



Annex A: Terms of Reference
RFP/UNHCR/SUP/MENA/2023/87

REQUEST FOR PROPOSAL FOR THE PROVISION OF WEB / APP DEVELOPMENT AND
MAINTENANCE SERVICES FOR UNHCR PRIVATE SECTOR PARTNERSHIPS IN THE MIDDLE EAST
AND NORTH AFRICA (MENA) REGION

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

Table of Contents

| | | |
|----------|-------------------------------------------------------------------------------------|-----------|
| 1 | Introduction | 3 |
| 1.1 | Background | 3 |
| 1.2 | Private Sector Partnership | 3 |
| 1.3 | Statement of Purpose & Objectives..... | 4 |
| 1.3.1 | Objectives..... | 4 |
| 1.4 | Joint venture and sub-contracting | 4 |
| 1.5 | Pre-selection criteria..... | 4 |
| 2 | Requirements | 6 |
| 2.1 | Creation & development of digital - fintech products..... | 6 |
| 2.2 | Maintain and add-on the existing websites, applications and online services..... | 6 |
| 2.3 | Develop new APPs websites/microsites, landing pages, APIs | 7 |
| 2.4 | Develop mobile application..... | 8 |
| 2.5 | Design improvement..... | 8 |
| 2.6 | CMS | 8 |
| 2.7 | Payment gateway integration | 9 |
| 2.8 | Digital data integration | 9 |
| 2.9 | Documentation | 9 |
| 2.10 | A/B testing support and implementation..... | 9 |
| 2.11 | Tracking and webpage analysis..... | 9 |
| 2.12 | Investigate and implement novel payment systems..... | 10 |
| 2.13 | Technical requirements for the websites | 10 |
| 2.14 | Technical requirements for applications | 10 |
| 2.15 | Regular technical maintenance | 10 |
| 2.16 | Security and compliance | 11 |
| 2.17 | Browser support | 11 |
| 2.18 | Management relation and projects flow | 11 |
| 3 | Content of your technical and financial offer..... | 13 |
| 3.1 | Technical offer | 13 |
| 3.1.1 | Company qualifications and expertise in website development and handling services.. | 13 |
| 3.1.2 | Key professional staff qualifications and competence | 13 |
| 3.2 | Financial offer | 14 |
| 4 | Technical and financial evaluation | 15 |
| 4.1 | Technical evaluation | 15 |
| 5 | Key Performance Indicators | 17 |
| 5.1 | Performance Evaluation..... | 17 |
| 6 | Customer Responsibilities: | 18 |

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

1 Introduction

1.1 Background

The office of the United Nations High Commissioner for Refugees (UNHCR) was created in 1950, during the aftermath of the Second World War, to help millions of Europeans who had fled or lost their homes. Today, over 70 years later, our organization is still hard at work, protecting and assisting refugees around the world.

Our dedicated staff work in 128 countries around the world, from major capitals to remote and often dangerous locations.

UNHCR assists vulnerable refugees from the moment they cross a border, right through to when they finally return to their country of origin or are resettled. We're the first to respond in times of emergency, the first to help families rebuild their lives.

We explain what we do through our refugees' stories, which involve three stages:

1. Emergency/people forced to flee: UNHCR's first response (food, water, shelter, protection & medical care).
2. Protection / how people survive following a crisis: UNHCR ensures families and individuals remain safe and have access to education and skills development.
3. Solutions/rebuilding lives: UNHCR either helps families and individuals to return home or, if that is not possible, resettles them in another country that is safe for them.

Every year, millions of men, women, and children are forced to flee their homes to escape conflict and persecution. UNHCR aims to protect them, saving lives, focusing on their basic needs and rights and helping them build a better future. UNHCR programs are mostly funded by governments and the agency is looking to diversify its sources of funding through the private sector.

1.2 Private Sector Partnership

The Private Sector Partnership (PSP) service is the department within UNHCR that is responsible for generating non-governmental funds for the organization. Individuals, corporations, foundations, and national fundraising partners provide vital support to UNHCR, and their contributions are crucial in dealing with new displacement crises as well as numerous ongoing emergencies.

In addition to developing stronger partnerships with corporations and foundations, PSP worldwide continues to nurture public support and grow the un-earmarked funding it receives from individual donors around the world. The Private Sector Partnerships network aims to achieve the long-term goals of:

- Maximize contributions from the private sector and individuals for UNHCR programs.
- Increase engagement with the public on refugee issues
- Broaden partnerships with global and local corporate sectors, foundations and civil society organizations beyond financial support in order to support UNHCR's work globally.

