Annex A: Terms of Reference

RFP/2026/004/MENA/PSP

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

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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 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.

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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

UNHCR expects to achieve the following results:

- Maintain / Develop mobile applications.
    - 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.
    - 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 ventures, or contractor/subcontractor relationships are allowed. In either case, bidder needs to confirm which company the project is led 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 E, page 3, clause 5) about subcontracting.

If the Contractor requires the services of subcontractors to perform any obligations under the Contract, the Contractor shall obtain the prior written approval of UNHCR. UNHCR shall be entitled, in its sole discretion, to review the qualifications of any subcontractors and to reject any proposed subcontractor that UNHCR reasonably considers is not qualified to perform obligations under the Contract. UNHCR shall have the right

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to require any subcontractor's removal from UNHCR premises without having to give any justification therefor. Any such rejection or request for removal shall not, in and of itself, entitle the Contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of its obligations under the Contract, and the Contractor shall be solely responsible for all services and obligations performed by its subcontractors. The terms of any subcontract shall be subject to and shall be construed in a manner that is fully in accordance with, all the terms and conditions of the Contract.

1.5 Pre-selection criteria

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

Please take note of the pre-qualification criteria hereunder, failure to comply with this criterion 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	The bidding company must demonstrate at least ten (10) years in business designing visually appealing and navigation-friendly websites and applications. Please provide your business registration certificate confirming the **year of establishment**, together with information demonstrating the **number of years of relevant experience in this business sector**, calculated as of the RFP closing date. **For joint venture and subcontracting arrangements, the designated lead company (Contractor) must independently meet the minimum ten (10) years of relevant business experience requirement. The experience of other consortium members, group companies or subcontractors cannot be combined with or substituted for that of the lead company to fulfil this mandatory criterion.** *The lead company shall remain UNHCR's sole contractual counterpart and shall be responsible for the performance of all contractual obligations, including services delivered by its subcontractors. All invoicing and payments shall be handled directly between UNHCR and the lead company (Clause 5 of Annex E – UNHCR General Terms and Conditions)*
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: ✓ emergency response times the company commits to ✓ support outside working hours and on holidays.
Website and App security	It is mandatory to manage 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: **1. certification in website security**

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	OR 2. **list of website development and handling projects** where all aspects of website security were applied
Compliance with UN Suppliers Code of Conduct	Mandatory acceptance of the UN Supplier Code of Conduct (Annex C). Please fill out Annex B as your response form to provide this information.
UNHCR special data protection clause-For Information	The UNHCR Special Data Protection Conditions are attached for bidders' information and reference. (Annex D) *Please note that these conditions are provided for information and reference only. Bidders are encouraged to review them at this stage. Any necessary clarifications or amendments will be discussed with the selected supplier during the contracting process.*
UNHCR General Terms and Conditions – For Information	The UNHCR General Terms & Conditions are attached for bidders' information and reference (Annex E). *Please note that these conditions are provided for information and reference only. Bidders are encouraged to review them at this stage. Any necessary clarifications or amendments will be discussed with the selected supplier during the contracting process.*

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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 (MySQL...) and CRMs (Salesforce).
- Online Payment gateways (Worldpay, Stripe, Apple Pay, Google Pay...).
- Payment Processor (Finhub, 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 (SendGrid...), SurveyMonkey, 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 platforms such as 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.

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- ✓ 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.
  - ✓ Islamic Philanthropy platform: Built for fundraising perps, containing dynamic informative pages, reporting, assets download section, live reporting and Login Systems integrated.

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

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- 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, donation form etc...)
        - Scheduled push notifications system.
    - ✓ Ability to configure push notification actions so that, when a notification is clicked, the user is redirected to a specific page within the application.
    - ✓ Ability to save details of each active device in 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 ensure a smooth donation experience.
- The mobile application's backend should be capable of retrieving and synchronizing data directly from our websites, such as Zakat.unhcr.org and other UNHCR online platforms.
- Content versioning system to provide a better caching system.
- Donors should be able to login to the mobile application and manage their own data (personal data, preferences, donation history...).
- 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.
- 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, add destinations and predefined amounts...).
- Build it in a way where each campaign has its related pages, responses accessible from one place.

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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
  - ✓ Apple Pay
  - ✓ Google Pay
  - ✓ WorldPay
  - ✓ Paypal
  - ✓ HyperPay (local in the MENA region)
  - ✓ InstaPay (Local in Egypt)
  - ✓ Network International (Local in UAE)
- Noting that the websites and mobile apps will be linked to a payment processor (Finhub), 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.(e.g. Sendgrid..)
- 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 the current support company, 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 to 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.

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2.12 Investigate and implement novel payment systems

Where justified by business needs, 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.
- HTTPS support to provide a secure connection (especially for the donation pages).
- Technologies: Our current websites are based on WordPress.

