

Terms of Reference

Management Information System Consultant

Project:	Funding Facility for Economic Reform – KRG
Post Level:	Individual Consultant
Duty Station:	Erbil/Iraq
Period of assignment/services:	60 WDs Over 5 months
Estimated Starting Date:	Jan 2021
(Date when the selected candidate is expected to start)	

1. Background

KRG launched the Social Protection Strategic Framework (SPSF), on September 21, 2016, and developed it with support from the World Bank. The KRG SPSF covers three main pillars of social protection: Social Safety Nets, Pensions and Social Insurance, and Labor Market Policies and Programs. It was formally endorsed by the KRG Council of Ministers in October 2016. The KRG SPSF is integral to the Economic Reform Roadmap developed by KRG with support from the World Bank as well as the KRG Vision 2020 plan. KRG's stated intention for the SPSF is "to improve living conditions of the poor, address the causes of poverty and foster upward mobility... [and] redesigning our programs so that by 2020, assistance is targeted to those in need and creates economic opportunities for all."

However, the ambitions laid out in the SPSF require detailed technical assistance to move forward, as the current state of social programs in KRG requires improvements in efficiency and targeting the most needy. A primary concern is that currently, KRG Social Safety Nets (SSNs) provide cash transfers on the basis of broad social categories instead of more effective targeting mechanisms to determine eligibility. For example, these categories included Orphans, Widowed Women, and Married Students. Monthly transfers are made to those individuals beneficiaries registered with the KRG Ministry of Labor and Social Affairs (MOLSA) in these and other categories. However, this may sometimes allow certain beneficiaries to receive financial support from the government even if not in financial need. A recent study determined that only 25 percent of beneficiaries are actually in the lowest, poorest quintile of the KRG population, while 75 percent of beneficiaries are distributed in the four richer quintiles.

To better enable the poor to benefit from this program, a new targeting mechanism is required. The KRG economy is largely a cash-based system, which makes it difficult to effectively measure the income of households or to understand their means. Without an effective way to measure household means, it is difficult to verify the eligibility of households applying for SSN funds. A more

effective targeting mechanism for the KRG region is Proxy-Means Testing (PMT), which focuses on expenditure rather than income by focusing on certain indicators that measure how much households are spending. Following a 2017 “Poverty Targeting” Pilot Program conducted by KRG, World Bank (WB) and UNDP FFER-KRG, the value of this approach was made clear. KRG has chosen to adopt WB recommendations to reform the Social Safety Net through the implementation of a Poverty Targeting mechanism, and verification of beneficiaries through PMT.

The next phase of work required is intended to follow through on the achievements and findings of the pilot program:

- **MOLSA SSN Regulations must be revised** – MOLSA has a committee in place tasked with revising regulations pertinent to this issue. This committee will need technical support to accomplish this. Two key steps must be taken:
 - The KRG SSN Regulation issued by the KRG Ministry of Finance and Economy (Regulation 24 of 2011) must be revised to stipulate poverty as the criteria for eligibility for cash transfers, thus establishing Poverty Targeting as the mechanism to establish eligibility.
 - Adopt PMT mechanism to as the verification process for establishing applicant eligibility for SSN.
- **PMT indicators and approach needs to be refined for KRG** – the indicators used for the PMT approach in the pilot program will need to be thoroughly reviewed and if necessary, other possible proxies for expenditures and means will be added. It is critical to have a reliable mechanism to better verify the means of household applicants, to ensure that only needy applicants (i.e. poor households) receive social support. A thorough PMT process and a relevant set of indicators must be created.
- **SSN and related database and application materials/procedures needs overhaul** – The pilot program revealed inefficiencies in the SSN overall. It first recommended the creation of an all-new database to store information on SSN beneficiaries, screening processes, PMT instruments and data analysis. It also recommended that KRG resets the SSN and asks all households to apply for the new Poverty Targeting program, including existing beneficiaries (those previously identified based on categorical targeting). This will help better ensure that only the poor receive SSN benefits.
- **MOLSA Social Workers will require training** – Most current MOLSA Social Workers (SWs) will require training on numerous areas. A program must be developed that can train them on poverty targeting, the PMT mechanism, and on the principles of targeting to ensure uniformity in the PMT testing approach; on use of the new questionnaires that will be developed and the new screening procedures for applications; on SW roles given the reformed SSN approach; and on the interpretation of knowledge and data.

- **Administrative and Communications follow-through** – KRG will need to allocate budget to launch the new Social Safety Net, and it must also communicate throughout the KRG region the new SSN program, and its eligibility criteria (based on poverty targeting and PMT) and request households meeting those eligibility criteria to apply through submitting the new application and supporting documents.