The vision of PSP unit in the Middle East and North Africa (MENA) region is to maximize private sector funds for UNHCR in the region and to diversify the source of income such as from individuals, corporate partnerships, foundation partnerships through programs like Islamic philanthropy (i.e. Zakat) and individual online donors (individual giving).

Under UNHCR's global approach, our Individual Giving (IG) program for the MENA region adopts a digital-first strategy, where we focus on developing digital opportunities and channels for income as the basis of our individual fundraising plans.

With the aim of following the Digital trend and being able to communicate to the donors through this Digital multimedia hype UNHCR needs to maximize its resources and utilize its staff and funds to the best of its ability.

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

It is crucial for UNHCR to have an integrated, consistent and coherent online presence that manages to engage and retain supporters and donors. A key priority for our fundraising efforts is to increase the number of monthly (recurrent) donors as a base for sustainable income. We do this through Crowdfunding websites and donation pages (landing pages tailored for each humanitarian appeal), mobile Apps, integrated online/offline campaigns, rich content and stories disseminated through various digital channels (social, email, syndicated articles), and regular email communication with our donor base.

1.3 Statement of Purpose & Objectives

UNHCR PSP unit in MENA is seeking to appoint qualified web development companies that can develop and integrate different platforms that help UNHCR achieve its stated objectives.

UNHCR PSP unit in MENA will appoint a primary and back-up company to set-up the web development program in a more sustainable way. The selected companies will sign a frame agreement for 1+ 1 +1 years period, meaning a potential total of 3-years, the renewal each year being subject to satisfactory performance.

The winner company will be requested to maintain the price proposal for the duration of the contract.

A prime requirement would be to develop and maintain a flexible and intuitive content management system (CMS) WordPress based, for lead-generation and digital engagement purposes, and a hierarchy of rapidly deployable and modifiable donation websites integrated with UNHCR's databases, payment gateway(s), email marketing suite and CRM (Salesforce), web analytics, and e-commerce tracking tools. Several times per year, the selected company will be required to build interactive crowdfunding campaigns via microsites with advanced functionality such as loading animations and real-time goal-progress indicators.

The selected company should have the proper technical capacity and expertise to secure and continuously improve our digital properties, enhance their e-commerce and supporter conversion performance over all device categories, and scale with the requirements of our plans; all while providing continuous and timely development support to all our digital fundraising activities.

1.3.1 Objectives

The UNHCR expects to achieve the following results:

- Maintain / Develop mobile applications.
 - o Maintain the Native Donation App (Refugee Zakat App) with the possibility to develop on top of this project (it might include and not limited to adding new sections, new integrations, Updates on the code...); the App has a CMS-developed on top of Drupal and is linked through APIs to payment processing, CRM, and Payment gateways.
- Maintain and add-on the existing websites, applications and online services.
 - o The current website is developed on top of WordPress and has running integrations through API with payment processors, CRM, and payment gateways.
- Develop new websites/microsites, landing pages, APIs.

1.4 Joint venture and sub-contracting

Please be informed that joint venture, or contractor/subcontractor relationships are allowed. In either case, bidder needs to confirm which company is the project lead to take responsibility of the commercial relationship. The bid is to be submitted under one company, as leader. The winning bidder will be the contracted party, responsible for performance. UNHCR will deal with only one party (as single legal entity) for the administration of the contract, in case of selection. Please read carefully UNHCR General Terms and Conditions (Annex D, page 3, clause 5) about subcontracting.

1.5 Pre-selection criteria

Please fill out Annex B Technical response form for the below pass/fail criteria.

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

Please take note of the pre-qualification criteria hereunder, failure to comply with this criteria will result in disqualification:

| Criteria (pass or fail) | Documents, information to be provided to establish compliance with the set criteria |
|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Your company must be available to support UNHCR in GMT+2 time zone | Regardless of the physical location, the account management team must be available during working hours in GMT+1, +2 or +3 time zone to support UNHCR. Please confirm this on Annex B technical response form. |
| Minimum years` of experience | Your company must demonstrate at least seven (7) years in business, designing visually appealing and navigation friendly web sites and applications. Please provide your business registration certificate, confirming the year of foundation and number of years in this business sector as of the date of the RFP closing date. |
| Account management | PSP office works on crisis-based time management, therefore most of the requests and support will be on a short notice basis depending on the crisis happening and on the urgency of the situation. To establish compliance with this criterion, please submit your proposed service level agreement , which must contain: <ul style="list-style-type: none"> ✓ emergency response times the company commits to ✓ support outside working hours and on holidays. |
| Website and App security | It is mandatory to manage of all aspects of website security to protect the confidentiality of membership information and existing content (data, online payment, integrations, etc.) and prevent any type of hacks, DDoS, defacing, etc. Please submit ONE of the below documents: <ol style="list-style-type: none"> 1. certificate of website security OR 2. list of website development and handling projects where all aspects of website security were applied |

