

**Annex A: Terms of Reference
RFP/2019/006**

Request for proposal for

**For the establishment of
Frame agreement for the provision of**

Google Marketing Platform license and related Google Cloud services for

UNHCR Private Sector Partnerships, Digital Engagement Section

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1 Introduction

1.1 Background

The Office of the United Nations High Commissioner for Refugees (UNHCR) was established by the U.N. General Assembly in 1950 to provide protection and assistance to refugees and Internally Displaced People (IDPs). In more than five decades, the agency has helped tens of millions of people to restart their lives. Today, UNHCR is one of the world's principal humanitarian agencies. Its staff of more than 16,765 personnel is helping more than 68.5 million people in more than 138 countries. Staff members work in a diversity of locations and conditions including in our Geneva-based Headquarters (HQ) and more than 300 field locations. For more information, please see <http://www.unhcr.org>.

UNHCR's objective is to raise \$1 billion annually from 5 million donors where 50% of individual giving income (30% of total income) comes through digital channels and up to 25 million supporters in 100 countries raising their collective voice for refugees by 2025.

This ambition is anchored in a digital first strategy where UNHCR looks first for digital opportunities in everything it does, locally and globally.

UNHCR is aiming to boost online contributions to UNHCR globally and amplify voices for refugees to deliver long-term sustainable solutions that provide security, dignity and a future for refugees. UNHCR's global investments will prioritise rapid expansion of digital supporter engagement. Campaigns and online supporters' donations are expected to deliver dramatic and sustained growth of donor recruitment and retention programmes.

UNHCR and the Division of External Relations (DER) within UNHCR is a global organisation, with many regional office communication and private sector fundraising teams working with an array of digital marketing tools and different regional digital agency partners.

Within DER the Private Sector Partnerships Service (PSP) raised approximately \$400 million in 2017 and 70% of this from private individuals. Donations are sought every year for UNHCR's Annual Programme Budget, which includes the support of regular operations. But the agency also launches supplementary appeals throughout the year, seeking extra donations for new emergencies that cannot be forecast in advance.

PSP has two key fundraising programs, individual giving (including Face to Face, DRTV, and Digital acquisition) and Leadership giving (corporates, foundations and major donors). It is actively fundraising in Australia, Brazil, Canada, France, Germany, Hong Kong, SAR China, Italy, Japan, Mexico, the Netherlands, Philippines, South Korea, Spain, Sweden, Switzerland, Thailand, UK, US, MENA (Middle East and North Africa) and exploring new fundraising markets.

- In 2017 UNHCR Private Sector Partnership (PSP) contributed to around 10% of the overall budget of the organization through the fundraising and engagement activities of the global network of six National Partners and several country and regional offices.
- In all UNHCR has private sector fundraising programmes in 30 markets globally. Markets listed in section 1.2.2

1.1.1 Digital Analytics within UNHCR

Digital Analytics encompassing website visitor behaviour, monitoring, analyses and reporting plays an important role in the ongoing feedback loop to optimize UNHCR's online activities towards reaching the overall communications, donations income and supporter base goals. To be able to develop, improve and optimize the digital activities, UNHCR needs to have a system in place to collect data about performance of the digital programmes in detail and monitor, analyse and report on progress and deliver insights for further optimization

Since 2014 UNHCR Private Sector Partnerships Service (PSP) have been using Google Analytics and Google Tag Manager as Digital Analytics platform and as the primary tool to collect data and report on websites user behaviour and performance on behalf of all UNHCR divisions. In 2017 PSP opted for the premium version of Google Analytics: Analytics 360 - and started subscribing to this service in December 2017.

Google Analytics 360 and Tag Manager is managed by the HQ Digital Engagement team based in Copenhagen, Denmark. The Digital Engagement team provides PSP (Private Sector Partnerships) regional teams and the wider organisation with training, strategic and technical support for the digital marketing stack of tools from website development to marketing automation, ecommerce systems, reporting and analytics. Analytics 360 and Tag Manager is managed by two staff supporting nearly 200 users globally.

Google Analytics is the only tool in PSPs digital marketing tool stack that is commonly used by all regional and country offices for all websites, with a unified tracking setup including ecommerce donation tracking for all PSP teams. The Google Analytics setup currently involves over 40 different web domains with each their Google Tag Manager container and Google Analytics property and more than 150 Google Analytics views. We anticipate a steady growth of 2-5 new web sites and Google Analytics entities over the next 3 years.

