Request for Proposal, RFP/2018/1140

Annex A

Terms of Reference for
UNHCR ICT Project Support
Services Agreement

United Nations
High Commissioner for Refugees

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1 Introduction

1.1 Introduction to UNHCR

The U.N. General Assembly established the Office of the United Nations High Commissioner for Refugees (UNHCR) in 1950 to provide protection and assistance to refugees. Today, UNHCR is one of the world's principal humanitarian agencies. It has more than 10,000 staff helping 65 million people in more than 130 countries. For more information, please see http://www.unhcr.org/.

1.2 Proposal Background

The purpose of this Request for Proposal (RFP) is to establish a Contract with a Service Provider to deliver ICT project support and engineering services in support of the development of UNHCR's Information Communications and Technology (ICT) solutions.

The initial period of this MSA will be for three years, extendable for two additional one-year periods (i.e., 3+1+1). This RFP invites potential bidders to submit a proposal for ICT Project Support resources and services which will meet UNHCR's initial objectives.

It is strongly recommended that this document be read thoroughly. Failure to observe the procedures laid out in this document and the covering letter may result in disqualification from the evaluation process.

1.3 Objectives

1.3.1 Organizational Context

The Division of Information Systems and Telecommunications (DIST) provides Information and Communication Technology (ICT) services, playing a vital role in supporting UNHCR's mission.

DIST is responsible for the maintenance, evolution and support of UNHCR's ICT systems, including developing the organization's strategic ICT direction and supporting the related ICT project initiatives. DIST provides ICT services and support to meet the needs of all Divisions, Bureaux and Field Offices within the organization while ensuring that necessary governance mechanisms are in place and standards are adopted and adhered to.

> The Service Provider will provide dedicated on-site ICT Project Support and Engineering Services staff augmentation resources to one or more ICT projects – primarily based in Geneva, Switzerland; Copenhagen, Denmark; and/or Amman, Jordan – with oversight provided by the DIST Senior Portfolio Management Officer in Geneva.
> (The Service Provider may also optionally offer off-site resources, although this is not required.)

1.3.2 Operational Context

UNHCR's primary purpose is to safeguard the rights and well-being of refugees (also known as Persons of Concern, or PoC). UNHCR's Strategic Directions are aligned with this overarching objective.

On an ongoing basis, UNHCR invests in ICT projects that are designed to support the organization's Strategic Directions. The current project portfolio is estimated to include between $10M - $20M in ICT-based solutions annually. Some of the key ICT solution areas where DIST is contributing to and/or supporting UNHCR include the following:

a) Solutions for People of Concern (PoC), aka Refugee Systems

b) Reliable Connectivity

c) Collaboration Tools and Techniques

d) Internal & External Knowledge Sharing

e) Solutions for Efficient Processes

f) Data Privacy and ICT Security

> The Service Provider may be requested to provide Project Support and Engineering Services staff augmentation resources across any or all of the above categories of ICT projects.

In order to provide more effective and successful delivery of ICT projects, UNHCR has developed its Project Management Lifecycle (PMLC), which provides a structured process and a clear governance model for UNHCR's ICT projects, enabling them to deliver successfully while remaining on schedule and within budget. The Service Provider will be expected to closely adhere to the principles and processes of the PMLC, under the guidance of the Senior Portfolio Management Officer.

1.3.3 RFP Objectives

This Request for Proposal is intended to give potential Service Providers the necessary information to enable them to submit proposals in the required format and timescale that best meet UNHCR's objectives.

In addition, it describes how such proposals will be evaluated and sets out the way in which any necessary communications between potential providers and UNHCR should be handled. UNHCR is not seeking a compilation of standard materials and marketing collateral; relevance and quality, rather than quantity, should be considered while proposals are being assembled.

> The Bidder is requested to provide proof of capacity in each of the technical areas described in Section 3, as well as a "rate card" for their proposed daily rate pricing per resource, differentiated by on-site vs. off-site rate (if applicable).