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

2 Requirements

2.1 *Creation & development of digital - fintech products*

Digital acquisition of prospects, supporters and donors: Through multilingual Mobile first donation pages (that support UTF-8 Languages in both directions i.e. Arabic, English, Turkish, Bengal, etc..) with rich media content and smart donation forms, interactive reports, informative pages, integrated with other APIs and services such as:

- ✓ Databases and CRMs (Salesforce)
- ✓ Online Payment gateways (Worldpay, Stripe, WireCard...)
- ✓ Payment Processor (Flnhub, a customized payment processor)
- ✓ Web analytics and e-commerce tracking systems (Google analytics Ga, Google Tag Manager, Facebook pixels, etc...)
- ✓ UX/UI Monitoring tools (heatmaps, VWO tool, hotjar etc.,)
- ✓ APIs/Services (e-mailing system, SurveyMonkey, Slidershow, etc...).
- ✓ This also extends to supporter sign-up pages and other platforms designed to sign-up new leads and donors, such as special appeals and crowdfunding campaigns with interactive microsites.
- Digital retention and engagement: Through landing pages, rich content hubs (CMS) with rich media content for storytelling, interactive surveys and social sharing tools, crowdsourcing, and platforms to capture and update donor, supporter and donations data.
- Mobile application: Fundraising based mobile applications, including multi languages, donation on the spot, social proof, integration with CRMs and other analytical tools like firebase.

2.2 *Maintain and add-on the existing websites, applications and online services*

UNHCR expects the selected company to manage and support UNHCR running websites/applications as follows:

- Oversee the handover procedure from the current development supplier (including full coverage for the platforms / Applications / Services)
- Assess the capabilities of the current platform to enhance and extend current functionality, capability, UI/UX (CMS functionality, responsive design, theming, caching, loading speed improvements, etc.)
- Manage releases on staging and production environments of Website and Application, Website deployment on Bitbucket or any other source code repository hosting service, and App deployment on Apple and Google Stores.
- Maintain Website functionality with all services enabled on the hosting server for performance and security purposes (Redis, Cloudflare...)
- Maintain Apps/ websites/microsites that have the following criteria:
 - ✓ Ongoing development on new/existing Mobile Apps websites and add new features/services when needed
 - Existing App (Zakat Refugee Fund) available on IOS and Android
 - Websites: Zakat.unhcr.org and giving.unhcr.org

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

- ✓ Multi-language support (mainly Arabic, English, French, Farsi, Turkish, Bengali), with the possibility of requiring support for additional languages relevant to the MENA region in the future.
- ✓ Tracking tools (Facebook Pixel, Google Tag Manager, ...)
- ✓ UX/UI Monitoring tools (Heatmaps, VWO, UXcam, etc...)
- ✓ Interactive tools (surveys, e-mailing systems, SMS systems, etc....)

2.3 Develop new APPs websites/microsites, landing pages, APIs

UNHCR expects the selected company to develop/ create a new App website and new web services:

- Develop and maintain Mobile Apps and websites/microsites that have the following criteria:
 - ✓ Ongoing development on new/existing Apps websites and add new features when needed
 - ✓ Multi-language support (mainly Arabic, English, French, Turkish, Bengali, Farsi), with the possibility of requiring support for additional languages in the future.
- Solid and secure integration, implementation or development of an existing or new payment gateways, email platform, and CRMs
- An App and website mirror for beta testing purposes.
- Manage development, staging, and production environments for proper releases.
- Manage releases on staging and production environments of Website and Application, Website deployment on Bitbucket or any other source code repository hosting service, and App deployment on Apple and Google Stores. Any updates or features added to the website, application or any service must be tested by a quality assurance team and fully functional. Implement and troubleshoot current and future integrations with web analytics and tracking codes for different platforms (e.g. Google Analytics, Google Tag Manager, DoubleClick, Facebook tracking, Twitter tracking, Google AdWords, Salesforce CRM,..)
- Assist in developing and implementing Search Engines Optimization and Social Media Optimization procedures, and writing an SEO friendly html.
- Dynamic Pages: For UNHCR's crowdfunding campaigns. The design of these pages should be dynamic, modular, and flexible while providing multiple choices of page layouts and functionalities. Drag-and-drop editing, rich media support, customization and interactive elements (such as donation counters/thermometers, tickers, carousels) are commonly utilized.
 - ✓ Donation pages: Landing pages for the different ongoing donation appeals at UNHCR should support easily editable rich content (WYSIWYG editing, text blocks, hero images, and embeddable videos), single (one-off) and regular donations (recurrent) via an interactive payment selector and modular donation forms, and tight CRM and payment gateway integration. The system should allow fast cloning and repurposing of existing pages.
 - ✓ Lead generation (signup) pages: Pages designed to provide the public with the ability to subscribe to the UNHCR supporter base and newsletter services. These pages should have simple yet effective forms to collect and save the user's data (First Name, Last Name, email address, country, etc...) and integrate it automatically with the CRM. For an illustrative example visit <https://voices.unhcr.org>
 - ✓ Islamic Philanthropy platform: Built for fundraising perps, containing informative pages, dynamic, reporting, assets download section, live reporting and Login Systems integrated.

