



Terms of Reference

“Towards an inclusive national social protection system and accelerating decent job opportunities for Syrians and vulnerable Jordanians”

Service Contract to “Conduct business analysis for the development of a Dashboard for the National Social Protection Strategy (NSPS) that Enables Tracking and Reporting on Progress and Performance on NSPS Goals

Country	Jordan	Project Code	JOR/20/01/EUR (107800)
Pillar:	Social Protection		
Duration	01/02/2023	To	30/04/2023
Outcome:	STRENGTHENED INSTITUTIONAL CAPACITY FOR OPERATIONALIZATION OF NSPS AND CROSS-MINISTERIAL COORDINATION		
Output:	SOCIAL PROTECTION AND EMPLOYMENT SYSTEM-WIDE ANALYSIS, MONITORING AND REPORTING IN PLACE AND OPERATIONALIZED		
Activity	DEVELOPMENT OF AN INTEGRATED RESULTS MONITORING SYSTEM TO TRACK PROGRESS VIS A VIS KEY STRATEGIC OBJECTIVE OF THE NSPS		

PROJECT BACKGROUND

General background

“Towards an inclusive national social protection system and accelerating decent job opportunities for Syrians and vulnerable Jordanians”, is a joint program between the ILO and UNICEF that is funded by the EU MADAD Fund.

This ILO-UNICEF Joint Programme serves to support the implementation of the Jordanian National Social Protection Strategy (2019-2025). In addition, the project aims to support the Government of Jordan (GoJ) in achieving a sustainable social protection system by supporting government institutions in building evidence towards enhanced evidence-based policymaking.

The project serves to achieve three outcomes:

- Outcome 1: Enhanced coordination, integrated planning, and monitoring for government-wide efforts in the social protection and employment sector
- Outcome 2: Strengthened national systems/mechanisms to enhance access to the labour market, decent work, and employment-based social protection schemes
- Outcome 3: Vulnerable Jordanians and Syrians transition from cash assistance to sustainable jobs

ASSIGNMENT BACKGROUND

Jordan's social protection sector has undergone key policy changes in recent years, most notably the launch of the National Social Protection Strategy 2019–2025 (NSPS 2019-2019) that aims at enhancing coverage and better outcomes for the most vulnerable groups through improved targeting, strengthened institutional capacity, and enhanced coordination. In this regard, the strategy represents an overarching framework to maximize synergies and ensure effective integrated approaches by considering the following areas of the SP system: social assistance, social services, social insurance, and labour market policies.

Policymakers in the Social Protection Sector have a critical role in monitoring coverage, adequacy, and impact of the whole social protection system in Jordan. However, they lack the adequate tools to get insightful data and consolidating the KPIs needed to monitor the progress of the NSPS and hence steer the decision-making process in the SP sector, and to also have the information they seek in a quick updated format displayed on a dashboard in real-time to take the required decisions and improve results.

The development of an online dashboard is one of the optimal channels towards sustained tracking and reporting on the implementation of the NSPS, the online platform shall contain data, information, and knowledge on the NSPS and SP sector and programmes as a basis for reporting/analysis, knowledge co-creation, sharing, dissemination and application. A need has been identified to enhance the reporting mechanisms to respond to the information and knowledge needs of the decision makers and members of the different committees in the NSPS including the higher coordination committee and the technical committees, in addition to day-to-day use of the implementation support unit (ISU) staff with the realisation of different existing national plans and priorities in Jordan. This tool will also enhance mainstreaming of the national, sectoral, and institutional priorities into planning, budgeting, and implementation at all levels. It also purposes to institutionalise evidence-based reporting among all NSPS members to review progress on a regular basis and provide a harmonized and integrated approach to report on the NSPS goals and objectives. The enhanced online platform will form an important component in establishing a web-based M&E System in the future for tracking and reporting progress towards the NSPS.

The development of the analytical toll/ dashboard will go through 2 phases:

- I. Business analysis.
- II. Development and deployment of the IT solution.