2 Current UNHCR ICT Environment

2.1 UNHCR Landscape

UNHCR staff work in 130 countries around the world, from major capitals to remote and often dangerous locations. About 7% of staff are based at the Geneva, Switzerland headquarters. Along with the Global Service Centers in Budapest, Copenhagen and Amman, these people provide support for the rest of UNHCR, including key administrative functions. Around 87% of staff are based in "field" locations. The span of UNHCR locations is shown in Figure 1.
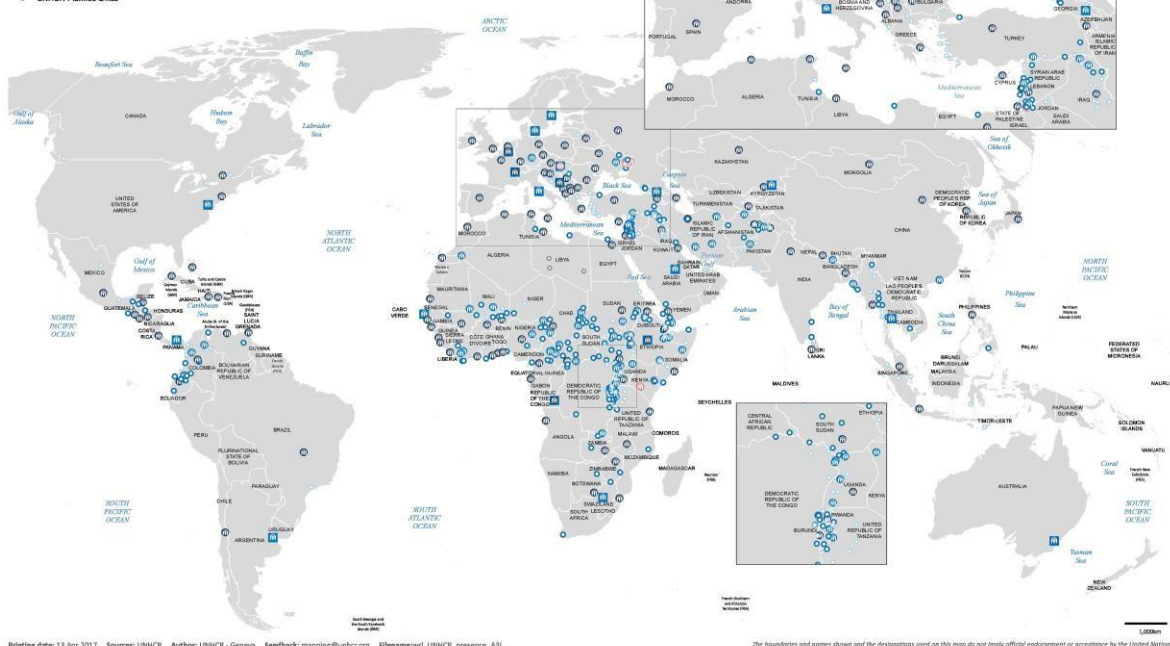
Figure 1 – UNHCR Worldwide Locations UNHCR's ICT Assets in scope are distributed globally across over 130 countries, and can be summarized as follows:

- 16,000 users, with the large majority located in field operations
- 16,000 Microsoft Windows Workstations, and additional mobile and personal devices used by UNHCR users
- 30,000 networked devices, across LANs in over 550+ field sites
- 750 central servers, distributed between corporate data centers and cloud service providers
- 2,000 field servers distributed across 350+ field sites, of which 600+ containing confidential data
- 6 critical and 40 less critical corporate applications
- 10+ regional or local critical applications

- 15Gbps of dedicated Internet bandwidth, distributed across all sites
- 300Mbps of dedicated VSAT bandwidth for deep field locations

2.2 DIST Organization

The Division of Information Systems and Telecommunications (DIST) provides Information and Communication Technology (ICT) services, playing a vital role in supporting UNHCR's mission. DIST is responsible for the maintenance, evolution and support of UNHCR's ICT systems, including developing the organization's strategic ICT direction and supporting the related ICT project initiatives. DIST provides ICT services and support to meet the needs of all Divisions, Bureaux and Field Offices within the organization while ensuring that necessary governance mechanisms are in place and standards are adopted and adhered to.

The DIST organization is comprised of the CIO and Director's Office, and three primary Service areas, as shown in Figure 2.
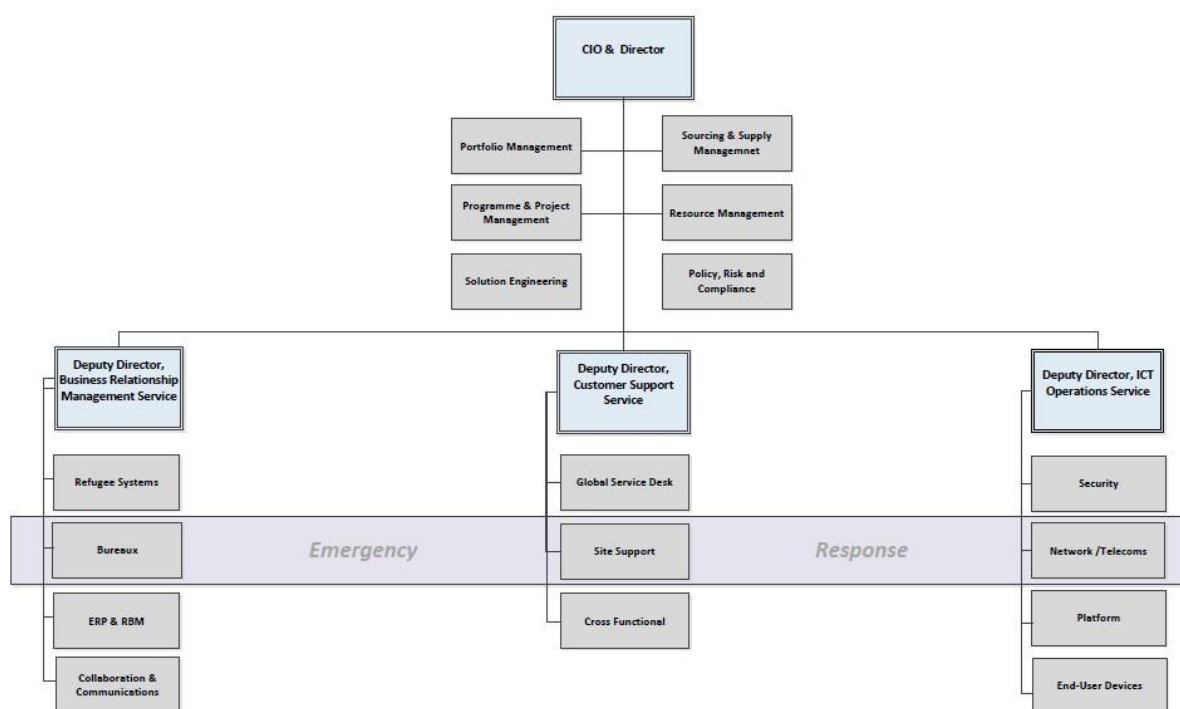
Figure 2 - DIST Organizational Structure

