



**Annex A: Terms of Reference**  
**Cybersecurity Transformation Programme**

Division of Information Systems and Telecommunications

**Request for Proposal  
For the Provision of Security Consultancy  
Services**

June 2019

version 1.0

Reference: RFP/2019/015

## Contents

<b>1. INTRODUCTION .....</b>	<b>3</b>
1.1 Introduction to UNHCR.....	3
1.2 Proposal Background .....	3
<b>2. OBJECTIVES.....</b>	<b>3</b>
2.1. ORGANISATIONAL CONTEXT .....	3
2.2. RFP OBJECTIVES .....	3
<b>3. CURRENT UNHCR ICT ENVIRONMENT .....</b>	<b>4</b>
3.1. UNHCR LANDSCAPE .....	4
3.2. DIST ORGANIZATION .....	5
<b>4. ICT SECURITY SERVICE REQUIREMENTS .....</b>	<b>7</b>
4.1. SERVICES TO BE PROVIDED.....	7
4.2. RESOURCE REQUIREMENTS .....	7
<b>5. ROLE DESCRIPTIONS - PROJECT .....</b>	<b>8</b>
5.1. INFORMATION SECURITY ANALYSTS/ENGINEERS.....	8
Responsibilities.....	8
Skills and Experience .....	8
5.2. SECURITY PROCESS AND DOCUMENTATION SPECIALISTS.....	9
Responsibilities.....	9
Skills and Experience .....	9
5.3. INFORMATION SECURITY RISK AND GAP ASSESSORS.....	9
Responsibilities.....	9
Skills and Experience .....	9
5.4. SECURITY PROJECT MANAGERS .....	9
Responsibilities.....	9
Skills and Experience .....	10
5.5. PRIVACY ASSESSORS.....	10
Responsibilities.....	10
Skills and Experience .....	10
<b>6. ROLE DESCRIPTIONS – “BUSINESS AS USUAL” SECURITY POSITIONS.....</b>	<b>11</b>
6.1. RISK AND CONTROLS MANAGER .....	11
Responsibilities.....	11
Skills and Experience .....	11
6.2. COMPLIANCE, REPORTING AND REMEDIATION MANAGER .....	11
Responsibilities.....	11
Skills and Experience .....	12
6.3. SECURITY INCIDENTS AND OPERATIONS MANAGER.....	12
Responsibilities.....	12
Skills and Experience .....	12
<b>7. INSTRUCTIONS FOR BIDDERS – TECHNICAL PROPOSAL .....</b>	<b>13</b>
7.1. COMPANY ASSESSMENT.....	13
7.2. MANAGEMENT AND HUMAN CAPITAL .....	13
7.3. CUSTOMER REFERENCES.....	14
7.4. GLOBAL REACH .....	14
7.5. STAFFING/RESOURCE DELIVERY CAPABILITIES.....	14
7.6. RELATIONSHIP MANAGEMENT .....	15
7.7. SERVICE LEVEL METRICS .....	15
7.8. UNIQUENESS .....	15

<b>8. INSTRUCTIONS FOR BIDDERS – FINANCIAL PROPOSAL.....</b>	<b>16</b>
8.1. MANNER OF SUBMISSION.....	16
8.2. SALES ENGAGEMENT PROCESS.....	16
8.2.1. Contractual Terms .....	16
8.2.2. Fee Structure and Price .....	16
<b>9. ADDITIONAL INFORMATION.....</b>	<b>17</b>
9.1. EVALUATION OF PROPOSALS .....	17
9.1.1. Term of Contract.....	17
9.1.2. UNHCR General Conditions for the Provision of Goods and Services .....	17
9.1.3. UNHCR Vendor Registration Form .....	17
9.1.4. UN Supplier Code of Conduct .....	17
9.2. PERFORMANCE .....	17
9.3. SECURITY PROCEDURES .....	18
9.4. INVOICES .....	18
9.5. PAYMENT TERMS/PRICE POLICY.....	18
9.5.1. Payment Terms .....	18
9.6. TRAVEL AND MISSIONS.....	19

## 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 60 million people in 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 an agreement with a Service Provider to deliver information security consultancy services in support of the development of UNHCR's Information Communications and Technology (ICT) solutions.

