

Terms of Reference for Upgrading and Maintaining the Archives for the Ministry of Education

1. Summary

Type of Contract	Institutional Contractor
Title	Upgrading and maintaining the archives for the Ministry of Education
Purpose	To establish a comprehensive electronic filing system, implement effective document and records management policies and procedures, align physical filing with digital records, digitize organized documents, and ensure regular system backups.

2. Background

Documents and records management is a core responsibility and function in any organization. Establishment of proper and secure filing system is a key part of the responsibility, ensuring accountability and efficiency in the running of the organization. Documents and records management involves managing records in all formats from their creation to their ultimate disposal. The growing need for digitization of services by the Government of Rwanda (GoR) has necessitated the need to reorganize and automate information systems to provide quality and timely services to stakeholders and citizens.

Conscious of the crucial role-played by the information and communication technologies and to capitalize on the storage, retrieval and security of information contained in their documents, the Ministry of Education (MINEDUC) embarked on a project to modernize its document management and archiving systems for ease of accountability and efficiency. Currently MINEDUC Archives are still in the staff offices and others are kept in the basement rooms classified in ring binders and suspended files. MINEDUC wants to keep all its information /documents in uniformity about its operations/activities so that they can always be accessed for future references. In this regard, MINEDUC wishes to engage a consultancy firm/company to assist in the physical filing and digitization of the documents as well as backup to ensure the accessibility and security of their documents and space saving.

The consultancy firm will be expected to create a well-structured electronic filing system, provide and demonstrate some of the good document management procedures and practices as well as records management policies to be used as well as an implementation roadmap. The consultancy firm is also expected to carry out the physical filing to tally with the electronic filing based on the policies and procedures, carry out the digitization of organized documents, and finally conduct backups of the system.

3. Scope of work

The project will perform at least the following tasks:

3.1. Preliminary Assessment

- (i) To understand the existing system, the consultancy firm must be an Afresco member with authorization and rights to update the system versions built on secured Linux platform;
- (ii) Carry out the survey for data collection on the MINEDUC documents circulation, data flow and different forms used in the production environments.
- (iii) Knowledge and Conceptualization of the system architecture and customized policy plans.

3.2. Physical Filing

- (i) Analyze the physical status of all documents according to the disposal and retention schedule;
- (ii) Intellectual analysis of documents to retain vital records;
- (iii) Destroy duplicated copies and useless documents;
- (iv) Prepare documents for digitization (Staples removal unbound of books and reports);
- (v) Scan documents;
- (vi) Re-staple documents to their original form;
- (vii) Classify scanned hard copies into archival Boxes;
- (viii) Physical Filing and box labeling to facilitate location management;
- (ix) Finally, file the documents into the cabinet shelves/mobile shelving system.

3.3. Digital Filing

The digital system shall have the following modules and functionalities: document management, collaboration/workflow, records management built on the physical filing system, knowledge management and web content management. The key functionalities should include:

- (i) Functionality to create user profiles corresponding to the specific roles and hierarchy defined within an institution's organizational structure;
- (ii) User profiles must be linked to MINEDUC Access Directory;
- (iii) Harmonize the physical file indexing to the digital indexes;
- (iv) Upload the scanned electronic images/documents into the system;
- (v) Allow the accessibility of the files remotely, not only in the ministry premises;
- (vi) Access right configuration to be aligned to roles and permissions assigned to different users in the department;
- (vii) Generate the system inventory report per date, per origin, per destination, per department;
- (viii) A digital catalogue to offer a guide detailing the archiving process to ensure quality, and to verify the effective operation of the archive system
- (ix) Provide training to Key users in the Ministry.