a) CIO & Director's Office

Led by the Chief Information Officer (CIO) and Director of DIST, this office is responsible for providing leadership and support in information and communication technology for UNHCR worldwide. The CIO is responsible for technology strategy and planning, performance and results, policy formulation, investment planning and oversight, project management, architecture and solutions engineering, compliance and audit coordination, supplier relationship management, and resource management.

The Director is supported by five sub-functions: (i) Resource Management; (ii) Sourcing and Supply Management; (iii) Portfolio Management Office (PMO); (iv) Solution Engineering; and, (v) Policy, Risk and Compliance.

b) Business Relationship Management Service

Led by the Deputy Director, Business Relationship Management (BRM), this Service is responsible for partnering with the Divisions and Bureaux who are the beneficiaries of DIST services to ensure that the services provided by DIST are fit for purpose and meet the ICT support needs of the organization. The staff members of the BRM Service focus specifically on building strategic partnerships with the Divisions and Bureaux which result in enhanced use of ICT to support and improve UNHCR's operations in the Field and in Headquarters.

c) Customer Support Service

Led by the Deputy Director, Customer Support Service, this Service has overall responsibility for the provision of quality ICT services to the UNHCR user community. The service liaises with external Managed Service Provider(s) to ensure an understanding of the requirements and that service delivery meets the agreed standards. The Customer Support Service includes the Global Service Desk, specific Site Support, and other Cross Function activities (i.e., change management, asset functions and configuration management).

d) ICT Operations Service

Led by the Deputy Director, ICT Operations, this Service has overall responsibility to design, deliver and maintain the common ICT Infrastructure which is the foundation of all services provided globally by DIST. This service covers the underlying Platform as a Service (PaaS) and Infrastructure as a Service (IaaS) offerings provided via external third parties and UNHCR's Infrastructure and Communications Managed Services Providers. Located primarily in Amman, Jordan, the Service manages the operational (day-to-day) interaction with the various service providers through the service delivery management process. The Service also provides support to both infrastructure and applications projects through participation of its staff resources in the various project teams, in the provisioning of ICT infrastructure in support of the projects, and in the coordination of all related changes to common ICT infrastructure.

3 ICT Project Support Service Requirements

3.1 Services to be Provided

3.1.1 Service Description

UNHCR is seeking the support of a Service Provider to deliver <u>ICT Project Support and Engineering Services staff augmentation human resources supporting ICT Project delivery</u>, including Project Managers, Project Control, Test Engineers, Business Analysis and Solution Engineering.

The staff augmentation resources will be responsible for providing day-to-day support to the assigned Project team(s) in their respective areas of subject matter expertise. The staff augmentation resources are expected to fully adhere to UNHCR's Project Management Lifecycle and ICT Governance methodologies, and will report to the DIST Senior Portfolio Management Officer as well as to the relevant Business Relationship Officer.

Resources should be available to work on-site in one of Geneva, Switzerland; Copenhagen, Denmark; and/or Amman, Jordan. The Bidder may optionally also propose an off-site option.

Bidders should provide fully inclusive daily rates, categorized by location – specifically including Geneva, Copenhagen, Amman and (optionally) off-shore – and indicating rate differences for periods of less than 30 days, between 30 to 99 days, and 100 days and over.

3.1.2 Resource Requirements

This section provides details on the Responsibilities and required Skills/Experience for each of the types of ICT Project Support and Engineering Services resources requested:

- Project Manager
- Project Control
- Business Analyst
- Solution Engineer
- Test Engineer

3.1.2.1. Project Manager

- Responsibilities:

  • Provide leadership and coordination to one or more project teams, including internal technical resources, business partners as applicable, and external resources at all stages of the project cycle process including initiation, planning, and development:
    o Manage day-to-day activities of the project team(s) to ensure each project remains on schedule and on budget, as well as create, maintain and track project plans and schedules, cost estimates and problem logs throughout the life of the project;
    o Coordinate key activities highlighting risks and dependencies throughout the project(s) and executing appropriate corrective or mitigating actions following established project management methodology, tools and best practices;
    o Identify and resolve risks in a timely manner and escalate to Project Steering Committee when necessary;

- Lead, guide and motivate project team members while resolving internal conflicts and supervising the implementation of ICT projects;
- Work effectively with the Senior Portfolio Management Officer to ensure that good governance is in place for all assigned projects and the UNHCR PMLC processes and deliverables are completed as required;
- Provide regular updates and reports to the project team and Project Steering Committee.