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

2.4 *Develop mobile application*

- Develop, create and maintain the existing Mobile applications including a crowdfunding mobile app with a friendly UI/UX making it easy to perform a successful donation.
 - Develop a multi-language mobile application for different platforms (mainly Android & IOS)
 - Develop a multi-language API to manage dynamic data (to add more details on the data to be managed, and on the language to be used if confirmed)
 - Provide a detailed documentation on the developed API
 - Build a Push Notification system:
 - ✓ Send limitless push notifications
 - ✓ Fully customized push notifications, i.e.:
 - Rich push notifications with media center.
 - Multi-language based on the donor's choice.
 - Mobile deep linking where push notifications linked to special section of the mobile application (stories, fatwas, etc...)
 - Scheduled push notifications system.
 - ✓ Ability to add actions to the push notifications.
 - ✓ Ability to save the Mobile token ids for each device on our CRM (Salesforce).
 - Solid and secure integration with third party services (Analytics, dynamic content, tracking tools, etc..).
 - Build a secure integration with payment gateway to insure a smooth donation experience.
 - The backend of the mobile application should be built using a multisite, that extract the data directly from our online websites (Zakat.unhcr.org, etc..).
 - Content versioning system to provide a better caching system.
 - Integrate the mobile application with our supporter's portal to give the donors the ability to login and manage their own data.
 - Material design.
 - Deploy application to the online mobile application stores (Google Play store, Apple Store, etc. ...).

2.5 *Design improvement*

- Add enhancements to the websites' look and feel on an ongoing basis to be more user-friendly responsive, mobile-first, and compatible with the latest standards of the web,
- Create wireframes, storyboards, and prototypes to propose options for implementation.
- Develop corresponding user interface components (web templates, style sheets, scripts, images, etc..) as needed.
- Allow regular improvements on look and features.

2.6 *CMS*

- Research and advice on important plugins, suites and third-party tools that could help UNHCR's digital goals stated hereinabove (e.g. social media sharing plugins, scrolling bars, smart forms)
- A secure integrated Content Management System (CMS) based on WordPress; that allows the UNHCR team to create/update/delete and search content and webpages and the necessary elements (e.g. page content, title, embeddable rich media blocks, layouts, social metadata, SEO data, custom, and shortened URLs).
- Easily customizable frontend and website interface – layouts, colors, fonts, and content blocks should be easily modifiable by staff with little to no coding involved.
- Modules, Plugins and easy-to-insert forms with country detection, auto-fill, “shopping lists” ,advanced validation, and tracking tools.
- Integrate components in the CMS to allow review and testing, and make corresponding adjustments based on the feedback received.
- Enhance the existing CMS to be more user-friendly, and dedicated to users with role based credentials and privileges.
- Give the UNHCR team the flexibility of change on the donation pages, (for example and not restricted to, show hide monthly one time, make one of them as default...)