3.4 Key system features and functionalities. The electronic filing system should have:

- (i) Automatic generation of File classification Policies; File Classification Plans and Retention schedule models that are generated or automatically in built into the system;
- (ii) Type-Base Plans - Automatically classify and schedule records based upon pre-existing types;

- (iii) Automated Lifecycle Management – Schedule, content and meta-data change activation based upon simple rules;
- (iv) Automatic Document Numbering or Indexing;
- (v) The system should be Web based with powerful tools to publish content to the web. Author, collaborate and publish to your web application;
- (vi) System also supports; Content Contribution, Automatic Meta-data Extraction and Content Categorization, Advanced Distributed Search, Transparent Format Transformation Services, Library Services, Smart Collaboration Spaces, Integrated Simple and Complex Workflow, Dashboard Access, and Security control;
- (vii) Permissions set for individual users or groups allow you to define exactly who can see content—whether by folder, individual files, or, in the cloud, by network;
- (viii) A single unified repository to manage any content: documents, images, video, audio;
- (ix) As easy to use as a shared network drive with CIFS, WebDAV, IMAP and the SharePoint File Sharing protocol;
- (x) Designed to meet ISO Standards OR DOD 5015.2 Requirements;
- (xi) Drag-and-Drop Records Management Capture from Desktop Tools - Support for Microsoft Office, Microsoft Exchange, and Open Office desktop tools through a standard Windows Explorer interface;
- (xii) Automatic Metadata Extraction and Classification;
- (xiii) Complete auditing and workflow integration - Service Oriented Audit of every service invocation to a database table with dashboard access;
- (xiv) Extensible Records Management Rules Support;
- (xv) Automatic Long-Term Archival Format Conversion – Automatic conversion from proprietary office formats to long-term vendor neutral formats such as Open Document Format (ODF) and Portable Document Format (PDF);
- (xvi) Simple Export for Archival;
- (xvii) Zero Footprint on the client in both web and client server environments;
- (xviii) The industry's most scalable, standards based JSR-170 content repository;
- (xix) High-Availability, Fault Tolerance and Scalability – Any number of machines, auto failover and clustering;
- (xx) Simple to install, use and rollout;
- (xxi) File plans - Automatically classify and schedule records based upon pre-existing or generated plans and standardized structures;
- (xxii) Retention and Archival Policies;
- (xxiii) Disposition – Controlled and scheduled handling of archiving, holds, transfers, accessions, and destruction using rules and automated processing;
- (xxiv) Pre-population of Meta-Data – Impact management and automatic updates;
- (xxv) Dashboards – pre-defined reports and metadata type definitions to search and screen records due for handling and handling exceptional cases;
- (xxvi) Administration console allows you to install license keys and manage your groups;
- (xxvii) Function to modify server settings for various subsystems without a server restart.

3.5 Required system upgrade

The consulting firm will be required to create a well-structured system with the latest upgrades:

- (i) Re-Install and configure password recovery module;
- (ii) Re-install and set up the records management module;
- (iii) Customize look and feel;
- (iv) Do a full Re-index of the Solr4 search engines.

3.6 System backup

The consulting firm will be required to perform a cold backup of the system as follows:

- (i) Backup the PostgreSQL database;
- (ii) Backup the indexes;
- (iii) Backup the content store (Alf data).

3.7 Test the backup

The consulting firm will be required to test the backups for functionality and seamless restoration / recovery when needed. A test report will be required as part of documentations.

3.8 Schedule automatic backups

The consulting firm will be required to schedule backup of the system as follows:

- (i) Enable scheduled nightly backups for the database, indexes, and content store
- (ii) Enable remote scheduled backups to push the backed-up files to a remote server
- (iii) Schedule cleanup of old archives from the backup directories

4. Deliverables

Work Assignment Overview Tasks/Milestone:	Deliverables/Outputs:	Timeline	Estimate Budget (RWF)
Sorting of files to control the records life cycle management (from creation usage and eventual sentence of records)	- A document detailing the categorization of records based on their life cycle stage (creation, active, semi-active, and inactive).	1 month after signing contract	30%