- Skills and Experience:

- University degree in computer sciences, mathematics, engineering, or related discipline;
- Professional training and/or certifications in a recognized project management methodology such as PRINCE2 or PMP;
- Extensive experience managing the successful delivery of large, complex, global ICT projects to the satisfaction of customers and end users, with demonstrated success and ability to manage scope, schedule, budget and risks in leading the implementation and rollout of large projects;
- Demonstrated experience with global deployment and implementation of ICT systems and solutions:
  o Experience working with globally disbursed customers in an international organization context;
  o Experience in managing remote ("off-shore") suppliers and vendors to deliver against agreed schedules, deliverables and cost commitments;
- Extensive knowledge and expertise in project management methodologies, tools, and best practices such as those defined by the Project Management Body of Knowledge (PMBOK) and/or PRINCE2.
- Demonstrated leadership abilities, especially as it pertains to matrix management and team building, and leading others in an integrated team environment;
- Problem-solving, negotiation, and decision-making skills to influence management, as well as internal and external partners;
- Demonstrated ability to manage complex requirements, ensuring that the appropriate balance is achieved between cost and functionality for multiple stakeholders;
- Proven experience working in large, complex, international organizations;
- Excellent verbal communications and executive-level presentation skills;
- Excellent written and spoken English.

3.1.2.2. Project Control

- Responsibilities:

- Work closely with project managers to provide Quality Assurance of PMLC deliverables for large-scale ICT projects, ensuring that:
  o Projects in the Portfolio Management Office (PMO) portfolio deliver when required, complete and to high quality, all documentation and reviews as mandated by the UNHCR PMLC;
  o Missing or low quality project deliverables are resolved in a timely and effective manner, and escalated, if necessary, to the Senior Portfolio Management Officer or other senior managers.

- o Project meetings occur as specified in UNHCR ICT governance guidance and are well minuted;
  - o Project managers monitor and close action items in a timely fashion.
- Provide financial and administrative support to the PMO and to the individual Project Managers leading projects in the DIST Portfolio, including:
  - o Maintaining the financial information (budget vs. actuals) for the project(s), and inform the Project Manager(s) -- and PMO -- of any issues or discrepancies;
  - o Tracking the status of supplier purchase orders, requisitions and invoices;
  - o Attending key project meetings and produce detailed, comprehensive meeting minutes;
  - o Assisting the Project Manager(s) in preparing for project meetings, including the preparation of presentations, action item lists and other documentation;
  - o Assisting the Project Manager(s) in maintaining the project plan, including accurate and up-to-date tracking of schedule, risks and issues;
  - o Assisting the PMO and Project Manager(s) on portfolio and project communication activities, including planning and executing change management activities;
  - o Assisting the PMO and Project Manager(s) in liaising with Business Owners and the rest of the project teams, including scheduling meetings and planning team/project activities.cost/schedule/risk management, performance measurement and capital planning for project investments as directed by the ICT Governance Board.

- Skills and Experience:

  - University degree in ICT, project management, business administration or related subject;
  - A minimum of three (3) years of experience, of which at least two (2) should be as a Project Manager, Project Coordinator and/or Portfolio Management Officer;
  - Experience in providing Quality Assurance of ICT project deliverables, such as business cases, project plans, business processes, business requirements, test plans and test reports;
  - Experience with portfolio/project management, monitoring and reporting;
  - Financial management experience, including tracking of budget vs. actuals for projects and/or departments;
  - Experience producing high-quality written documentation in English, such as meeting minutes and project reports;
  - Professional training and/or certifications in a recognized project management methodology such as PRINCE2 or PMP;
  - Experience working in large, complex, international organizations;
  - Highly detail-oriented, with a proven ability to ensure quality and rigor in products and processes;
  - Excellent written and verbal communications skills;
  - Excellent written and spoken English.

3.1.2.3. Business Analyst

- Responsibilities:

  - Conduct information gathering with stakeholders to define and document their objectives, strategies and priorities;
  - Assist in developing, writing and presenting business cases to all stakeholders and assist in gathering data to support them;

- Document current business processes;
- Assist in business process re-design and in documenting both the "as-is" and "to-be" models and business processes;
- Identify watch items for risks;
- Assist in not only identifying issues and problems but also in solving them;
- Capture and assess stakeholders' requirements using a structured process of gathering, analysing and documenting them as well as managing changes;
- Communicate the documented requirements to relevant stakeholders and develop functional and non-functional requirements for implementing a technical solution;
- Assist in reviewing the development of the technical solution;
- Develop test plans and user test cases based on the requirements and assist in validating the test results;
- Ensure that all aspects of the technical solutions are adequately tested;
- Ensure that knowledge transfer is carried out for relevant teams;
- Assist in developing the appropriate communication to relevant parties as a result of change.