This assignment will only cover **the Business Analysis phase** for the existing monitoring and reporting mechanisms, based on the selected set of KPIs, to collect and analyse data to inform data-driven decisions that monitor the implementation of the strategy. The business analysis shall guide the development of a dashboard by providing real-time information for analysing the status of data collected, and present interactive visualization to communicate high-level information to decision-makers.

ASSIGNMENT OBJECTIVE

The overall objectives of this ToR is to contract a consultant/ consulting company to conduct the business analysis for an analytical tool/ dashboard for the National Social Protection Strategy, as a data visualization tool and display including the most important information and data needed to support the decision-making process for policymakers in the social protection sector in Jordan and specifically MoSD as a lead on this sector, the focus will be to present data in a clear and approachable way that facilitates the decision-making process for its users, regardless of their level of expertise.

The business analysis will assess processes, determine requirements, and deliver data-driven recommendations and reports to executives and stakeholders, creating a detailed business analysis, outlining problems, opportunities and solutions for business requirements, and reporting them back to stakeholders, identifying and then prioritizing technical and functional requirements.

By the end of this assignment, the following points should be covered:

- Dashboard requirement and scope, including diagnosis of the current context.
- Identify how data flows in the existing system, and the environment where data is situated
- Required tools for development and their cost.
- Existing capabilities and capacities in terms of technical, human, and other related resources.
- Creating a roadmap for development and delivery of the dashboard, including roles and responsibilities, time frame and number of resources needed and their roles.
- Full understanding and clarification of the technical requirements for the dashboards need to be developed, data source setup and flow of data and data mapping.
- Document these specs and get them verified by the ISU and other technical team.

Scope of Work and Methodology

The selected firm is expected to perform the following core activities during this assignment:

1. Requirements Analysis: Conduct a thorough needs assessment by conducting detailed stakeholder consultations, system reviews and analysis of existing reporting practices to develop scope and requirements, documents to map process flows, define data requirements and reporting formats,
2. The consultant/ firm is also expected to provide an analysis of the current data and data quality, and provide recommendation for enhancement of the current tools and practices for data gathering, analysis, reporting, and dissemination.
3. Work closely with the ISU in coordination with ILO to identify key performance indicators that will be used for the reporting on the NSPS, this includes revision and refinement of existing ones, and validation of the indicators that ministries have jointly agreed on as KPIs for the NSPS, and specific milestones for monitoring of progress
4. Identify key questions that will be answered by the selected KPIs, ideally, the consultant/ firm needs to start initially by specifying the key evaluation questions that the future dashboard will be answering, and hence, the selection of the KPIS accordingly. The consultant/ firm is expected to develop a clear

comprehensive map of the different levels of reporting including outputs, outcomes, and impacts, and provide insights on how these KPIs will be visualized to show data in aggregated tables, charts/graphs (pie, bar, line, stacked etc.) including suggestion to creating color coding based on data range definitions (e.g., Red below target/ behind schedule, green on track etc.) integrated with graphs and maps, Heat maps (used when applicable) based on rules applied to data values/ranges, and target benchmarking through visualizations to enable quick views of achievement and discrepancies through regular tracking. With identification of the data imported/ exported in standardized formats like MS Excel, and other data formats.

5. Develop with ISU basic project plans based on milestones and targets set and verified.
6. Produce a scope document that translates these needs into system requirements for development with a clear framework for the collection of data and information, and other related requirements needed for the development of the dashboard including but not limited to system flows, forms, report templates, and integration of multiple data sources from the different implementing partners located at different ministries/entities to fulfil the reporting and visualization requirements, noting that each stakeholder will have a specific role in the development, operation, and maintenance process of the dashboard. dashboard layout and mock-up.
7. The consultant/ firm shall provide a list of proposed infrastructure with details on where, and who is going to host and manage the system (when developed), and provide proposed structure for the governance and institutional arrangements on how to keep the system in the future, with specifications of the roles and responsibility for running, maintaining the system, including storage (and data sources) of existing and future data.
8. Capacity Building and training plan: The firm is expected to develop a training plan comprising of workshops and hands-on training during the implementation of the current project for relevant stakeholders and focal points, identifying the purposes and outcomes of the suggested workshop/ training, with identification of the tool to be used as part of this intended training (hand-on training, training manual, presentations..etc)
9. The firm is expected to work in close liaison with all concerned executives, and NSPS focal points/ representatives of entities to understand requirements, discuss proposed solutions and carry out extensive quality assurance for deliverables. The firm is also required to make frequent visits to the respective offices to conduct meetings and discussions for inputs and review as and when required.