	<ul style="list-style-type: none"> - A document specifying the retention and disposal timelines for different types of records. - A summary of records identified for archiving, destruction, or transfer to long-term storage. 		
Digitization of files (Scanning, indexing and uploading in the system created) In conformity with the existing harmonized filing system in the ministry's documents and records.	<ul style="list-style-type: none"> - Outlines the methodology for scanning, indexing, and uploading files. - A record of all scanned files with indexing details. - A structured report showing how documents are indexed in the system. - Evidence that all digitized records have been successfully uploaded and stored in compliance with the harmonized filing system. 	3 months after signing contract	
Physical filing to organize files physically and make them easily accessible as fast as possible in hard copy and create space for other usage.	<ul style="list-style-type: none"> - A structured approach to physical filing for easy retrieval. - A reference document outlining the new filing structure. - A before-and-after analysis showing how space has been optimized. 	4 months after signing contract	30%
To organize electronic files for faster retrieval, accessibility and sharing	<ul style="list-style-type: none"> - A document detailing folder hierarchy, naming conventions, and file categorization. - A report on tests conducted to ensure efficient retrieval of electronic files. 	5 months after signing contract	
To allow the accessibility of the file remotely, not in the ministry premises.	<ul style="list-style-type: none"> - A document outlining user roles, access levels, and security measures. - Training materials for users on how to access files remotely. 	7 months after signing contract	40%
Sorting of documents according to chronology and provenance	<ul style="list-style-type: none"> - A structured report detailing how documents have been arranged by chronology and provenance. - A comprehensive list of sorted files categorized accordingly. 	9 months after signing contract	

5. Reporting

The agency will appoint a focal person responsible for working closely with the MINEDUC and UNICEF focal points to ensure the timely delivery of all specified deliverables. This individual will act as the primary point of contact, overseeing the coordination of efforts to track progress, address challenges, and facilitate the smooth implementation of the assignment. Regular progress reports will be provided by the focal person, outlining the status of the deliverables, identifying any obstacles encountered, and detailing the steps taken to resolve them, ensuring clear and effective communication among all parties involved.

The consultant will work under the leadership of MINEDUC, in collaboration with UNICEF, to achieve the listed outputs. The consultant will submit progress updates to both MINEDUC and UNICEF, alongside completed deliverables as outlined in section 3.

6. Project Management

The Consultant will be contracted by UNICEF, and report to MINEDUC as well as UNICEF Rwanda.

7. Location and duration

The work on this assignment will be carried out in Rwanda, in the Ministry of Education under supervision of MINEDUC focal person. The expected duration of this assignment is Nine (9) months.

8. Payment Schedule

Payment will be made to the consultant as per scheduled presented in Section 3 with the approval of MINEDUC on the progress of the works.

9. Qualifications

The bidder should have the following key personnel:

1. A Project Manager

- Must have a master's degree in information technology or library and information sciences.
- Minimum 5 years of experience in Systems Installations and Analysis
- Must have Installed at least three EDMS system (Installed Alfresco system preferably in a Recognized institution)
- Must be familiar in system installations on Linux platform.

2. Lead Archivist/ Librarians

- Must have a university Degree in Library and Information Sciences OR other related fields,
- 5 years of experience in formulation of records management policies (file plans and retention schedules) capable of setting up a filing system for both hard and electronic.
- Demonstrated CV in setting up Archives and libraries.

3. Archivist/System data clerk supervisor

- Minimum a bachelor's degree in library and information sciences,
- Minimum 2 years of experience in scanning, indexing, and Uploading
- The bidder should have at least the experience of 5 years working in archival management and electronic filing systems;

Company experience:

- The consultancy firm should have at least six (6) years in implementation of physical filing and digitization.
- Must provide proof of at least 3 certificates of good completion or valid contracts of similar assignment from a public institution verifiable.

10. Evaluation Methodology

(a) Technical Proposal:

The consultants should submit a Technical Proposal that should include, but not limited to:

- Firm's registration certificate;
- Two latest audit reports;
- Financial details including annual turn-over (in RWF) for the past 3 years;
- Firm's organization and experience (including title of the assignment, name of the client, year and duration, scope of the assignment, outcome of the assignment, and reference/contact person's name, email and telephone);
- Comments and suggestions on the terms of reference;
- Methodology and work plan for performing the assignment;
- Team Composition and task assignments;
- CVs for proposed professional staff (name, date of birth, years with the firm, total years of experience, nature of experience in this firm and others, education/other trainings and knowledge of local languages);
- Time schedule for professional staff;
- Activity (work schedule);
- Any dependencies or assumptions; and
- Copies of at least two reports or samples of previous tasks like these under these terms of reference undertaken by the consultancy firm.

