, freelancers should view their tier, offers, pending transactions, competitors, opportunities, etc.)
- **Freelance market best practice information** with the latest news and trends and statics for self-employment.

6. Integration with External Entities for Data Validation And Exchange

Platform capable of integration with other systems such as the following (but not limited to):



- Emirates ID Authority to verify individual credential
- Smart Pass to execute SSO
- Ministry of Finance Procurement systems
- Economic Departments

7. Detailed Business Requirements Analysis

Vendor to define 'To-Be' business processes, overall platform and application requirements based on best practices and previous experience based on Part One of the Annex.

Recommending the needed adjustments on the current applied policies and updating the detailed procedures, job descriptions and annual individual performance plans according to the approvals.

8. Interaction design, visual design of the new platform

Vendor needs to define user interface for Platform in terms of interaction design standards, visual design elements, page design specification creating a detail description and its behavior.

Technical Requirements

9. Define Technical Architecture

- Vendor to design and implement High Availability technology for the suggested platform ensuring no single point of failures
- Suggested topology should adhere to security & network zoning policies
- Platform design should be based on virtualized infrastructure stack
- Vendor to design and implement end to end service monitoring for the services
- Vendor to setup, install and configure platform software across all environments
- Proposed vendor solution should make use of MOHRE existing investments in Middleware (App servers/ Integration Servers/ ETL platform and Analytics platform) where possible - (SoftwareAG middleware components (WebMethods v.10 -API gateway, ESB, Universal Messaging, and Terracotta Server)
- If vendor proposed custom solution, then the solution technologies should be Microsoft Based Technologies taking the following capabilities in consideration while building\delivering the system.
 - .NET core
 - Entity Framework
 - C# as a programming language
- If vendor proposed custom solution, then front end framework should be bootstrap 3.7 or higher.
- Proposed solution should be responsive and mobile ready design.
- Vendor should make use of MOHRE existing investment in SQL 2014 or Oracle 11g databases.
- Vendor should build API's as REST architecture
- Vendor Should build the system on modular SOA architecture
- Vendor Should follow security best practices (i.e. Open Web Application Security Project (OWASP) best practices
- Vendor should follow best practices for web application performances



- Vendor should handover all the source code and related technical and configuration documents at the end of the project.
- Vendor shouldn't use any cloud based solution
- Vendor should include in the commercial, the prices for any licenses for any needed components not mentioned in the above points.

10. Environment

- Vendor to suggest and implement environment strategy to support implementation from Development to the target production environment
- Vendor to suggest environment segregation (Between non-prod and prod) based on security and network zoning policies

11. Detail Design and Build of Application components

During the detail design phase, the project team will design at low level the overall functional business process design completing the design of all components of the application.

12. Testing: Vendor is responsible to specify and execute testing strategy that has to include:

- Functional testing (System integration test and User Acceptance testing (led by MOHRE))
- Technology test
- Performance Testing
- Availability testing
- Accessibility and usability testing
- Penetration testing

Note: For the execution of testing (all types), MOHRE could decide at a later stage to nominate a sub-contractor and/or outsource resources under the main contractor to perform the required testing activities under full supervision of MOHRE's technical team (this item should be highlighted as separate item in the pricing scheme).

13. Infrastructure validation, sizing and design

Vendor needs to validate and identify the needed infrastructure items. Taking the following main activities in consideration.

- Plan, analyze & design the infrastructure
- Create bill of quantity that includes the hardware and the software required to host the new application.
- Low level design of infrastructure components that includes compute design based on virtualization platform, network design, storage & backup design
- Design and implement a High available infrastructure that has a redundancy of (N+1) across infrastructure platform
- Design storage hardware and software solution that is compliant with all data security requirements
- Provide storage design scaled to support performance and capacity requirements
- Design backup solution that supports recoverability, using standard backup applications and approaches. Backup solution should allow continuous use of the system during backup



- Suggest an OS platform that is supported with all application stacks
- Design a secure and resilient network solution. The network solution should integrate with the existing MOHRE or other government network topology and help enhancing the network operations

14. Change Management and Training Strategy:

At least one of the following:

- Identify and analyze users and stakeholders
- Assess change impact
- Develop change plan
- Analyze training and performance needs
- Design and develop training guides
- Deploy training using with different options

15. Support

Platform and app support and maintenance during project pilot and official launch stages, including:

- Technology management
- Security management
- Business continuity management

16. Data Migration and Cutover Plan: Data migration is in the scope of the vendor activities. Vendor should present what is the proposed data migration strategy from the existing system as well as a cutover plan that will enable minimal service disruption if/when it's applied.