2.14 Technical requirements for applications

- The mobile app should be compatible with multiple platforms (mainly iOS and Android).
- The mobile app should support the most used & latest operating system versions (Android version 17 and above; IOS version 27 and above).
- Material design, grid-based layouts, responsive animations, and transitions...
- Content versioning system to provide a better caching system.
- Smart Caching system.
- Deploy the mobile application to the online App stores (Google Play store, Apple Store, etc...).
- Solid and secure integration with all needed services/API.
- Dynamic Push Notification management system.
- The mobile application's backend should be capable of retrieving and synchronizing data directly from our websites, such as Zakat.unhcr.org and other UNHCR online platforms.
- Technologies:
    - Our current mobile application is built on Flutter
    - The mobile application's backend is currently developed using Laravel

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.).
- 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.

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- 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, compliance and hosting

- 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).
- Ability to 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.
- 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.
- SLA in line with industry benchmarks.
- Monitoring the servers for any vulnerability and install/Update security patches on a daily/weekly basis.

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 (preferably with a technical 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
  - ✓ Budget 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 respond 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.**

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- 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 shall be fully owned by and provided to UNHCR as part of this agreement. No brandmark, logo, attribution, or other branding of the support company may be displayed on the deliverables.

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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 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 accounts 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.

- **Project Manager**: Oversees project planning, execution, and delivery.
- **Team Leader *(Web, Backend, Mobile)***: Leads the team and coordinates daily activities.
- **Developer *(Web, Backend, Mobile)***: Develops and maintains web, backend, and mobile applications, including user interfaces, APIs, backend services, and databases. Ensures application performance, security, scalability, and reliability while troubleshooting issues and delivering effective technical solutions.
- **Migration Expert**: Manages data, content and system migrations, including manual and automated migration activities. Ensures data accuracy, successful content transfer, proper webpage redirection, and a smooth transition with minimal disruption to users and business operations.
- **UI/UX Designer**: Creates intuitive and engaging user experiences for websites, fundraising platforms, and mobile applications. Conducts user research, wireframing, prototyping, visual design, and usability testing to deliver accessible, user-centered solutions that support business goals and improve user satisfaction.
- **SEO Specialist**: Improves search visibility and organic traffic by analyzing, reviewing, and implementing website optimizations. Conducts keyword research, content optimization, and

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performance monitoring while leveraging strong problem-solving and decision-making skills to develop relevant and engaging content that supports business goals.

- **QA Analyst:** Tests applications and ensures quality standards are met. Works closely with developers to identify and resolve defects, validate business requirements, and verify that user requirements are fulfilled before deployment. Perform continuous testing to ensure platform functionality, reliability, performance, and a seamless user experience.

3.2 Financial offer

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

The financial proposal submitted by the Contractor shall remain valid for the entire duration of the contract, covering Years 1, 2 and 3. Any anticipated increases in fees, including adjustments applicable from Year 2 onwards, must be reflected in the financial offer at the time of submission. No amendments to the pricing schedule will be accepted after the contract award.

The rates and fees proposed by the Contractor shall constitute maximum ceiling rates and not-to-exceed amounts for the duration of the three-year contractual period. Actual expenditures will be based on agreed requirements and services rendered.

Prior to the commencement of each individual project, PSP MENA and the Contractor will engage in discussions to define the scope of work and optimize overall costs. However, any negotiated prices shall remain within the ceiling rates established in the Contractor's approved financial proposal.

Your financial offer is based on the following two pillars:

1. **Daily rate for the required expertise on board (section 3.1.2):**

Consultancy Title	Daily Rate	Estimated Number of Days (year 1)
Project Manager	By vendor	40
Team Leader, Web, Backend, Mobile	By vendor	40
Developer, Web, Backend, Mobile	By vendor	120
Migration Expert	By vendor	30
UI/UX Designer	By vendor	30
SEO Specialist	By vendor	30
QA Analyst	By vendor	90

Important: The estimated number of consultant days for Year 1 has been established based on UNHCR's historical data, anticipated programme requirements, and previous experience with website and mobile application development and maintenance services. To accommodate potential growth and expansion of activities, UNHCR will apply an indicative volume increase of 10% for Years 2 and 3. **The volumes provided are indicative only and shall not be construed as a financial commitment, guarantee of work, or minimum purchase obligation on the part of UNHCR.** Actual requirements may be higher or lower depending on operational needs, available budgets, and programme priorities.

The purpose of these indicative volumes is to provide prospective vendors with a realistic understanding of the expected level of effort and to ensure a fair, transparent, and comparable financial evaluation process. The same estimated volumes will be applied uniformly to all bidders for the calculation and comparison of the total evaluated cost for each contract year.

2. **Plugins / third-party costs**

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Third-party software licenses, plugins, subscriptions, and related services required for the operation, maintenance, security, analytics, or functionality of the websites and applications shall be invoiced separately from development and consultancy services. Such costs shall be charged at actual cost without markup, subject to prior approval by UNHCR.