The initial period of this agreement will be for three years, extendable for a maximum of two additional one-year periods (i.e., 3+1+1). This RFP invites potential bidders to submit a proposal for information security 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.

## 2. Objectives

---

### 2.1. Organisational 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 on-site and remote information security consultancy services (project specific and staff augmentation) – primarily based in Geneva, Switzerland; Copenhagen, Denmark; Budapest, Hungary; Amman, Jordan or remotely at Bidder's premises.

### 2.2. 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 4 for which they intend to bid, as well as a “rate card” for their proposed daily rate pricing per role/profile, seniority and location.

UNHCR may award a contract to none, one or more than one supplier for each resource category and location, and no such contract will be exclusive in nature.

### 3. Current UNHCR ICT Environment

#### 3.1. 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 Centres 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.

#### UNHCR Global Presence

as of 15 Sep 2017

- UNHCR HeadQuarter / Regional Office
- UNHCR Regional Hub/Global Hub/Service
- UNHCR Representation
- UNHCR Sub-Office
- UNHCR Field Office
- UNHCR Field Unit
- UNHCR Planned Office

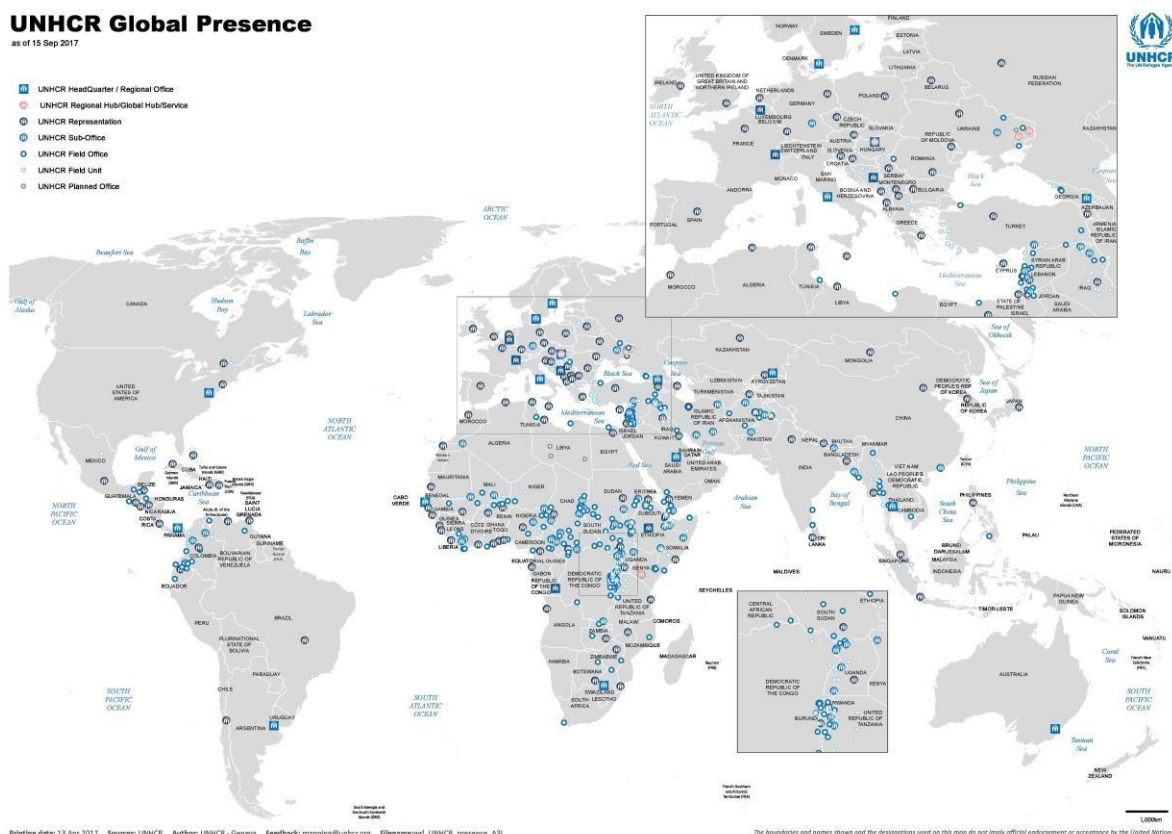


Figure 1 – UNHCR Worldwide Locations

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 devices used by UNHCR users.
- 30,000 networked devices, across LANs in over 550+ field sites.