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

- Build it in a way where each campaign has its related pages, responses accessible from one place

2.7 Payment gateway integration

- UNHCR expects the bidding company to have the advanced knowledge in payment gateway integration, have specialized people in API integration with payment gateways, and have previous experience in this type of integrations.
- Payment Gateways are and not restricted to:
 - ✓ Stripe
 - ✓ WireCard
 - ✓ WorldPay Business gateway
 - ✓ WorldPay Corporate gateway
 - ✓ HyperPay (local)
 - ✓ NetWork International (local)
- Noting that the websites will be linked to a payment processor, and Selligent as email marketing cloud system

2.8 Digital data integration

- Integrate all platforms (CMS, donation pages, microsites, signup pages) with other crucial systems being used by UNHCR, such as CRM (Salesforce), Email marketing systems (ExactTarget; Selligent.), survey systems, Google Analytics, A/B testing suites, and payment gateways, using best-practice integration solutions requested by UNHCR.
- Bidding companies should also be able to assess current integration procedures of said systems and suggest better or more elegant UpToDate means of integration.
- Donation forms and signup forms should capture user data and insert it into current databases.
- Assist in the integration of the payment gateway with the CRM for donor data acquisition
- Assist in the integration of the call center database with Salesforce CRM
- Integrate the various donation/signup pages with the existing email suite.
- Integrate with an SMS Portal to send various SMS types to donors and supporters.

2.9 Documentation

- Produce full documentation and written user guides for daily and common operations.
- Gradually develop guidelines for consistent web design on the website and Apps, in collaboration with relevant team members, considering existing guidelines and best practices.
- Write detailed documentation on all existing websites, apps and services we have (*we can ask them to write full documentation, after taking over from FOO, and always updating it with all new features that we add, so we'll always use it as a reference of everything we have, and we can provide that to any new company that join later*)
- Provide training UNHCR staff on using and managing the Apps and websites CMS when needed and testing the API's (using Postman)

2.10 A/B testing support and implementation

Support in implementing the A/B tests for different pages as per the requirements of the PSP team, utilizing the A/B testing and optimization platform chosen by the latter.

2.11 Tracking and webpage analysis

- Coordinate with UNHCR's digital team for the implementation of tracking systems (e.g. Social pixels, Google Analytics, GTM tags).
- Provide analytics and reporting capabilities for each new system.

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

2.12 Investigate and implement novel payment systems

Should the implementation be justified, the bidding company should be capable of implementing novel payment methods in accordance with the strategic needs of UNHCR in the region (e.g. Mobile Wallets, SMS/Telco pay).

2.13 Technical requirements for the websites

- Responsive Web Design: Content adapts to the platform/device/screen that the user is accessing the current page from, and make sure the UI/UX is conducive to the page intent (donation, signup, content consumption). It allows a native-to-the-platform user experience especially when it comes to data collection/forms presentation/layout and other accessibility and connectivity features.
- Innovative and robust donation form designs: To allow data collection through a simple page layout (form fields included in the body of the page), collapsible layouts, staged designs, and/or Interactive/animated form design. Donation forms should also be smart, with immediate validations rules, geo-location capability and autocomplete features, and pass along validated data to UNHCR's CRM database.
- Hierarchy: Taking into consideration the need to manage donation multilingual landing pages (English and Arabic, Turkish, French....), with dependent thank you and error pages, and the need to quickly clone/instance and modify previous pages/templates into new landing pages.
- SEO and UX/UI friendly: Taking into consideration conversion rates (visitors to donors, page loading speed, SEO ranking elements, etc...).
- Integration with the rest of the donor-care systems and workflows detailed

2.14 Technical requirements for applications

- The mobile app should be compatible with multiple platforms (mainly iOS and Android)
- The mobile app should be supporting the most used & latest operating system versions (API version 21 - Lollipop - and above for Android; version 11 and above for iOS)
- Material design, grid-based layouts, responsive animations, and transitions...
- Content versioning system to provide a better caching system.
- Deploy mobile to the online mobile application stores (Google Play store, Apple Store, etc...).
- Solid and secure integration with all needed services/API.
- Dynamic Push Notification management system
- The backend of the mobile application should be built using a multisite that extracts the data directly from our online websites (Zakat.unhcr.org, etc...).
- Take care of the current hosting services
 - ✓ Ensure high performance and traffic- spike readiness.
 - ✓ Support peak traffic of >200K sessions per day
 - ✓ Sustained traffic of 30k sessions per day.
- Reliable secure hosting environment and stable functioning of the platforms.
- Smart Caching system
- Scalable servers in terms of disc space and data transfer (traffic and bandwidth).
- Regular data & code backups using a backup data system.
- Restoration of the website in case of any incident from the most recent backup, within 24 hours of downtime occurrence.
- HTTPS support to provide a secure connection (especially for the donation pages).
- SLA in line with industry benchmarks.
- Monitoring the servers for any vulnerability, and install/Update security patches on a daily/weekly basis

2.15 Regular technical maintenance

- Manage, edit, update and maintain the websites and applications, including all development work needed (e.g. CSS, code, jQuery, etc.)