PSP wants to expand this Google Analytics common setup to the larger Google Marketing Platform suite and Google Cloud tools with a common setup for data storage and access, reporting via PowerBI, A/B testing platform, segmentation and ad-hoc analysis options. We also wish to achieve an open setup that allows for gradually evolving integrations with other digital marketing systems and allowing for regional office differences in the stack of tools that needs integration with a central data storage (the Digital Marketing Data Lake¹). In some regions the donor database systems (CRM) and/or the marketing automation systems are different from the UNHCR HQ supported stack of marketing tools.

Currently the UNHCR HQ supported stack of digital marketing tools are:

- Sales Force Sales Cloud (CRM)
- iRaiser (e-commerce platform and donation page CMS)
- Sales Force Marketing Cloud (email and marketing automation. To be replaced with Selligent 1h2019)
- Google Marketing Platform (UNHCR account has Analytics 360, Tag Manager 360, Optimize free tier)
- Google Ads and Campaign Manager (via media buying agency, In-house UNHCR for Google Ads Grants accounts)
- Proprietary CMS and WordPress CMS.

¹ With "Digital Marketing Data Lake" we mean a less structured data storage in the cloud with selected streams of data from and to the platforms in the digital marketing stack with possible common data ID connectors between the different systems. The setup should be optimized for reporting needs via Power BI and adhoc analysis via SQL querying, R or Python. So, a collection of data in an open platform.

Furthermore, PSP is also seeking to widen our use of the Google Marketing Platform by

- a) Adding more data streams to the Google BigQuery database platform to have the Google Analytics collected data combined with CRM data, E-mail activity data and Social Media campaign data. We have labelled this compiled data pool project as the Digital Marketing Data Lake.
- b) Enable both Global and regional PSPS teams to explore working directly with paid traffic via tools such as Search Ads 360 and Display and Video.

The various data sources in the Digital Marketing Data Lake need to be brought together for use case scenarios like

- Campaign performance reporting. With performance metrics ranging from media cost, impressions and click-through-rates to website sessions and conversion performance. Today this performance reporting is scattered in different systems per digital campaign channel and some are only accessible by media buying agencies.
- Channel Mix analysis including behavior of online donors exposed to off line channels like DRTV or Telemarketing
- Segmentation of visitors, supporters and donors to be used for later communication as segmented audiences in paid media or earned/owned media like email lists or future personalized web pages.
- Machine learning applications. Predictive Modelling for conversion rate optimization or Attribution modelling beyond the similar features in the Google Analytics standard reports.
- With post-acquisition data from CRM and Marketing automation systems we can model retention and lifetime value of online supporters/donors.

Bringing the different digital marketing systems data together in a single place like the Digital Marketing Data Lake will give a fuller picture of individual supporters and donors digital engagement with UNHCR and a more complete view of digital campaigns with both media costs and results saved in a common database format that is dedicated to analysis and reporting and can be accessed by everyone in the organization who either wants to evaluate and analyze campaign performance for further optimization or identify and extract segments and target groups for new communication or fundraising campaigns.

The Digital Engagement team in PSP, UNHCR Headquarters in Copenhagen already have access to Google BigQuery data that includes Google Analytics data from UNCHR external websites with e-commerce capabilities. Within Q1 2019 the team will finish a proof-of-concept project that involves extracting and transforming the raw GA data table to tables that are enriched with meta data, cleaned for errors (bad transactions) and summarized for optimal use for reporting via MS Power BI. The proof-of-concept project includes setting up automated data extracts from Google Ads (cost and clicks) and Sales Force Sales Cloud donor database (validated transactions).

To complete the campaign performance reporting, the Digital Marketing Data Lake need to bring in more data streams from the marketing automation system (email campaign KPIs) and other advertising platforms. And the data extraction, transformation and matching have to be automated. To make use of the combined data for target group building and campaigns the Digital Marketing Data Lake needs to be able to deliver data attributes data back to marketing automation and CRM systems with minimum amount of data loss.