- 750 central servers, distributed between corporate data centres and cloud service providers.
- 2,000 field servers across 350+ field sites, of which 600+ contain 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.

### 3.2. 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.

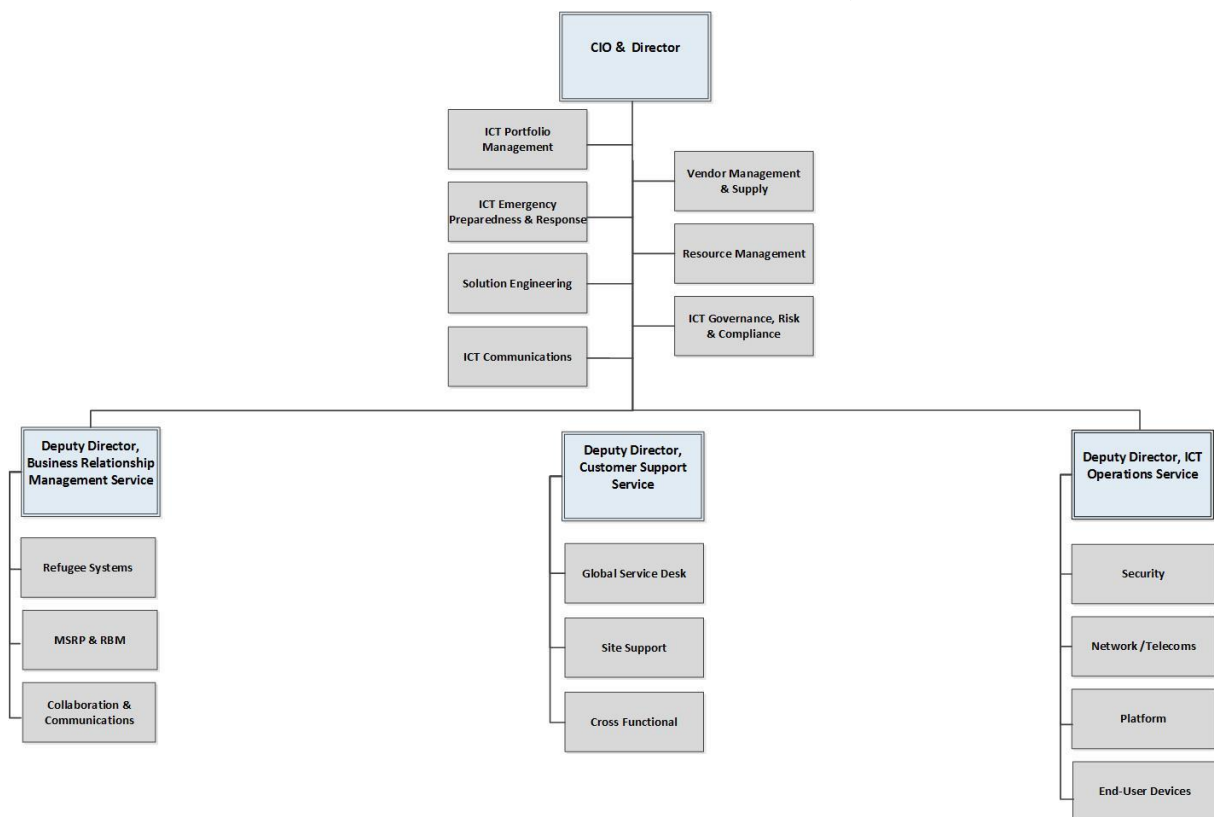


Figure 2 - DIST Organizational Structure

#### 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 six sub-functions: (i) Resource Management; (ii) Sourcing and Supply Management; (iii) Portfolio Management Office (PMO); (iv) Solution Engineering; Emergency Preparedness and Response (EPRS) 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 is responsible for delivering and maintaining UNHCR's ICT infrastructure that enables provision of all services within DIST's sphere of operations. Located primarily in Amman, the Service oversees day-to-day service delivery management. Within the Service, the Information Security Section develops and ensures compliance with policies and standards in relation to ICT security for both applications and infrastructure. It also evaluates existing security mechanisms and makes recommendations for improvements or corrective action. The Network and Telecoms Section is responsible for delivery of network services, including increasing efficiency of internet connectivity and extending its reach to deep-field locations. The Platform Section develops and implements common platform services on which UNHCR's corporate applications can operate. They manage the data centre hosting arrangements with outsourced service providers and ensure agreed service levels are met. The End-User Devices Unit is responsible for ensuring efficient delivery of corporate applications through configuring, supporting and defining common standards for infrastructure used by the UNHCR user community, including desktops, laptops, tablets, and other mobile devices.