- Skills and Experience:

- University degree in computer sciences, mathematics, engineering, or related discipline;
- Extensive ICT experience in business analysis and/or solutions engineering;
- Professional training and/or certifications in recognized business analysis techniques and solutions engineering methods;
- Experience with enterprise-wide mission critical systems such as ERP (Enterprise Resource Planning Software) and CRM (Customer Relationship Management);
- Proven ability to document business processes and use case scenarios using UML or other generally accepted modelling methods;
- Proven ability to document functional and non-functional requirements using industry standards and generally accepted modelling methods using standard tools;
- Demonstrated experience working with business partners, understanding business concepts, knowledge of business procedures and applying technical solutions based on standard industry practices;
- Experience and working knowledge of ITIL processes;
- Ability to read and comment on test plans and test matrices, project plans and scope and design documents;
- Thorough experience with the IT Software Development Life Cycle (SDLC);
- Familiarity working with Agile/Scrum methodologies;
- Proven experience working in large, complex, international organizations;
- Excellent verbal communications and executive-level presentation skills;
- Excellent written and spoken English.

3.1.2.4. Solution Engineer

- Responsibilities:

- Ensure that business analysts capture and document business needs into functional requirements;

- Work closely with technical leads to capture and document non-functional (i.e. technical) specifications;
- Translate business requirements and technical specifications into a high-level design specifications for software development or acquisition, taking into account UNHCR's technological direction, information architecture, and security and control requirements;
- Ensure that architectural and design documents, including solution options and recommendations, are documented and presented to the Architecture Review Board for endorsement;
- Ensure that test plans are designed to meet functional and non-functional requirements and that test results are aligned with business objectives and result in fit-for-purpose solutions;
- Identify appropriate performance level targets for the system during the project phase;
- Participate in production "go/no go" decisions with respect to certifying that solutions are production-ready and fit-for-purpose;
- Participate in the transition to production handover phase to business-as-usual teams with respect to ensuring the solution is well documented and that support teams have updated knowledge bases;
- Provide business-as-usual third-level support for critical incidents when necessary;
- Oversee the solutions engineering process for significant enhancements performed by the business-as-usual team;
- Oversee and direct the work of solution engineering consultants when assigned to activities under area of responsibility;
- Develop and maintain a lifecycle roadmap for the systems, including upgrades, replacement and retirement of systems and services;
- Lead and conduct vendor analysis and proof-of-concepts for new technologies/solutions;
- Present recommendations to update technology standards to the Architecture Review Board for endorsement.

- Skills and Experience:

  - University degree in ICT or related subject;
  - Extensive ICT experience including at least significant recent experience in solutions engineering;
  - Proven experience engineering solutions for enterprise-wide mission critical systems such as ERP (Enterprise Resource Planning Software), CRM (Customer Relationship Management), Enterprise Content Management, Enterprise Collaboration Platform, Enterprise Business Intelligence Platform;
  - Deep understanding of application integration methodologies and practical experience in analysing the interactions between applications in a complex portfolio and designing strategies to simplify the integration methods, both internal and external;
  - Proven ability to develop solution documentation for business and functional requirements using industry standard and generally accepted modelling methods using standard tools;
  - Demonstrated experience working with business partners, understanding business concepts, knowledge of business procedures and applying technical solutions based on standard industry practices;
  - Experience overseeing the development and execution of test plans and test matrices, project plans and scope and design documents;
  - Demonstrated experience driving technology solutions from design through implementation leveraging cross-functional teams comprised of staff, vendors, outsource partners, and contractors across multiple locations;

- Strong teamwork and interpersonal skills, as well as the ability to work as part of a matrixed team, ensuring good collaboration and results;
- Experience leading a matrixed team to ensure collaboration and effective operations;
- Ability to influence, manage, and lead negotiations with internal and external partners and stakeholders;
- Ability to communicate effectively with technical and non-technical audiences, including the ability to express complex technical and business concepts to all management levels, peers and the business units;
- Understanding of how IT affects an organization and the ability to link it to business processes;
- Excellent analytical and conceptual skills;
- Fluent in written and spoken English.

3.1.2.5. Test Engineer

- Responsibilities:

  - Develop, implement, maintain and enhance test plans, test scripts and test methodologies to ensure compliance with system specifications;
  - Work closely with solution engineers, business analysts and/or software developers to develop test specifications and build test cases to rigorously test product functionality and investigate all potential product test failures;
  - Review and provide feedback on functional requirements;
  - Develop, maintain and execute test scripts and scenarios for functional, integration, and load testing for responsible areas;
  - Provide verification and validation of defect fixes;
  - Provide status reporting of test progress in projects s/he is involved in;
  - Support User Acceptance Testing (UAT);
  - Evaluate and implement new tools and frameworks for QA as needed;

- Skills and Experience:

  - University degree in ICT or related subject;
  - Extensive experience with functional/regression/integration testing, test plan and test case design, maintenance and execution experience;
  - Proven understanding and hands on experience with QA processes and methodologies;
  - Experience with designing and developing test cases based upon system specifications documentation;
  - Experience with QA testing on Web/database/application server-side and browser-based application environments;
  - Knowledge and hands on experience using testing tools for requirement traceability, test cases, test execution and defect management;
  - Demonstrated knowledge of SDLC;
  - Experience with test automation, specifically Selenium automation tool, is preferred;
  - Strong verbal and written communication skills;
  - Fluent in written and spoken English.