Deliverables and duration

The consultant/ firm is expected to provide the following deliverables:

#	Deliverable	Duration
1	inception report: including a complete report on requirements/needs analysis including but not limited to reporting requirements of all stakeholders involved with detailed requirements for integration of current systems in place with other data sources, reporting formats and flows, and defined generic milestones.	1 month from signing the contract

#	Deliverable	Duration
2	<p>Report of the revised KPIs and identified KPIs verified and agreed by MoSD/ISU and other relevant stakeholders, accompanied with the mapping of those KPIs in reference to the evaluation questions identified in addition to the analysis of data and data quality, this report shall also include key challenges and gaps identified in the data available, with identified list of proposed solution to overcome these challenges.</p> <p>Bilateral meetings with the key ministry focal points, and at least 1 workshop will be conducted to agree on the revised KPIs, this workshop will be organized by the consultant/ firm, with financial support of the ILO.</p>	2 months from signing the contract
3	<p>Project design and roadmap on how to translate these business requirements into analytical tool/ IT solution/ dashboard, as a monitoring tool to measure the progress on the National Social Protection Strategy. This project design shall include suggested possible infrastructure on the proposed system in additions to recommendations for proposed institutional arrangements needed in place.</p> <p>This deliverable shall also include a clear roadmap for the development of the system, with training plan/ capacity building plan reflecting the needed workshops and hands-on training during the implementation of the current project for relevant stakeholders and focal points, identifying the purposes and outcomes of the suggested workshop/ training, with identification of the tool to be used as part of this intended training (hand-on training, training manual, presentations...etc), and a maintenance and operability plan for the proposed solution.</p>	3 months from signing the contract

The firm is expected to provide an estimated number of days required to produce the related deliverable above.

SUPERVISION

To achieve the above-mentioned objectives and deliverables, the consultant/firm will report to the social protection team at the ILO, through the National Social Protection Coordinator and work under the overall guidance and supervision of the Social Protection Specialist and the Regional Social Security Specialist at the Regional Office for Arab States (ROAS). Final approval of the final deliverables will be provided by the Chief Technical advisor for the EU-MADAD team upon confirmation of satisfaction by the MoSD -ISU team.

A monthly progress report shall be submitted to the project team to show the level of progress, challenges, and any other related issues, the ILO project team will facilitate the consultant's collaboration with the MoSD-ISU team.

Engagement and coordination with UNICEF on related assignments under the EU-MADAD will be arranged on a regular basis.

TIME FRAME/EXPECTED DURATION

This assignment is expected to be conducted within 3 months period, starting from 01/02/2023 until 30/4/2023

Payment Arrangements

30% upon submission of deliverable 1.

30% upon submission of deliverable 2

40% upon submission of deliverable 3

Submission and Receipt of Proposals

The technical proposal and the financial proposal **must be submitted by email addressed to the Social Protection Specialist Dr. Markku Malkamaeki at malkamaeki@ilo.org on or before 19th January, 2023**

Service Provider Required Experience and Portfolio

The firm will be required to provide the following information as part of the proposal:

1. Company profile including services and experience in selecting KPIs that related to the organization strategy in addition to the experience in the business intelligence and data analytics filed.
2. Technical proposal that describes the methodology that will be approached to deliver the complete assignment with high standards and best practices.
3. The project plan that clarifies tasks break down with estimated timeline for each task.
4. Experience in conducting similar kinds of requirement analyses and development of dashboards, including demonstrated experience in monitoring and evaluation of large, complex, long-term programmes with government institutions.
5. Experience in institutional capacity strengthening specifically around social protection activities is desired.
6. Any relevant and recent development of a government online dashboard that integrated multiple data sources along with brief analysis.
7. Resumes for key personnel expected to be involved in the project along with team composition, including relevant experiences.
8. The financial proposal includes main components/ deliverables and clear costing.