## 4. ICT Security Service Requirements

---

### 4.1. Services to be Provided

In 2018, UNHCR initiated a Cybersecurity Transformation Programme, in order to mitigate real risks to UNHCR assets and to the persons of concern whose data we collect and manage.

This programme is being delivered through four different skill-sets and staffing groups:

1. UNHCR staff.
2. Managed service contracts which provide for information security-related services.
3. Staff who support a specific contracted service (e.g. IDS).
4. **Specialist information security suppliers.**

UNHCR is seeking the support of one or more Service Providers as the primary source of resources for the fourth group above: **information security consultancy not contracted with a particular product or service.**

Resources should be available to work as needed on-site in all of Geneva, Switzerland; Copenhagen, Denmark; Budapest, Hungary; Amman, Jordan and remotely at Bidder's own facilities.

Bidders should provide inclusive daily rates for each of the five locations, inclusive of travel and living expenses (if required) and indicating rate differences for periods of less than 30 days, between 30 to 99 days and 100 days and over and between Junior and Senior roles.

UNHCR is not offering a minimum committed volume, but for clarity and pricing, the expected value of all agreements for UNHCR is unlikely to exceed \$2 million per annum. Additional volume may be available however if other UN Agencies choose to utilise the framework agreement(s).

### 4.2. Resource Requirements

This section provides details on the responsibilities and required skills and experience for each of the types of Security Services resources requested:

The job profiles describe two types of resource and relationship:

- The first category covers UNHCR's needs over the contract period for short-medium term project-based specialist consultancy skills in various aspects of information security.
- The second category covers roles which we envisage longer term commitments in the 2+ year time frame, whereby supplier staff would occupy (as contractors) positions within the UNHCR security organisation in order to manage services and deliver outcomes for UNHCR, both directly and by managing partners.

The scope of the services will include activities at the Geneva headquarters of UNHCR, the Budapest office, the Copenhagen Office, the Amman office and remotely from the Bidder's site or sites. There is no expectation that staff providing the services should be local to each location, but access to staff in these four countries will be a commercial advantage. Supplier should otherwise price based on sending staff from a remote location, fully inclusive of travel and accommodation.

## 5. Role Descriptions - Project

We require five different types of project resource and skills, normally for periods of 3-9 months, either part-time or full-time depending on the nature of the activity.

**Bidders may bid on one or all of the five role descriptions.**

**UNHCR expects to award one contract for each profile but reserves the right to accept more than one offer for a specific profile.**

### 5.1. Information Security Analysts/Engineers

#### ***Responsibilities***

- Advise and support UNHCR in implementing security policies, standards and controls.
- Analyse current state, diagnose gaps in services, strategic plan development.
- Recommend and implement solutions to gaps in services and operational security issues.
- Provide technical platform expertise (both general and product-specific) on the selection and configuration of information assets and security solutions.
- The scope of the engagement may include but not be limited to (in no order)
  - Security metrics.
  - Multi-factor authentication.
  - Password vaulting.
  - Identity and access management.
  - Microsoft Azure security.
  - Microsoft Windows security.
  - Patching.
  - Security operations.
  - Logging and monitoring.
  - Certificate management.
  - Hardened platform builds.
  - Vulnerability management.
  - Malware management.
  - IDS.
  - Firewalls.
  - Security Incident management.
  - SIEMs.
  - Data leakage/Loss Prevention.
  - Wireless Application Firewalls.
  - Database security.
  - Software development Lifecycles and secure coding (DevSecOps).
  - AWS security.
  - Applications security.

The requirements will vary over time. It is not expected that potential partners possess every such skill, but that they have the capacity and skill sets to support the **majority** of our expected requirements.

#### ***Skills and Experience***

- CISSP or equivalent certification.
- At least 5 years of full time professional information security experience in a commercial environment, rising to 10 years for senior staff.
- Strong analytical skills.
- Knowledge of specific topic areas.
- Knowledge of specific security products (depending on the request).
- Excellent written and spoken communication skills in English.
- Experience in working with remote teams and a multi-cultural environment.