This is the list of third-party tools that we currently use and expect to continue using our revamped platforms. Additional tools and plugins may be introduced as needed to support new features and platform requirements:

- DexProtector: https://dexprotector.com/
- UXCAM: https://uxcam.com/
- OneLink: https://www.onelink.to/
- ContentKing: https://app.contentkingapp.com/
- QR Code Generator: https://app.qr-code-generator.com/
- WPML Multilingual CMS: https://wpml.org/
- Advanced Custom Fields (ACF) Pro: https://www.advancedcustomfields.com/
- SendGrid: https://app.sendgrid.com/

Item	Unit	Qty year 1	Frequency	Fee
DexProtector License	App License	1 *(IOS and Android Apps)*	Annual	By vendor
UXCam Subscription	App Subscription	1 *(IOS and Android Apps)*	Annual	By vendor
OneLink Subscription	Service Subscription	1 *(Team Plan)*	Annual	By vendor
ContentKing Subscription	Website Subscription	1 *(2 Websites)*	Annual	By vendor
QR Code Generator	Subscription	1 *(Advanced Plan)*	Annual	By vendor
WPML License	Website	1 *(Multilingual CMS Plan - 3 Production and 9 Development Websites)*	Annual	By vendor
ACF Pro License	Website	1 *(Agency Plan – Unlimited Sites)*	Annual	By vendor
SendGrid	Email Package	Essentials Plan (50,000 – 100,000 emails/month)	Monthly	By vendor

Important: The estimated quantity for Year 1 has been established based on UNHCR's anticipated programme requirements. To accommodate potential growth and expansion of activities, UNHCR will apply an indicative volume increase of 10% for Years 2 and 3. **The quantity provided is indicative only and shall not be construed as a financial commitment, guarantee of work, or minimum purchase obligation on the part of UNHCR.** Actual requirements may be higher or less depending on operational needs, available budgets, and programme priorities.

The purpose of this indicative quantity is to provide prospective vendors with a realistic understanding of the expected level of effort and to ensure a fair, transparent, and comparable financial evaluation process. The same estimated volumes will be applied uniformly to all bidders for the calculation and comparison of the total evaluated cost for each contract year.

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4 Technical and financial evaluation

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

Bidders must complete Annex B – Technical Response Form to demonstrate compliance with the mandatory pre-selection criteria (Pass/Fail).

In addition, bidders must submit a separate, comprehensive technical proposal tailored to the technical evaluation criteria specified in Section 4.1 of these Terms of Reference.

The technical proposal must address each evaluation criterion and provide the supporting information and documentation requested under the respective criteria. Submission of Annex B alone or a general company profile will not be considered sufficient to demonstrate compliance with the technical proposal requirements

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

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 12.5 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 and type of projects listed (in total). *If no information is provided for this criterion, zero (0) points will be awarded.*
Experience in design visually appealing and navigation friendly web sites and applications (max 7 points)	Please provide information about 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. *If no information is provided for this criterion, zero (0) points will be awarded.*
Experience in use different Content Management Systems (CMS) (max 8 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. *If no information is provided for this criterion, zero (0) points will be awarded.*
Knowledge of current Mobile Apps and web development technologies (max 12.50 points)	A comprehensive proposal shall be submitted demonstrating the company's knowledge and experience in current web development technologies, design tools, and software solutions. The proposal should highlight expertise in web programming

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	languages and technologies, including HTML, XHTML, CSS, XML, XSLT, Java, PHP, and JavaScript, as well as relevant libraries and tools such as jQuery, npm, Gulp and React. It should also demonstrate proficiency in modern frameworks and platforms, including Vue.js, Next.js, Flutter, Laravel, and Bootstrap (versions 4 or 5). *If no information is provided for this criterion, zero (0) points will be awarded.*
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 compliance are developed and managed by the PCI Security Standards Council. 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 Level 1: Merchants processing over 6 million card transactions per year. Level 2: Merchants processing 1 to 6 million transactions per year. Level 3: Merchants handling 20,000 to 1 million transactions per year. Level 4: Merchants handling fewer than 20,000 transactions per year *If no information is provided for this criterion, zero (0) points will be awarded.*
Key professional staff qualifications and competence (max 25 points)	**Documents, information to be provided to establish compliance with the set criteria**
Experience of core people who will work on UNHCR projects. (Including experience with similar projects) (max 20 points)	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. • Project Manager (max 5 points) • Team Leader (Web, Backend, Mobile) (max 4 points) • Developer (Web, Backend, Mobile) (max 4 points) • Migration expert (max 1 points) • UI/UX Designer (max 2 points) • SEO specialists (max 1 points) • QA Analyst (max 3 points) *If no information is provided for this criterion, zero (0) points will be awarded.*
QA team for ad-hoc trouble shooting (max 5 points)	To ensure smooth testing procedures, the Quality Assurance (QA) team should work closely with developers to identify bugs, defects, and any gaps in the implementation of business requirements. This is essential to ensure that user requirements

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	are met and that all identified issues are resolved before any software is deployed. Please confirm the composition of the QA team and describe the approach to continuous testing of the platform to ensure its functionality and reliability. The scores will be allocated based on the average years` of relevant experience of the QA team members assigned to UNHCR account. *If no information is provided for this criterion, zero (0) points will be awarded.*

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.

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5 Key Performance Indicators

5.1 Performance Evaluation

- **Delivery Quality**
  - 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.
  - A bug free and smooth deployment is expected.
- **Response time**
  - 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**

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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