4 Instructions for Bidders – Technical Proposal

Bidders who are interested in providing the ICT Project Support staff augmentation resources described herein are requested to submit Proposals (with the associated commercial terms in Section 5) covering the areas described below.

The Technical Proposals will be evaluated in two main areas:

- Company Assessment

- Service Delivery Assessment

Please reply using the same section headings giving precise answers to the following questions.

4.1 Company Assessment

The Company assessment is based on the profile, financial stability, commercial experience, track record, reference accounts and development of human capital. The Bidder's ability to deliver the specified services and skills in a timely manner will be a major part of the assessment process.

4.1.1 Company Profile and Background

Provide the background of your company, including an overall summary experience relevant to the services requested as part of this RFP (more details will be requested starting in Section 4.1.3).

4.1.2 Financial Stability

The Proposal must outline long-standing history in the marketplace, a viable business model and continuously sound financial results. Please provide the following financial information:

- Summary financial statements (Operating Statement and Balance Sheet) for the last 3 years.

4.1.3 Management and Human Capital

The quality of the Management's vision and execution of this vision to improve the quality of staff must be outlined including:

- **Staffing Levels**

  The capacity of the Bidder to deliver the required staff augmentation resources is paramount. Therefore:

  a) How many employees do you have (world-wide, by location, etc.)?
  b) How many employees do you have for each of the resource profiles in Section 3.1.2 (please include an Excel spreadsheet in soft copy as part of the technical proposal)?

- **Human Capital**

  The quality of the Bidder's staff is also critical. Therefore:

  c) Please describe the hiring, training and mentoring processes which you have in place.

d) How do you develop competencies in your staff?
e) How do you manage knowledge development?
  o Please describe your knowledge management infrastructure and how knowledge is shared amongst your employees.
f) What is the retention level of staff? What is your staff retention strategy?

- **Certification Programs**
  g) Do you have ISO 9000, SEI CMM or other relevant and internationally recognized process certifications?
    o What level and did an independent company perform the certification?
    o How are employees made aware of these certifications and what is their involvement in these programs?
  h) Which other certifications do your staff possess (e.g. Program Management, Project Management, Service Management)?
    o What percentage of relevant staff have these certifications?
  i) Is there an internal skills certification program?

4.1.4 Customer References

Please provide at least <u>five (5) detailed examples of customers</u> for whom you have delivered the requested types of services (on-site staff augmentation resources) in the last three (3) years.

If applicable, please highlight international organizations and/or UN organizations for which you have delivered these resources and services.

Some areas of detail to include in each example (this is a non-exhaustive list, please provide additional information that you deem relevant) are:

a) What are/were the exact resources provided?
b) What is the average size (revenue, man days, details of profiles of resources allocated, etc.) and type of project?
c) How is/was the engagement structured and how did your staff engage with the customer staff?
d) Is/was the engagement successful? In what way did you measure success of the delivered services?
e) Is the engagement still on-going; if not, why not?

Please provide supporting information for each example, along with reference contact information. UNHCR reserves the right to contact these references without prior notification to the Bidder.

4.1.5 Relationship Management

Please describe how you develop strategic partnerships, which provide added business value, reduced costs and other benefits. Provide at least one case study example.

4.1.6 Global Reach

- **Locations/Resources**

This contract is for resources primarily at UNHCR Headquarters in Geneva, Copenhagen and Amman. However, UNHCR may at times require Project Managers, Business Analysts, etc. services/resources to be on-site outside of those locations, in particular in Budapest and/or other UNHCR locations.

Therefore, please address the following questions:

a) Please describe your resource capacity specifically for the main UNHCR locations (Geneva, Copenhagen, Amman).
   a. Please describe the availability of your resources in other geographical regions (particularly Europe) as well as references from each of those regions, where possible - including your ability to obtain the necessary visas and work permits promptly so as to have staff on-location with minimal delays.
   b. What is the profile of resources in each of these locations?
b) Optionally, please describe your off-shore resource capacity.
   a. If multiple off-shore locations are proposed, please identify the locations, the benefits and drawbacks of each one.

- **Work Permits**

   The Bidder will be fully responsible for visa/permit applications. Unreasonable delays in having staff on-site due to permit/visa issues will be considered as grounds for cancelling a Statement of Work. Repeated problems and delays with engaging resources will be considered as grounds for termination of the MSA.

   Therefore, please address the following questions:

c) How large is your resource base of staff that are available to work in the main UNHCR sites of Geneva, Copenhagen and Amman <u>without</u> permit/visa clearance (as distinct from staff already in those locations)?
   1. Do you have the capacity to obtain visas in a timely manner for additional onsite resources in these locations? Please provide conclusive proof of ability to obtain necessary permits/visas for onsite resources, especially for Geneva and Copenhagen, with minimal delay.
d) Please provide examples of recent permit/visa application approval times for short- (<30 days) and long-term (> 30 days) projects in as many of the main UNHCR locations as possible.