The submission should be clearly labelled/written "*Request for Proposal –Upgrading and maintaining the archives for the Ministry of Education - Technical Proposal*".

(b) Financial proposal

The Financial bid should comprise an indication of the full cost of delivering the task. The Financial Bid should include breakdown of professional fees/remuneration, reimbursables and miscellaneous expense etc (see Annex-1 for the suggested template). The submission should be clearly labelled/written "*Request for Proposal – Upgrading and maintaining the archives for the Ministry of Education - Financial Proposal*". The currency of the bid shall be in USD or RWF but only in RWF for local companies.

(c) Assessment processes of submitted proposals:

After the opening, each proposal will be assessed first on its technical merits and subsequently on its price. Responses deemed not to meet all the requirements listed above will be considered non-compliant and rejected at this stage without further consideration. Failure to comply with any of the terms and conditions contained in this ToR, including provision of all required information, may result in a response or proposal being disqualified from further consideration. The evaluation will be done jointly with MINEDUC and UNICEF Team. Final decision on the evaluation/proposal assessment will rest with UNICEF.

(d) Evaluation of technical proposals

The technical proposals will be evaluated as per the below evaluation criteria:

Technical Proposal		
No.	Criteria	Max. Points
1.0	Overall response	5
	(i) Overall clarity and completeness of the proposal.	2
	(ii) Overall concord between the RFP requirements and the proposal	3
2.0	Proposed Approach, Methodology and Workplan	30
	(i) Adequacy of the proposed implementation approach/ methodology	15
	(ii) Structure of the team to be deployed for the assignment	5
	(iii) Workplan	5
	(iv) Monitoring and coordination mechanism	5
3.0	Organizational Capacity	35
	(i) Organizational expertise and experience in works of similar nature and complexity completed over a minimum of six (6) years	5
	(ii) Qualifications and competence of the key staff	30
Total		70

Only proposals which receive a minimum of 49 points under the technical evaluation will be considered technically compliant and be eligible for the second phase (financial review).

(a) Evaluation of financial proposals

The total amount of points allocated for the price component is thirty [30]. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price e.g.

$$\text{Max. Score for price proposal} * \text{Price of lowest priced proposal}$$

$$\text{Score for price proposal X} = \frac{\text{-----}}{\text{Price of proposal X}}$$

(b) Final computing of proposal score

Total proposal scores will be consolidated as follows:

Evaluation of proposal	Maximum points
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Technical evaluation of proposals	70
Cost / Financial proposal	30
Total	100

The proposal with the best overall scoring, composed of technical responsiveness, merit and price, will be recommended for approval. UNICEF will notify the selected firm/institution by email when the evaluation and award process is completed.

11. Supervision

The consultant will work under the joint supervision by MINEDUC and UNICEF Rwanda Education Section.

12. Confidentiality

Unless otherwise specified, the consultant shall keep confidential all information and documentation being shared by MINEDUC, UNICEF and partners.

13. Contract management and administrative matters

UNICEF will issue the contract and pay the consultants, based on the terms agreed in the contract and after the approval of the deliverables by MINEDUC.

The consultant will be responsible for all logistical arrangements associated with this contract including expenses such as international and local travels, visas, banking/cash services, or office space and equipment (including computers and photocopiers) shall be under the responsibility of the consultant.

14. Policy issues

- (i) No contract may commence unless the contract is signed by both UNICEF and the consultant.
- (ii) The consultant will not have supervisory responsibilities or authority on UNICEF budget; and
- (iii) UNICEF will conduct reference checks (persons/institutions) for feedback on services provided by the bidder.

1. Endorsement

Prepared by:	Reviewed by:	Approved by:
Signature:	Signature:	Signature
Date:	Date:	Date:
Name: Charles Avelino Title: Chief Education	Name: Denis Mupenzi Title: Supply and Logistics' Specialist	Name: Murtaza Malik Title: Deputy Representative OIC