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

- Handle regular maintenance and updates. Maintain development on staging environments separate from live environments.
- Proficient understanding and use of code versioning tools (such as Git and Bitbucket)
- Propose enhancements to increase the Conversion Rate.
- Install software, security patches, upgrades and updates, including bug fixes.
- Install, upgrade or modify existing code on sites.
- Advise on and install/uninstall plugins and extra functionality modules.
- Fix and improve all points mentioned in the penetration test performed on the website
- Provide the UNHCR team with a simple user/admin with permission-based rules to access and use the CMS of the site.
- Provide monthly, and live reporting for:
 - ✓ Server usage (disc space available)
 - ✓ Data transfer (traffic and bandwidth)
 - ✓ Suspicious traffic
 - ✓ Installed/Updated patches

2.16 Security and compliance

- Actively look for security vulnerabilities in our application and network, reporting issues, describing possible solutions and implementing the solutions.
- Conversant in OWASP Top 10 Vulnerabilities (XSS, CSRF, Injection, ...)
- Provide regular reports auditing our current services and latest changes, as well as our internal practices.
- Enhance and maintain our security infrastructure.
- Stay up to date with security news, keeping an eye out for the latest vulnerabilities and remedies emerging in the field.
- Monitor our server traffic, ticketing and reporting unusual packets.
- Knowledge of patch management, firewalls and Linux security extensions (such as SELinux)
- Familiarity with public key infrastructure (PKI) and cryptographic protocols (e.g. SSL/ TLS)

2.17 Browser support

All the systems should be designed and developed utilizing best-practice standards, assuring compatibility with at least the top 5 most common browsers, while providing graceful degradation for older browsers.

2.18 Management relation and projects flow

- One focal person, Accessible 24/7, to be UNHCR's contact person (preferred tech background).
- The company should have the ability to assign a replacement as qualified in case of leave
- Weekly status report to be provided to UNHCR, contains:
 - ✓ Project Status
 - ✓ Deliverables Status
 - ✓ Timeframe
 - ✓ Task status
- Weekly status report to be provided to UNHCR, contains:
 - ✓ Budget Status
 - ✓ Project Status
 - ✓ Deliverables Status
 - ✓ Timeframe
 - ✓ Task status
- Fully documented QA process for each publishing
- As mentioned before, the PSP office works on crisis-based time management:
 - ✓ The team should be able to assess and reply to any development request within 2 hours in case of crisis and 24 hours in case of normal situations.
 - ✓ In case of technical glitch, or downtimes, emergency plan should be in place, **pages downtime cannot exceed 5 min**

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

- The company is expected to have a Quality Assurance team, with the responsibility to make sure that the pages are up and running in their best shape, UI UX compliant, with no technical issues.
- The company should have a 24/7 support
- The company should follow a tracking system that allows UNHCR to track the tasks daily
- When initiating a new Project / Change on the platform the process should be as follows:
 - ✓ UNHCR initiates the request
 - ✓ Company to get back with a written document scope within 48 hours
 - ✓ UNHCR to approve the scope
 - ✓ Company to share the Cost with project implementation plan
 - ✓ the whole process should not take more than 4 working days
 - ✓ After full approval, wireframe/design should be presented when needed before implementing the project

Important note:

The source code and all data should be fully owned by and provided to UNHCR as part of this agreement.

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

3 Content of your technical and financial offer

- Your technical and financial offers are to be prepared separately
- Please note that **NO** financial details can be included into the technical proposal; failure to comply with this requirement will result in disqualification
- Your proposal is to be tailored as per requirements and information requested under different points of section 2, to ease the evaluation process; general company profile will not be accepted.
- Your proposal is to be sent in English

3.1 Technical offer

3.1.1 Company qualifications and expertise in website development and handling services

During the technical evaluation, in this section, the panel will score your company's service experience in website development and handling services:

- Vendors should demonstrate and provide examples of previous experience in the performance of similar services.
- Familiarity and relevant experience in using different Content Management Systems (CMS), specifically WordPress; and creating Custom WordPress Plugin from Scratch
- Have a broad knowledge of current web development technologies and design tools in the field, and new software and other web programming languages and programs including use of HTML, XHTML, CSS, XML, XSLT, Java, PHP, JavaScript and using libraries including jQuery, npm, gulp and frameworks including Bootstrap 3 or 4 React/Vue.js ;
- Have excellent knowledge of recent trends in graphic design, web sites, including online video publishing, and social media networking;
- Demonstrate the ability to create innovative and visually appealing design

3.1.2 Key professional staff qualifications and competence

During the technical evaluation, in this section, the panel will score the qualifications and competence of key professional staff who will work on UNHCR project. Please provide short biographies of core staff (maximum half page) who will be working on the account with a clear indication of the number of years of relevant work experience they have.