## 5.2. Security Process and Documentation Specialists

### ***Responsibilities***

- Define and document new UNHCR policies, procedures and SOPs.
- Understand business context and drivers.
- Define and document technical platform designs and baseline configurations for new builds.

### ***Skills and Experience***

- Excellent written and spoken English.
- Strong analytical skills.
- At least 5 years of full time IT professional experience in a commercial environment, rising to 10 years for senior staff.
- Experience in working with remote teams and a multi-cultural environment.
- Proven experience working in large, complex, international organizations.
- At least two material project activities directly related to the subject matter.

## 5.3. Information Security Risk and Gap Assessors

### ***Responsibilities***

- Carry out risk assessments for selected applications or infrastructure components (or portfolios) inside UNHCR, using an ISO 27000-based framework.
- This could involve reviews of existing facilities or of new service prior to deployment.
- Assess compliance of services and solutions to UNHCR standards. This could include questionnaires, interviews, documentation reviews, vulnerability assessments and independent assurance activities.
- Propose remediation measures for gaps and vulnerabilities.
- Presentation of recommendations to senior management and technical teams.

### ***Skills and Experience***

- At least 10 years of full-time professional IT experience.
- Strong knowledge of risk-based control frameworks.
- At least three years' experience in carrying out security risk assessments.
- Relevant IT security certifications.
- Excellent written and spoken communication skills in English.
- Proven experience working in large, complex, international organizations.
- Experience in working with remote teams and in a multi-cultural environment.

## 5.4. Security Project Managers

### ***Responsibilities***

- Deliver projects on time and to UNHCR expectations using standard methodologies.
- Provide leadership and coordination to the project team, including internal technical resources, business partners, and external resources at all stages of the project cycle.
- Manage day-to-day activities of the project team 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.
- Identify and resolve risks in a timely manner and escalate when necessary.
- Work with the Senior Portfolio Management Officer to ensure that governance is in place and the UNHCR PMLC processes and deliverables are completed.
- Deliver periodic reporting.

***Skills and Experience***

- Professional training and/or certifications in a recognized project management methodology such as PRINCE2 or PMP.
- Professional training in information security and/or relevant certifications (e.g. CISSP).
- At least 5 years of full time professional experience working on information security projects, preferably in an international organization, rising to 10 years for senior staff.
- A minimum of 5 years of experience managing the successful delivery of large, complex, global ICT projects.
- Demonstrated experience with global deployment and implementation of ICT systems and solutions.
- Problem-solving, negotiation, and decision-making skills.
- Demonstrated ability to manage complex requirements.
- Proven experience working in large, complex, international organizations.
- Excellent verbal communications and executive-level presentation skills.
- Excellent written and spoken English.

**5.5. Privacy Assessors*****Responsibilities***

- Conduct Privacy (aka Data Protection) Impact Assessments from end to end.
- Identify and manage stakeholders.
- Identify, develop and communicate remediation strategies.
- Advice on privacy risks, templates and approaches.
- Conduct privacy by design reviews
- Document findings and co-develop solution.

***Skills and Experience***

- At least 5 years of full time professional experience working on information security related activities, rising to 10 years for senior staff.
- At least 3 years' experience in privacy projects and initiatives.
- Recognised Privacy qualification.
- Experience as DP officer or DP Advisor.
- Experience in leading and delivering projects.
- Excellent written and spoken English.
- Strong analytical skills.
- Proven experience working in large, complex, international organizations.
- Experience in working with remote teams and in a multi-cultural environment.

## 6. Role Descriptions – “Business as Usual” Security Positions

In addition to the above, UNHCR also wishes to resource one or more of the following positions on a longer-term basis through this relationship. Each role is unique, and only one person will be selected for each.

**Bidders may bid on one or all of the three role descriptions.**

### 6.1. Risk and Controls Manager

#### ***Responsibilities***

To assess the information security risks within IT services, solutions, operations, staffing and projects and develop control objective and controls which mitigate these risks. Specifically:

- Develop and maintain an information security risk register for UNHCR including suppliers.
- Document and communicate all required controls and documents for information security, including policy, guidelines and technical standards.
- Review and assess all supplier technical specifications from a security perspective.
- Review new information security requirements and recommend product selections.
- Act as technical lead on complex information security issues.
- Review new projects and approve or otherwise changes from a security perspective.
- Security approval for infrastructure and applications changes.
- Approval for high risk changes to individual authorities.
- Develop suitable training for information security for staff and security specialists.
- Contribute to new service developments.