4.2 Service Delivery Assessment

The Service assessment is based on functional and technical capabilities meeting the requirements as described in Section 3.1.2. Services pertaining to this RFP as well as other outsourcing services and consultancy capabilities are to be described. In particular, the proposal must describe the flexibility of the service offerings and how they could be tailored to UNHCR's specific needs.

4.2.1 Staffing/Resource Requirements

- **Delivery Capacity**

Please give specific details on your expertise and capability to deliver <u>each</u> of the services listed in Section 3.1.2:

   a.   Project Management
   b.   Project Control

c.   Business Analyst
d.   Solution Engineer
e.   Test Engineer

- **Resource Evaluation**

Please provide resumes of at least <u>three</u> (3) individuals you would propose to deliver <u>each</u> of these services. Please only include potential staff that are, or will be, currently available to UNHCR; do not include staff who are not currently employed by you.

4.2.2 Service Level Metrics

a) How do you plan to manage the relationship with UNHCR and ensure prompt, effective support?
b) How do you plan to commit to providing quality staff augmentation resources to UNHCR?
c) How do you plan to ensure the quality of their work for UNHCR?

4.2.3 Uniqueness

Please indicate what distinguishes your company and/or your approach from other Bidders, and how this would benefit UNHCR. This is your opportunity to highlight qualities that are not covered in the other sections.

5 Instructions for Bidders – Commercial Proposal

5.1 Manner of submission

The manner of submission of the commercial proposal is outlined in the covering letter to this RFP.

5.2 Sales Engagement Process

The Proposal must outline the sales engagement process, including the following elements.

5.2.1 Contractual Terms

The Bidder is expected to accept UNHCR's standard "Terms & Conditions for the provision of Services" as provided as an Annex to this RFP.

5.2.2 Fee Structure and Price

Please note the following in preparation of your Bid:

1. The Service Provider is expected to provide the cost structure for each of the dedicated staff augmentation roles as specified in Section 3.1.2, to include:

   a. Fully inclusive daily rates ("rate card") for each role, and in each of the specified on-site locations (Geneva, Copenhagen, Amman).
   b. Optionally, fully inclusive daily rates ("rate card") for each role provisioned off-shore.
   c. Differentiating (if applicable) between engagements for periods of less than 30 days, between 30 to 99 days, and 100 days and over.
   d. Differentiating (if applicable) between junior-level and senior-level resources.

2. Specify the currency used. For comparison purposes, all amounts will be converted into US dollars using the prevailing UN rates of exchange.

3. The Proposal must outline the proposed Contract process including the typical terms under which resources are deployed.

Please note that the cost of the different components of the proposal is an important and influential factor of the bid and will be weighted accordingly. The specific costs should be set forth in the Commercial Proposal.

Please fill out the table provided as an Annex to this RFP and include the Excel spreadsheet in soft copy as part of the commercial proposal – DO NOT include this information in the technical proposal.

6 Additional information

6.1 Evaluation of Proposals

The process and deadlines for the RFP evaluation is outlined in the covering letter that accompanied this document. Please refer to and follow strictly the instructions in that letter. Failure to do so may result in your submission being eliminated or disqualified.

Your proposal will be evaluated from a technical and price perspective. Proposals that do not comply with the submission guidelines or which clearly do not meet the minimum technical requirements may be eliminated and not fully evaluated.

After the initial evaluation of materials provided, up to three (3) finalists will be identified and may be invited to give a face-to-face presentation of the submission to the evaluation panel. This presentation can be on-site in Geneva or via videoconference link.

6.2 Term of Contract

UNHCR anticipates entering into a Contract with the Service Provider for three years, extendable for two additional one-year periods (i.e., 3+1+1). Re-tendering can be expected at the end of the third year of the contract or prior to end of a renewal term of the contract. The successful Bidder(s) should not assume that the contract will be renewed without retendering.

6.3 UNHCR General Conditions for the Provision of Services

UNHCR's General Conditions for the Provision of Services are included as an Annex to this RFP. By submitting a response to this RFP, you are indicating your agreement with those conditions.

Any Contract signed as a result of this RFP will be subject to the UNHCR General Conditions for the Provision of Services and any individual, consultant, or sub-contractor provided will also be bound to these General Conditions. These individuals will be expected to sign a declaration stating that their employer has made them aware of these General Conditions and any other specific clauses in the contract – in particular, the "declaration of confidentiality" clause.

6.4 UNHCR Vendor Registration Form

UNHCR's Vendor Registration Form is included as an Annex to this RFP. If your company is not already registered as a supplier to UNHCR please ensure that you complete this form and include it as part of the submission.

If your company completed the Vendor Registration Form before January 2010, you are requested to resubmit a completed form to show that you are aware of the revised General Conditions for the Provision of Services and accept them.

6.5 UN Supplier Code of Conduct

The UN Supplier Code of Conduct is attached as an Annex to this RFP. Any partner and their employees engaged with UNHCR will be expected to abide by this Code of Conduct.