UNDP FFER-KRG has already signed contract with Senior Social Protection Specialist to support KRG MOLSA with the development of Social Safety Net regulation, Processes and Procedure. Concerning third recommendation **to develop a new Social Protection Management Information System (SP-MIS)**, UNDP FFER-KRG is recruiting a Management Information System Consultant to provide expertise on Management Information System MIS and develop an initial set of technical specifications and TOR for the reformed KRG Social Safety Net program. The Management Information System Consultant need to coordinate with UNDP FFER-KRG Senior Social Protection Specialist to ensure that the system meets all the requirement.

2. Scope of Work

The Management Information System Consultant will work under the direction of the UNDP FFER-KRG Project manager to identify best in class approaches for developing a SP-MIS, work with local officials to determine optimal technical specifications for the MIS, and finally develop a comprehensive TOR for the system. A detailed breakdown follows:

A. Desk Review

1. **Conduct desk review of KRG SP issues and challenges to date** – To understand the needs of the forthcoming SP-MIS, the Consultant shall thoroughly review relevant documentation to gain a clear understanding of what challenges face SP systems in KRG.
2. **Conduct Desk Review of all available reports** – To understand KRG's Social Safety Net, the consultant shall thoroughly review UNDP FFER-KRG Social Protection Specialist's Desk Review Report, draft Social Safety Net regulation, Process and Procedures as well as KRG Social Protection strategic Framework.
3. **Conduct desk review of other SP-MIS Systems** – the incumbent shall review existing SP-MIS systems to ensure that the one developed for KRG includes the most relevant and effective tools for the KRG's objectives for its social protection system. If the consultant already is knowledgeable about existing such systems and can present this information, this will be of value in the recruiting process.

4. **Outline ideal features to include in KRG SP-MIS** – the incumbent shall prepare a report outlining the key features in other SP-MIS systems globally that will be of value to the KRG SP-MIS, and why these features are relevant in the KRG context. For this, the incumbent must become familiar with the KRG SPSF, and efforts to date to modernize the SP system.
- B. **Consultation meetings with relevant KRG officials** – The incumbent will share findings from the desk review with relevant KRG officials if clarity is still required (following the desk review) on what features and details the KRG desires in its SP-MIS. This consultative exercise shall include but is not limited to the following results:
 1. Understanding the key objectives of the KRG SPSF
 2. Understanding on challenges thus far with KRG's current system for managing SP information (if in-person consultations yield clearer information on challenges than the written documentation reviewed in the desk review, or if any further clarity is needed).
 3. Understanding what features KRG wants and needs in its SP MIS, based on these challenges.
- C. **Develop TOR with Comprehensive SP-MIS Specifications** – the incumbent shall prepare a comprehensive set of technical specifications for the SP-MIS. This shall include support to developing an RFQ for UNDP to then advertise this project.

3. Expected outputs and Deliverables

The incumbent is expected to produce the following deliverables, but shall not be limited to these alone:

1. A **baseline report** that includes, but is not limited to:
 - a. An outline of best-in-class SP-MIS systems globally and their key features and elements.
 - b. Recommendations on what features should be included in the new KRG SP-MIS, and explanations of the relevance of these elements to the KRG context and the KRG SPSF.
2. A **TOR with comprehensive SP-MIS specifications** for the company/specialists that will ultimately develop the SP-MIS. The TOR should be structure as per UNDP TOR format and shall include but is not limited to:
 - a. Project overview
 - b. Project goals and target audience(s)
 - c. General scope of work and deliverables
 - d. Implementation methodology

- e. Details/Technical Specifications on Application and Equipment, including but not limited to:
 - i. Application type (web application or desktop application)
 - ii. Portability (i.e. a mobile compatible application)
 - iii. Application design
 - iv. Application modules / sitemap
 - v. Application Reporting (printing, statistical)
 - vi. User roll management
 - vii. Source code ownership
 - viii. Application security
 - ix. Application expected output
 - x. Supported language (Kurdish, Arabic, both)
- f. Details/Technical Specifications on the development platform of the application, including but not limited to:
 - i. Front and backend Programming Language
 - ii. Database engine (type of license required)
- g. A detailed list of required hardware, with comprehensive technical specifications and installation requirements.
- h. Details/Technical Specifications for any necessary connectivity equipment (i.e. switches, routers, etc)
- i. Advice on an optimal application hosting environment for counterparts/users. RFQs developed for the system shall take into account and include the preferences of relevant KRG MOLSA Social Protection officials.
- j. A detailed budget for all requirements, and a bill of quantities (BoQ) for the hardware required.
- k. Recommendations on ongoing support and/or a potential retainer for the application in the future.
- l. A comprehensive explanation of the staff/end user training that will need to be conducted.
- m. Recommendations on ongoing, secure data backup and management
- n. A comprehensive timeline for each stage of the process, which shall over consultation with stakeholders, application development, hardware installation and training for various staff and end users.