#### ***Skills and Experience***

- At least 10 years' experience in full time professional experience working on information security related activities.
- Expertise in risk assessment.
- Expertise in controls design.
- Capacity and vision.
- Strong communications.

### 6.2. Compliance, Reporting and Remediation Manager

#### ***Responsibilities***

To protect the confidentiality, integrity and availability of UNHCR's information assets, by assuring and ensuring that DIST, its suppliers, partner functions and UNHCR's field IT teams operate in accordance with relevant security standards and requirements and identify and escalating cases where they do not.

- Proactively monitor the compliance of suppliers and UNHCR to security controls, standards and policies.
- Develop tools, reporting and metrics to track overall supplier and UNHCR compliance.
- Identify, report, escalate and track all compliance issues.
- Be the single owner for all operational effectiveness metrics and reports.
- Drive improvements by working with suppliers and UNHCR to remediate identified gaps.
- Ensure that the state of Data Protection controls is monitored and understood sufficiently in advance that remedial actions can be taken in time to demonstrate compliance.
- Report and review compliance data with DIST Leadership.
- Set priorities from a Compliance viewpoint for remediation and project improvements.
- Be the accountable point for all internal and external security-related audits.
- Plan and execute an annual programme of penetration tests.

- Run annual security assurance processes on suppliers in accordance with contractual frameworks

***Skills and Experience***

- At least 10 years full time professional experience working on IT-related activities.
- At least 5 years' experience in compliance monitoring and reporting in a major organisation.
- Experience of metrics design and operation.
- Expertise in Supplier service management.
- Experience in Audit and assurance.
- Capacity and vision.
- Communications.

**6.3. Security Incidents and Operations Manager*****Responsibilities***

- To detect and respond to security-related problems in IT operations and services through the selection, deployment, and management of incident detection and response tools, ownership and management of the security incident management process and the Security Operations Centre, and personal leadership in the resolution of major incidents.
- Own, manage and improve the security incident management process in UNHCR including all feeder processes and systems to the service.
- Manage the outsourced incident Managed Detection and Response (MDR) service.
- Ensure that the MDR service provides accurate, speedy, succinct and concise information on probable and confirmed security incidents.
- Own the Security Operations Centre, being accountable for the management of the service through the contractual framework, including its amendment where required.
- Endure the delivery of all performance metrics and customer expectations so that the SOC resolves issues properly and promptly and UNHCR learns from these events.
- By leveraging service providers find root causes of incidents and document lessons learned.
- Ensure through managed services that weaknesses and vulnerabilities are detected, classified, logged, tracked and managed to remediation.
- Develop and deploy tools to support incident investigations, harvesting and data analysis.
- Support the further progressive development and on-boarding of other tools and services to the SOC and MDR services as needed.
- Be lead incident manager for major incidents systemically affecting the operations, assets or reputation of UNHCR.
- Proactively monitor and drive performance improvement of all retained and outsourced surveillance tools.

***Skills and Experience***

- At least 10 years full time professional experience working on Information Security related activities.
- Expertise in SIEMs and SOC's.
- Experience in operational security management in a major organisation.
- Practical experience in major incident management.
- Capacity and vision.
- Communications.

## 7. Instructions for Bidders – Technical Proposal

---

Bidders who are interested in providing the Security Services resources described herein are requested to submit Proposals covering the areas described below.

The Technical Proposals will be evaluated in two main areas:

- Company Qualifications, Experience and References (7.1- 7.3)
- Technical Response, Compliance to ToR, Service Offering (7.4-7.8)

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

### 7.1. Company Assessment

The Company assessment is based on the profile, reputation, 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.

Provide the background of your company, including an overall summary experience relevant to the services requested as part of this RFP.

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.

### 7.2. 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 5?

#### • 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 27000, SEI CMM or other relevant and internationally recognized 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. Project Management, Service Management)?

- What percentage of relevant staff have these certifications?
- i) Is there an internal skills certification program?