6.6 Performance

Work is to be performed to the satisfaction of UNHCR. Performance and payment will be based on monthly management reports and approved individual time reports. There will be an implementation task for the Service Provider and UNHCR to jointly determine the methodology of the methods of measurement, the calculation of performance, and the preparation of regular reports.

UNHCR may require monthly performance reviews to include measurement satisfaction as well as service delivery. Bidders are invited to describe their approach to such reviews with particular reference to resolution of persistent problems, analysis of trends and plans for continuous service improvement.

The Service Provider will ensure that it and its personnel shall perform the Services with the necessary care and diligence, and in accordance with the highest professional standards. The Service Provider will be required to acknowledge and agree that it is entrusted with and has access to confidential and valuable information and data of UNHCR and that, with respect to such information, its will be held to the standard of care of a fiduciary. The services will be performed within the time limits established under the agreement. Where required by UNHCR with respect to particular deliverables, time will be of the essence and the parties will agree to liquidate damages for delay in performance.

UNHCR will have the right to review all work and services performed by the Services Provider. In the event of improper performance, UNHCR will have the right to require remedy by re-performance or other corrective measures. If such remedial measures are not promptly performed or if they fail to remedy the improper performance, UNHCR will have the right to engage third party entities, at the cost and expense of the Service Provider, to perform corrective measures.

6.7 Security Procedures

Non-UNHCR employees may have direct access to sensitive UNHCR information resources. The Bidder shall describe their programs, policies and procedures for ensuring the integrity and confidentiality of UNHCR information resources.

These policies and practices should include, but not be limited to, the following: managing OS access rights, managing passwords, Bidder procedures for their employee's departure, Bidder internal confidentiality agreements with their employees, security policies and practices related to remote management. Please provide a copy of the relevant portions of your Information Security Policy, Procedures, or Standards.

It is also a UNHCR requirement that all Service Provider employees engaged in work with UNHCR sign a Non Disclosure Agreement and the UN's Supplier Code of Conduct prior to commencement of any assignment.

UNHCR stores and processes large amounts of sensitive data about vulnerable individuals and takes very seriously its obligation to protect such data from unauthorized and improper access, use, or dissemination The Service Provider will adhere to UNHCR's Policy on the Protection of Personal Data of Persons of Concern to UNHCR. In addition, as a UN agency and considering its status under international law, UNHCR will not enter into any contract that could jeopardize its position or infringe its privileges and immunities or compromise its rights to deny access to its data to any unauthorized individuals

- If the Service Provider will store POC personal data, it should be a requirement that the UNHCR Special Conditions for Cloud Computing are made part of the final agreement.

- If the Service Provider will be involved in processing POC personal data (even if stored on UNHCR controlled environments), then it should be a requirement that the UNHCR Special Data Protection Conditions are made part of the final agreement.

6.8 Invoices

The selected Service Provider should submit monthly invoices covering the portion of the work that the Service Provider completed during the previous calendar month. Authorized time reports should be submitted with the invoices.

6.9 Payment Terms/Price Policy

6.9.1 Payment Terms

Fees under the Contract will be payable within 30 days of receipt by UNHCR of an invoice issued by the Service Provider, together with a certification by UNHCR that the work covered by the invoiced has been satisfactorily completed and any other documents (including timesheets, time accounting records and acceptance certificates certified by authorized UNHCR personnel) required by UNHCR.

UNHCR may withhold payment if, in the reasonable opinion of UNHCR, the Service Provider has not performed its obligations in accordance with the terms of the Contract. UNHCR and the Service Provider will consult in good faith to promptly resolve outstanding issues with respect to a disputed invoice. If UNHCR disputes an invoice, UNHCR will notify the Service Provider accordingly. Upon resolution of a dispute regarding an invoice, UNHCR will pay the relevant amount (if any) within 30 days from the date of resolution.

UNHCR will have the right, without prior notice to the MSP (any such notice being waived), upon any amount becoming due and payable hereunder to the Service Provider, to set-off any payment, indebtedness or other claim (including any overpayment made by UNHCR or any claim for loss or damage to UNHCR property) owing by the Service Provider to UNHCR hereunder or under any other agreement between the Parties. UNHCR will promptly notify the Service Provider of such set-off and the reasons therefore, provided, however, that the failure to give such notice will not affect the validity of such set-off.

The Service Provider will not be entitled to interest on any late payment or on any sums payable under the Contract, nor to any accrued interest on payments withhold by UNHCR that are subject to a dispute.

6.10 Travel and Missions

It is possible that in completing the tasks specified that the consultants engaged under the terms of this Contract will need to travel to other locations (e.g. other UNHCR duty stations) in addition to being located in Geneva and/or Copenhagen (as applicable). In this case, UNHCR will arrange and cover the costs of any such travel. The contractor will be entitled to the same DSA

(Daily Subsistence Allowance) as UNHCR staff traveling to the same location. The Service Provider will be responsible for any travel authorizations (visas) and vaccinations as may be necessary. However, UNHCR will assist to the best of its ability in acquiring visas and medical clearance.

Any travel requirements will be clearly defined before the terms of the SOW are agreed to ensure that the staff provided for the engagement are available and eligible to travel.