For the longer road map, the data lake should be able to exchange data with other CRM and marketing automation systems used by different UNCHR PSP regional offices.

1.2 Statement of Purpose & Objectives

UNHCR Private Sector Partnerships Service (PSP), Digital Engagement Section (DES) is seeking to enter into a Frame Agreement (FA) with an external digital analytics provider for a twenty-four (24) months period with the possibility of twenty-four (24) months and twelve (12) months extensions, subject to satisfactory performance.

Prices will be fixed for the initial 2 years of the frame agreement and then prices may be reviewed based on the actual market conditions and price adjustments may be implemented based on mutual agreement of the parties. Price adjustments for licensing must be in line with price adjustments from Google and any request for price review must be duly justified.

1.2.1 Objectives are to:

- Secure licensing and support for the Google Marketing Platform and Google Cloud tools in a solution that is available for all UNHCR offices and National Associations. National Associations are regional organisations that perform fundraising on-behalf of UNHCR.
- Enable UNHCR PSP regional offices to test and manage online media buying through the Google tools for ad buying: Campaign Manager, Search Ads 360 and Display & Video 360, by helping with the implementation of the tools and organising training for a small group of UNHCR HQ and regional PSP staff, so we are able to run campaigns in-house for a selected test market.
We are not looking for an agency to run media buying activity per se. This would be undertaken through UNHCR staff running test activity.
- Design and setup a marketing data lake expanding on the existing Proof of Concept Digital Marketing Data Lake built by UNCHR in Google Cloud BigQuery.

1.2.2 Existing fundraising markets

- | | | |
|--|-------------------|---------------|
| - Canada | - Italy | - India |
| - Mexico | - Greece | - China |
| - Brazil | - Switzerland | - Hong Kong |
| - Africa Region (Kenya, South Africa, Nigeria) | - France | - Malaysia |
| - MENA (Middle East North Africa Region) | - The Netherlands | - Indonesia |
| | - UK | - Philippines |
| | - Ireland | - South Korea |
| | - Denmark | |

The following National Associations cover regional markets:

- USA for UNHCR (USA)
- Sweden for UNHCR (Sweden)
- UNO Flüchtlingshilfe (Germany)
- España con ACNUR (Spain)

- Japan for UNHCR (Japan)
- Australia for UNHCR (Australia and New Zealand)

Digital agencies for media buying and acquisition strategy

UNHCR has a global frame agreement with a global digital media buying agency for strategy and execution of online acquisition campaigns and also works with multiple regional media buying agencies.

The rest of the markets/offices are working with other agencies.

2 Requirements

To be eligible to apply for this tender your company must have *Google Marketing Platform Sales Partner* status with product certifications including Analytics, Tag Manager, Optimize, Campaign Manager, Search Ads 360, Display/Video 360. You need to provide proof of the Sales Partner certifications.

Furthermore, Google Cloud Platform capabilities in Infrastructure and Analytics is preferred. As listed here: <https://cloud.withgoogle.com/partners>

Your Technical written proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to the deliverables described in section 2.1, 2.2 and 2.3.

2.1 Google Marketing Platform services

To tie the web analytics platform together with both direct media buying tools and a cloud based data repository that exchanges data with our other digital marketing systems. The selected agency should:

- a) License the Google Marketing Platform tools to UNHCR including:
 - o Analytics 360 (<500M Hits per month. Actual between 10-20M)
 - o Tag Manager 360 (<50,000,000 Tag Container requests per month)
 - o Optimize 360 (<10M hits)
 - o Search Ads 360 (for UNHCR direct buying.)
 - o Display/Video 360 (for UNHCR direct buying.)
 - o Campaign Manager (for UNHCR direct buying.)
 - o Google Surveys (when available for Europe)

Not including:

- Google Data Studio. UNHCR is using MS Power BI for data visualisation and reporting
- b) Provide ongoing technical support for Google Marketing Platform products implementation issues (Analytics 360 and Tag Manager 360 already in use by UNHCR) and ongoing questions about data collection setup, data quality and validation. 2nd level support.² 1st level support for 200+ users is provided internally by UNHCR staff.
 - c) Provide ongoing strategic support and advice to the tracking and analytics staff.
 - d) Inform, train and provide strategic advice to make the most of the Google Marketing Platform product suite by teaching new features, best practices, performance optimisation, and ways to increase donations, supporter engagement and revenue.