- i. This shall include a comprehensive workplan for the implementation of each component of the system.
3. **Detailed criteria for a selection process** for developing companies/offers, that need to be followed by UNDP for selecting the best proposal.
4. **Support to the development of an RFQ** for prospective developing companies. This shall include a quotation/proposal format (such as a comprehensive template), and a timeline for the application process.

4. Time and Method of Payment

#	Deliverables	# of Working Days	Payment %
1	Base Line Report	35	20%
2	TOR with comprehensive SP-MIS specifications	20	45%
3	Detailed criteria for a selection process	3	35%
4	Support to the development of an RFQ	2	
Total		60	100%

Condition for payment release:

The Consultant's report and deliverables will be certified by the project manager. The Consultant will be paid based on the submitted deliverable as outlined above and submission of certification of payment.

The payment will be released within thirty (30) days from the date of UNDP's written acceptance of the quality of the outputs and IC Timesheet.

5. Reporting

The incumbent shall report to FFER-KRG project manager. The incumbent will be provided with office space and internet connection at MOLSA.

6. Travel Plan:

#	Country/ City	Number of Mission	Mission Days
1	Iraq/ Slemani Governorate	1	3 days
2	Iraq/ Duhok Governorate	1	3 days
Total		2	6 days

7. Contract Duration

The assignment is 60 working days during 5-months period, starting from the date that work assigned to specialist officially by FFER-KRG Project Manager.

8. Qualifications and Requirements

The Management Information System Consultant will require the following qualifications, experience, competencies and language skills. Only applicants who meet these criteria will be short-listed and will be contacted:

A. Education and Professional Qualifications Required:

- Master's Degree in Information Technology, Software Engineering, Computer Science, or a relevant computers-related field.

B. Experience and Skills Required:

- Minimum of 7 years extensive experience in Information System Management and Software development
- Experience with conducting assessment studies related to software development
- Strong knowledge of networking, cybersecurity and artistic database skills
- Strong skills in analysis, critical thinking, problem solving and reporting

C. Competencies Required:

- Excellent written and verbal communication skills
- Ability to engage in substantive technical discussion with stakeholders
- High analytical skills oriented towards problem-solving
- Leadership and self-management
- A focus on results and a willingness to accept critique/feedback from supervisors
- An energetic approach to work with a positive attitude
- An openness to new approaches for managing work complexity and unexpected issues
- Team spirit and excellent interpersonal skills
- The ability to model the UN's values and ethical standards, and to promote UNDP's and the UN's vision, mission, and strategic goals
- Sensitivity and adaptability to cultural, gender, religion, race, nationality, and age.

D. Languages Required:

- Fluent in English, written and spoken
- Fluent in Kurdish, written and spoken

9. Price Proposal and Schedule of Payments

The contractor shall submit a price proposal as below:

- **Daily Fee** – The contractor shall propose a daily fee, which should be inclusive of his professional fee, local communication cost and insurance (inclusive of medical health insurance and evacuation). The number of working days for which the daily fee shall be payable under the contract is **60 working days**.

10. Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

1. Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and*
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

** Technical Criteria: weight 70%*

** Financial Criteria weight 30%*

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation

Technical Criteria – Maximum 70 points

Technical Proposal (30 marks)

- **Technical Approach & Methodology (20 marks)** – Explain the understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. The Applicant should also explain the methodologies proposed to adopt and highlight the compatibility of those methodologies with the proposed approach.
- **Work Plan (10 marks)** – The Applicant should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.

Qualification and Experience (40 marks) [evaluation of CV]:

- General Qualification (15 marks);
- Experience relevant to the assignment (25 marks);

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Documents to be included when submitting the proposals:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:

- Duly accomplished Confirmation of Interest and Submission of Financial Proposal Template using the template provided by UNDP (Annex II);
- Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.

Technical proposal:

- Brief description of why the individual considers him/herself as the most suitable for the assignment;
- A methodology, on how they will approach and complete the assignment

Financial proposal, as per template provided in UNDP jobsite (Annex II);

- Incomplete proposals may not be considered