### 7.3. Customer References

Please provide at least three (3) detailed examples of customers for whom you have delivered the requested types of services 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, profiles of resources 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? How 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.

### 7.4. Global Reach

#### • Locations/Resources

Please describe your resource capacity for each of the specified locations, including your ability to obtain the necessary visas and work permits promptly, so as to have staff on-location with minimal delays. Bidders shall submit a bid for every location.

Please also describe your other relevant offices and service sites

#### • Work Permits

The Bidder will be fully responsible for visa/permit applications. The proposed personnel shall be eligible to work in the specific location. UNHCR may provide invite letter in order to facilitate the issuance of a visa/permit if so requested.

Therefore, please address the following questions:

- a) How large is your resource base of staff that are available to work in the five defined sites without permit/visa clearance?
- b) 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 with minimal delay.
- c) 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 locations as possible.

### 7.5. Staffing/Resource Delivery Capabilities

#### • General Delivery Capacity

Please give specific details on your expertise and capability (with existing employees) to deliver each of the profiles/roles listed (if none, please state so):



**Project Roles:**

1. Information Security Analysts/Engineers
2. Security Process and Documentation Specialists
3. Information Security Risk and Gap Assessors
4. Security Project Managers
5. Privacy Assessors

**BAU Roles:**

6. Risk and Controls Manager,
7. Compliance, Reporting and Remediation Manager,
8. Security Operations and Incidents Manager.

**• Quality and Availability of Provided CVs**

Please provide resumes of at least two (2) individuals you would propose to deliver each of the first five services (1-5) and one (1) for each of the last three (6-8) for which you are bidding.

Please only include staff that are, or will be, available to UNHCR. **Do not include staff who are not currently employed by you.**

**7.6. Relationship Management**

Please describe how you develop strategic partnerships, which provide added business value, reduced costs and other benefits.

**7.7. Service Level Metrics**

- a) How do you plan to manage the relationship with UNHCR and ensure prompt, effective support?
- b) What will be the response time to provide quality candidates on request? (one day, one week, two weeks, one month?)
- c) How do you plan to ensure the quality of your candidates' work for UNHCR?

**7.8. 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.

---

## 8. Instructions for Bidders – Financial Proposal

---

### 8.1. Manner of submission

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

### 8.2. Sales Engagement Process

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

#### 8.2.1. Contractual Terms

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

#### 8.2.2. 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 roles for which they will be bidding as specified in Section 4, to include:
  - a. Fully inclusive daily rates ("rate card") for each role for which they are bidding, in each of the specified locations
  - b. Differentiating (if applicable) between engagements for periods of less than 30 days, between 30 to 99 and 100 days and over.
  - c. Differentiating (if applicable) between junior level and senior level resources In accordance with the definitions in the table.
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.

**IMPORTANT:** Please fill out the table provided in Annex B– Financial offer form –Pricing Table to this RFP and include the Excel spreadsheet in soft copy as part of the financial proposal. **Submissions are to include both Excel and PDF versions of the fully-populated Annex B workbook.**

**IMPORTANT:** **DO NOT include this information in the technical proposal.** Failure to do this will result in your bid being disqualified.

## 9. Additional information

---

### 9.1. 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 do not meet the minimum technical requirements may be eliminated and not fully evaluated.

#### 9.1.1. *Term of Contract*

UNHCR anticipates entering into an agreement with the Service Provider for three years, extendable for two additional one-year periods (i.e., 3+1+1). Benchmarking could be done after 2.5 years to validate the competitiveness of the rate cards. The successful Bidder(s) should not assume that the contract will be renewed without retendering.

#### 9.1.2. *UNHCR General Conditions for the Provision of Goods and Services*

UNHCR's General Conditions for the Provision of Goods and 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 Goods and 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 clauses with regards to Security Procedures described in section 9.3.

#### 9.1.3. *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.

#### 9.1.4. *UN Supplier Code of Conduct*

The UN Supplier Code of Conduct. Any partner and their employees engaged with UNHCR will be expected to abide by this Code of Conduct ([www.unhcr.org](http://www.unhcr.org)).

### 9.2. 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 periodic 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 liquidated 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.

### **9.3. 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. A copy of this is attached as an Appendix to this document.

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.