² Examples of previous GA 360 support questions.:

- How does source/medium dimensions change after linking GA360 and Double Click Campaign Manager?
- Time lags before GA UI Standard reports and BigQ are fully updated with different data areas page views, events, ecommerce.
- Currency conversion in GA ecommerce data
- Anonymize IP and data retention settings implications.

- e) Onetime training during 1st quarter of the Frame Agreement. Advise and train UNHCR HQ staff on Google Marketing Platform best structure and setup of accounts. Training including audit. Full training documentation to be provided. Note: UNHCR will require full access to Google Marketing Platform and will be managing their own marketing campaigns fully through the platform including set up, optimisation, planning, creative etc.
- f) Deliver quarterly strategic reviews on the use of the tools and the Digital Marketing Data Lake and results generated. Including recommendations and show casing on how to get more value from the tools and the collected data and improve the performance of digital activities. Presentation delivered in UNHCR office in Copenhagen, Denmark

2.2 Cloud and the Data Lake services

For the Digital Marketing Data Lake project, the digital analytics agency is required to:

- g) Assist UNHCR with the Digital Marketing Data Lake integrations with other systems. Including recommendations for the cloud solution and what other services besides Google Big Query to involve in the ongoing operation of the Digital Marketing Data Lake.
- h) Recommend data integrator services that can deliver the ETL connections that is needed and perform the setup of these services. Salesforce Sales Cloud and Selligent ETL will already be in place at the start of the Frame Agreement. The initial platforms UNHCR need to extract data from are: Search Ads 360, DoubleClick Campaign Manager, DV360, Google Search Console, Facebook business/ad manager, Bing Ads platform
- i) Assist with Google Cloud Platform setup of account and projects, billing structure, user management with group access to different data tables in order to manage the Digital Marketing Data Lake
- j) Define and setup a governance model that makes it possible to allow different UNHCR teams to access and query subsets of the data in the Digital Marketing Data Lake based on credentials and user roles. Including written guidance on how to access the data.
- k) Provide training of the tracking and analytics staff (maximum 5) in managing the Google Cloud account and other services used for the Digital Marketing Data Lake. Full training documentation to be provided.
- l) Provide technical and strategic support for Google Cloud Big Query and other services and tools needed to extract, transform and load data from other platforms including, Search Ads 360, Display/Video 360, Facebook, Bing Search, Salesforce sales cloud (CRM) and Selligent marketing automation system, and bring this data together with Analytics 360 data in a Digital Marketing Data Lake, with the data being easily available for MS PowerBI, Google Data Studio and similar reporting services.
- m) Provide necessary licenses for Google Cloud Tools and other services and tools needed to extract, transform and load data from other platforms including, Search Ads 360, Display/Video 360, Facebook, Bing Search, Salesforce sales cloud (CRM) and Selligent marketing automation system, and bring this data together with Analytics 360 data in a Digital Marketing Data Lake, with the data being easily available for MS PowerBI, Google Data Studio and similar reporting services.

Notes:

The training and support needed for the tracking and analytics team in DES, will be more in the development and start-up phase of the data lake. In the production phase we expect support needs similar to the Google Marketing Platform needs.

List of platforms the data lake needs to exchange data with:

- Google Analytics (for Google Ads Campaign data, rather than extracting from 30+ Google Ads Accounts)
- Google Search Ads 360
- Google Display & Video 360
- Campaign Manager
- Google Search Console
- Facebook Ad platform
- Bing Search Ads platform
- Sales Force Sales Cloud
- Selligent Marketing Automation tool

The data lake must have identifiers in place that can be used to match data points together across the different platforms.

- UserIDs for Analytics360, Sales Force Sales Cloud and Selligent.
- Campaign names or IDs for the Ad platforms and campaign data exported from Google Analytics.

After data points from the different systems have been automatically extracted, matched and transformed the Digital Data Marketing Lake system should be able to automatically feed the enriched data to systems where the data is needed. MS PowerBI for reporting. Selligent Marketing automation system for communicating with supporters and donors. Sales Force Sales Cloud CRM system for summarized overview per donor which again can be used to enhance UNHCRs LTV model work.