Please make sure you elaborate on this section properly, to understand the level of support proposed for managing our account.

- Lead developer: The lead developer is responsible for the overall development process and assures that all code contributed is in line with coding standards. The lead developer has extensive experience (at least four years) in programming and CMS development, including versioning of which at least two years are specific to WordPress CMS. The lead developer is an expert in the below scripting and coding languages and standards: PHP, AJAX, JavaScript, HTML (including version 5), CSS (including version 3). The lead developer is an expert in the use and configuration of the below applications: WordPress CMS, MySQL Database, Apache web server, Git, Experience with other related applications is an advantage. The lead developer is an expert in the use and configuration of the below products and techniques: Search engine optimization, Google Webmaster tools, Google developer tools, Mobile device adaptation. Fintech background.
- Junior developer: The junior developer that has at least two years of work experience in programming and CMS development, of which at least one year is specific to WordPress CMS.
- UI/UX experts: The vendor will have a team of graphic designers with prior experience in designing websites, fundraising websites, Mobile Apps, and online payments processes, with a solid portfolio of at least 5 years of experience.

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

- **Graphical integrator:** The graphical integrator supports the development team with the integration of graphic design and CSS elements. The graphical integrator has at least four years of experience with the CMS integration of responsive CSS and graphic design of which at least one year is specific to WordPress CMS. The graphical integrator is an expert in the scripting and coding languages and standards below: HTML (including version 5), CSS (including version 3), PHP, JavaScript (including jQuery).
- **Migration expert:** The migration expert supports the development team with the execution of manual and/or automated content migration. The migration expert works to assure the correct redirection of webpages after migration, has at least two years work experience in CMS publishing and configuration of which at least six months are specific to WordPress CMS. Has an eye for detail and a basic understanding of content development, has the capacity to write and read fluently in English. The migration expert has experience with the below applications, scripting and coding languages and standards are also an advantage: PHP, JavaScript (including JQuery), HTML, CSS, MySQL Database.
- **Mobile App developers:** Experience designing loosely coupled, modular, plugin architecture and scalable solutions with setting SDK development guidelines, patterns, and best practices.
 - ✓ Knowledge in languages like Java, JavaScript, Objective-C, and PHP, and new languages like Python, Kotlin, Swift...
 - ✓ Strong experience with Android and iOS applications:
 - ✓ For Android: Experience in Java and the JDK and Android Developers kit. Expert knowledge of Android Architecture, performance optimization, and Security.
 - ✓ For iOS: Expert knowledge of Objective-C and/or Swift. Experience with XCode and other associated tools
- **SEO specialists:** analyses, reviews and implements changes to websites so they are optimized for search engines, problem solver and decision-maker, with the ability to prioritize and develop relevant and engaging content.
 - ✓ Keyword optimization: Researching keywords and organically introducing them into the website.
 - ✓ Website analysis: make sure that the website conforms to the latest standards for search engine optimization. Keywords, backlinks, formatting, and content are but a few of the important areas that an SEO specialist considers as he analyses redesigns and rebuilds a website.
 - ✓ Content generation–The keywords are important, but the textual, informational, and graphical content that constitute the page must also be produced by the SEO specialist.
 - ✓ Search engine parameters: Maintaining an updated understanding of what the major search engines, and especially Google, are using as criteria for SERP informs all the design choices an SEO specialist makes.
 - ✓ Information technology skills–possess a strong background in HTML, CSS, several programming languages and familiarity with a variety of operating systems and hardware platforms.
 - ✓ Analytical processing–The ability to analyze problems, find appropriate resources and develop solutions.
- **QA team:** Ensure smooth testing procedures, working directly with developers to find bugs or missteps in business requirements. Assure that user requirements are met, and bugs are fixed before any software is deployed. Perform continuous testing on the platform to ensure they are fully functional.

3.2 Financial offer

Please use only Annex C (Financial Offer) to provide your corresponding fees and cost breakdown.

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

4 Technical and financial evaluation

Only companies passing the pre-selection criteria (please refer to section 1.5) will be considered for technical scoring.

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.

Please fill out Annex B Technical response form to provide the below information for scoring.