### **9.4. 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 sheet reports must be submitted with the invoices.

### **9.5. Payment Terms/Price Policy**

#### **9.5.1. 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 Service Provider (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 withheld by UNHCR that are subject to a dispute.

#### **9.6. 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 outside those for which rates are quoted. In this case, UNHCR will cover the reasonable costs of any such travel, invoiced separately and in the contract currency.

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.

## Appendix 1

### STANDARD FORM CONFIDENTIALITY UNDERTAKING

#### **CONFIDENTIALITY UNDERTAKING**

I, the undersigned, do hereby declare and confirm that I am aware that I have been assigned by \_\_\_\_\_ (the “Contractor”), to render certain services (the “Services”) for the Office of the United Nations High Commission for Refugees (“UNHCR”) in connection with the Agreement, dated \_\_\_\_ 2017, between UNHCR and the Contractor.

In connection therewith, I hereby undertake and agree as follows:

#### **1. Certain Definitions**

- (a) “*Confidential Information*” means any data, documents, materials or other information disclosed to me in connection with the Services, in any form whatsoever, whether orally, visually, in writing or otherwise (including in computerized or electronic form).
- (b) “*Permitted Purpose*” means the use of the Confidential Information to perform the Services.

#### **2. The Contractor’s Confidentiality Obligations**

- (a) I understand that the Contractor is subject to confidentiality obligations pursuant to the Contract.
- (b) I have read and understand Article 13 of UNHCR’s General Conditions of Contract for the Provision of Services, attached hereto as Attachment A.

#### **3. Undertakings**

- (a) I undertake to conduct myself and render services with a view to ensuring full compliance by the Contractor with such Article 13 of UNHCR’s General Conditions of Contract for the Provision of Services. In case of doubt, I shall consult with my immediate supervisor or another manager of the Contractor.
- (b) I shall:
  - (i) use the same care and discretion to avoid disclosure, publication or dissemination of the Confidential Information as I use with my own similar information that I do not wish to disclose, publish or disseminate; and,
  - (ii) use the Confidential Information solely for the Permitted Purpose.
- (c) Upon the request of the Contractor or UNHCR, or upon the termination or expiry of my contract with the Contractor, I shall immediately return to the Contractor all Confidential Information disclosed to me or to which I had access during or as a result of the performance of the Services, together with all copies thereof.

**SIGNED:**

\_\_\_\_\_  
Name:  
Date:  
Place:

### **Confidentiality Clause --** **UNHCR General Conditions of Contract for the Provision of Services**

13. **CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:** Information and data that is considered proprietary by either Party or that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"),<sup>1</sup> shall be held in confidence by that Party and shall be handled as follows:
- 13.1 The recipient ("Recipient") of such Information shall:
- 13.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar Information that it does not wish to disclose, publish or disseminate; *and*
- 13.1.2 use the Discloser's Information solely for the purpose for which it was disclosed.
- 13.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:
- 13.2.1 any other party with the Discloser's prior written consent; *and*,
- 13.2.2 the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls, controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, *provided that*, for these purposes a controlled legal entity means:
- 13.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; *or*,
- 13.2.2.2 any entity over which the Party exercises effective managerial control; *or*,
- 13.2.2.3 for UNHCR, a principal or subsidiary organ of the United Nations established in accordance with the Charter of the United Nations.
- 13.3 The Contractor may disclose Information to the extent required by law, *provided that*, subject to and without any waiver of the privileges and immunities of UNHCR, the Contractor will give UNHCR sufficient prior notice of a request for the disclosure of Information in order to allow UNHCR to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.
- 13.4 UNHCR may disclose Information to the extent as required pursuant to the Charter of the United Nations, or pursuant to resolutions or regulations of the General Assembly or rules promulgated thereunder.
- 13.5 The Recipient shall not be precluded from disclosing Information that is (i) obtained by the Recipient without restriction from a third party who is not in breach of any obligation as to confidentiality to the owner of such Information or any other person, or (ii) disclosed by the Discloser to a third party without any obligation of confidentiality, or (iii) previously known by the Recipient, or (iv) at any time is developed by the Recipient completely independently of any disclosures hereunder.

---

<sup>1</sup> Information and data that is considered by UNHCR as proprietary and confidential includes, but is not limited to, data pertaining to refugees and persons of concern to UNHCR.

## **Appendix 1**

- 13.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.