2.3 Google Search Ads 360, Campaign Manager and Display & Video 360: Implementation and training services

UNHCR PSP wants to start learning and testing the benefits of the inhouse use of Googles online media buying tools Search Ads 360 and Display & Video 360.

The services required:

- n) Full set up and implementation of Google media buying tools (Campaign Manager, Search Ads 360, Google Display and Video 360). To include integration with Analytics 360.
- o) Train internal UNHCR staff (3-5 people) in using Campaign Manager, Search Ads 360 and Display & Video 360 to setup, manage and run campaigns. Full training documentation to be provided.
- p) Train internal UNHCR staff (3-5 people) in using Google Marketing Platform tools to build target groups from web behavior in Analytics 360. Training to ensure staff are equipped with the skills and knowledge to run and optimize campaigns against these target groups. Full training documentation to be provided.

Please note that UNHCR is not searching for a new partner to manage our media buying activity. We want the opportunity to self-manage (set up and run) Google advertising campaigns through this Google Marketing Platform agreement and for ad spend to be billed by the Digital Analytics agency.

3 Customer Responsibilities

UNHCR is responsible for providing the following:

- Liaising with the Contractor, attends regular project management calls and meetings
- Assigning a dedicated project manager and liaising internally with key stakeholders
- Reconciling reports submitted by the Contractor
- An internal team within the Digital Engagement Section based in Copenhagen will be assigned to the project; as such there may be multiple contacts for the agency. The role of the internal team will be to provide input and approval on the Digital Marketing Data Lake functionalities, and to bring functional and/or technical knowledge of UNHCR to the bidder team as needed.

4 Content of the Technical Offer

Pre-selection criteria:

- **Google Marketing Platform Sales Partner status with product certifications including Analytics, Tag Manager, Optimize, Campaign Manager, Search Ads 360, Display/Video 360**

Please include proof of the above status into your technical proposal to establish compliance with the criteria.

Bidders who do not comply with the above criteria will not be technically evaluated and will be considered as technically non-compliant.

Your Technical written proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

4.1 *Company Qualifications*

During the evaluation, the Technical Evaluation Panel will score:

- (1) your company's general liability and*
- (2) your company's experience in providing the required services and the*
- (3) reference received from clients.*

It is considered essential to include the following information into your technical proposal and to submit the listed documents to establish compliance with the requirements:

- A description of your company with evidence of your company's capacity to perform the services required, including: Company profile including geographical presence, registration certificate, security certificates, and audit reports for the last 3 years³
- Any relevant experience working with projects of similar requirements for similar clients both for Google Marketing Platform and Google Clouds services is to be included. Please group the experiences by sector (UN/Public sector, NGO/charities and private sector).
- Total number of clients, number of clients with similar provided products, services or projects by global region and three (3) references that UNHCR can contact from your list during the evaluation.

4.2 *Proposed Services*

During the evaluation, the Technical Evaluation Panel will score:

- (1) your company's expertise matching the requirements for each of the 3 areas listed demonstrated through case studies and/or description of relevant experience;*
- (2) the quality/clarity of the proposal and demonstration of capacity to achieve DES objectives;*
- (3) number of similar Cloud and Data Lake Projects successfully completed and/or on-going.*

It is considered essential to include the following information into your technical proposal to establish compliance with the requirements:

³ UNHCR handles all bidding documents strictly confidential during the tendering process. Please refer to UNHCR General Conditions of Contracts, clause 13.

- Comprehensiveness of presented proposal. Please make sure that you follow the structure of this ToR and tailor your offer to the requirements. General company profiles not tailored to this ToR will not be accepted.
- Presentation on how you would project manage the structure and the setup of the UNHCR Account including Google Marketing Platform and the Digital Marketing Data Lake in Google Cloud. You can do this by providing work samples or case studies from existing clients if you choose.
- Quality/clarity of the proposed services and demonstration of capacity to achieve DES objectives.
- The number of similar Cloud and Data Lake projects successfully completed and/or on-going

4.3 Personnel Qualifications

Experience of core people who will work on UNHCR project. (Including experience with similar projects). Please also provide a brief Curriculum Vitae of the core staff to work on the project. The level of relevant experience and skills matching UNHCRs requirements will be scored during the technical evaluation.