4.1 Technical evaluation

| Company qualifications and expertise in proposed services (max 45 points) | Documents, information to be provided to establish compliance with the set criteria |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Apps/Website development and handling services projects (max 10 points) | Please submit the list of Mobile Applications / website development and handling projects (previous and current underway in charity and for-profit sector) from the past 5 years. The scores will be allocated for the number of projects listed (in total). |
| Experience in design visually appealing and navigation friendly web sites and applications (max 5 points) | Please provide information about the your experience in designing visually appealing and navigation friendly web sites and applications. Please submit a list of latest visual design projects (in the past 3 years) following the latest UX/UI trends and rules The score will be allocated based on the UI/UX rules and compatibility of the visual designs of the websites/apps. |
| Experience in use different Content Management Systems (CMS) (max 10 points) | Please provide a detailed description of your company's experience with all content management systems in use as mentioned in this document, specifically Drupal, WordPress; and creating Custom WordPress Plugin from Scratch, from the past 3 years. |
| Knowledge of current Mobile Apps and web development technologies (max 10 points) | Comprehensive proposal to be presented to demonstrate your company's knowledge of current web development technologies and design tools in the field, and new software and other web programming languages and programs including use of HTML, XHTML, CSS, XML, XSLT, Java, PHP, JavaScript and using libraries including jQuery, npm, gulp and frameworks including Bootstrap 3 or 4 React/Vue.js. |
| Graphic and visual design capabilities (max 5 points) | Comprehensive proposal to be presented including proof of knowledge of recent trends in graphic design, web sites, including online video publishing, and social media networking; Demonstrate the ability to create innovative and visually appealing design. |
| PCI compliance (max 5 points) | Payment card industry compliance refers to the technical and operational standards that businesses follow to secure and protect credit card data provided by cardholders and transmitted through card processing transactions. PCI standards for |

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

| | |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>compliance are developed and managed by the PCI Security Standards Council.</p> <p>PCI DSS – PCI Security Standards Council certificate to be submitted to establish compliance with the criteria (https://www.pcisecuritystandards.org/), please send ONE of the following levels` certificate OR a self-declaration confirming the bidding company`s adherence to PCI compliance</p> <p>Level 1: Merchants processing over 6 million card transactions per year.</p> <p>Level 2: Merchants processing 1 to 6 million transactions per year.</p> <p>Level 3: Merchants handling 20,000 to 1 million transactions per year.</p> <p>Level 4: Merchants handling fewer than 20,000 transactions per year</p> |
| <p>Key professional staff qualifications and competence (max 25 points)</p> | <p>Documents, information to be provided to establish compliance with the set criteria</p> |
| <p>Experience of core people who will work on UNHCR project. (Including experience with similar projects) (max 20 points)</p> | <p>The scores will be allocated based on the average years` of relevant experience of the core people assigned to UNHCR account. Please provide short biographies of the key professional staff (maximum half page) who will be working on the account with a clear indication of the number of years of relevant work experience they have. Please refer to section 3.1.2 for more info.</p> <ul style="list-style-type: none"> • Lead developer (max 5 points) • Junior developer (max 2.5 points) • UI/UX experts (max 2.5 points) • Graphical integrator (max 2.5 points) • Migration expert (max 2.5 points) • Mobile App developers (max 2.5 points) • SEO specialists (max 2.5 points) |
| <p>QA team for ad-hoc trouble shooting (max 5 points)</p> | <p>To ensure smooth testing procedures, working directly with developers to find bugs or missteps in business requirements are essential; to assure that user requirements are met, and bugs are fixed before any software is deployed.</p> <p>Please confirm the composition of the QA team to perform continuous testing on the platform to ensure they are fully functional.</p> <p>The scores will be allocated based on the average years` of relevant experience of the QA team members assigned to UNHCR account.</p> |

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

Companies may be requested to deliver a presentation based on their technical proposal via WebEx/Teams. The dates for the presentations will be communicated in time.

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

5 Key Performance Indicators

5.1 Performance Evaluation

- **Delivery Quality**
 - o The delivery time is crucial and is to be respected, since the tasks are co-linked and the delay in delivery will cause a delay on all the levels especially fundraising.
 - o A bug free and smooth deployment is expected.
- **Response time**
 - o Is the elapsed time between an inquiry and the response to a certain inquiry. Since we work on crisis-based time management, low response times may cause income loss.
- **Adherence to agreed service levels**

Bidders are required to submit any request for clarification or any question in respect of this TOR via e-mail by the deadline indicated in the RFP cover letter.

6 Customer Responsibilities:

The UNHCR is responsible for providing the following:

- All documentation related to API's and integrations.
- Background knowledge to help the bidder take over the current projects.
- Project requirements and briefs and making sure all project aspects are clear to the agency.
- Providing the content and branding guidelines?
- Identify a lead and support to be the face of PSP