4.4 Vendor Registration Form (Annex C)

If your company is not already registered with UNHCR, please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex C) together with the following documents:

- Copy of Certificate of Registration or Certificate of Incorporation
- Copies of audited accounts or Financial Statements for the past three years
- Bank statement or letter of confirmation from the bank or any other official document demonstrating ownership of the bank account declared

Important: The currency of the declared bank account must be the same as the currency used in your financial offer.

4.5 Applicable General Conditions (Annex D)

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services (Annex D) and include the signed copy in your submitted Technical Proposal.

4.6 Data Protection Conditions (Annex E)

Please indicate your acknowledgement of the UNHCR Special Data Protection Conditions (Annex E) and include the signed copy it in your submitted Technical Proposal.

5 Evaluation

5.1 Technical Evaluation

The Technical offer will be evaluated using inter alia the following criteria and percentage distribution: 70% from the total score (on a 100 points scale, i.e. max 70 points obtainable for the technical offer). Please find hereunder the detailed scoring breakdown:

Company Qualifications (15)	<ul style="list-style-type: none"> - General Liability / Capacity of the Company. Geographical presence⁴ (2.5) - Size of client portfolio with Google Marketing Platform and Google Cloud products and services (2.5) - Overall experience in providing similar services and projects with similar requirements for clients similar to UNHCR⁵ (5) - Client References and the feedback from 3 clients⁶ (5)
Proposed Services (40)	<ul style="list-style-type: none"> - Evidence of expertise with the required services and projects for each of the 3 areas of requirements: 2.1 (10), 2.2: (10) 2.3) (5) - Quality/clarity of the delivered proposal and the proposed services and demonstration of capacity to achieve UNHCR's objectives (10) - The number of similar projects successfully completed and/or on-going (in total)⁷ (5)
Proposed personnel (15)	<ul style="list-style-type: none"> - Account management and structure, size and location of teams/team leader or point of contact (7.5) - Experience and skills of core team members who will work on the project⁸ (7.5)

Pre-qualified bidders will be asked to deliver a presentation on their proposal and to introduce the team members who are supposed to work with UNHCR via web/teleconference. This is expected to be one hour maximum.

This presentation will not form part of the technical evaluation and it is intended only for informational purposes. There will be no Questions and Answers session during this presentation. Only the technically pre-qualified bidders will be invited for this presentation.

The minimum passing score is 42 out of 70 points; if a bid does not meet this minimum it will be deemed technically non-compliant and will not proceed to the financial evaluation.

⁴ Company profile, registration certificate, security certificates, and last audit reports

⁵ The scores will be allocated for experience in similar services and projects and type and size of organisations.

⁶ Please send contact details of 3 current or previous clients.

⁷ The scores will be allocated for the number of similar projects (completed and on-going in total).

⁸ The scores will be allocated for the experience of staff dedicated to UNHCR account and degree of how skills match UNHCR's requirements.

5.2 Financial evaluation

Please present your financial offer based on Google Marketing Platform and Google Cloud annual license fees charged to UNHCR annually & daily/hourly consultancy rates for the services required under point 2. Only Annex B can be used for financial proposal. You can add breakdown and further information on a separate sheet of Annex B.

Travel: If in the purchase order resulting from the RFP travel is requested, UNHCR shall reimburse travel expenses. Travel and terminal expenses incurred by the Contractor's personnel shall be reimbursed by UNHCR in the amount of the actual expenses incurred by the Contractor's personnel as evidenced by original supporting document, provided however that UNHCR shall not be liable to reimburse travel expenses incurred in excess of the amount indicated in the relevant purchase order. The maximum amount permitted for travel in any purchase order shall be based on the cheapest economic airfare available as determined by the UNHCR Travel Unit.

The maximum number of points (30) will be allotted to the lowest price offer. All other price offers will receive points in inverse proportion to the lowest price; e.g., $[\text{total Price Component}] \times [\text{USD lowest}] / [\text{USD other}] = \text{points for other supplier's Price Component}$.

6 Key Performance Indicators

6.1 Performance Evaluation

UNHCR expects to monitor the performance of the selected supplier according to the following KPIs:

- Accuracy of the service provision
- Quality of delivered training
- Quality of account and project management service.
- Quality of strategic support and advice