Annex B

RFPS-NYH-2026-503950

TERMS OF REFERENCE (TOR) for Hosting Administration, Maintenance and Custom Development of UNICEF's Moodle Workplace Learning Management System

IMPORTANT NOTES: The TECHNICAL PROPOSAL and attached documents (kindly refer to Section 6.1 of this TOR for the complete list of documents) shall be completed and returned by the Proposer in a separate email totally separated from the COMMERCIAL PROPOSAL.

To facilitate Proposer's responses, we have provided the documents in editable form so that the vendor can insert answers directly in the document (rather than retyping). However, please note that UNICEF valid requirements are the ones indicated in the PDF version and that the Bidder is not permitted to modify them in any way. Modifications of our stated requirements will be reason for disqualification of the proposal.

Please refer to RFP document – Instructions to Proposers for detailed information on the submission of proposals, particularly Sections 1. Marking and Returning of Proposals (including 1.1. to 1.6) and Section 1.7 (E-mailed proposals).

As per above mentioned document, **Technical Proposal and Commercial Proposal must be submitted as separate EMAILS**. The size of each EMAIL (including attachments) should not exceed ten (10) megabytes; however, Proposer may structure the proposal in several batches of emails.

Proposer shall complete, as appropriate, each email subject line with the following information:

- RFPS-NYH-2026-503950, [Company Name], Technical Proposal - Submission [#] of [#];
- RFPS-NYH-2026-503950, [Company Name], Commercial Proposal - Submission [#] of [#];

Emails links are not acceptable. Bids submitted as a link will be disqualified. No price information should be provided in the technical Proposal. Note that failure to follow the submission instructions will result in invalidation of your proposal.

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1. Purpose of the RFPS

Agora is UNICEF's global Learning Management System (LMS) and serves as UNICEF's central hub for learning and development activities. Built on Moodle Workplace (MWP) and hosted in UNICEF's Amazon Web Services (AWS) environment, Agora supports a wide range of internal and external learning initiatives by enabling accessible, anytime, anywhere learning for UNICEF personnel and partner organizations worldwide. The platform current supports the delivery, administration, tracking and management of learning activities aligned with UNICEF's strategic objectives.

Through this RFPS, UNICEF seeks to engage a **Certified Premium Moodle Partner** that will provide fully managed LMS services for Agora, including MWP subscription management, AWS hosting administration, Agora platform maintenance and support, system upgrades, custom development services and AI-enabled integrations and enhancements.

The objective of this engagement is to maintain and further develop a secure, reliable, user-friendly, and scalable learning environment that supports evolving organisational and partner learning needs. UNICEF also seeks to streamline learning administration processes, improve user experience, strengthen platform performance and security, and ensure the platform remains flexible sustainable and capable of continuous enhancement in response to changing business requirements and emerging technologies.

The selected Certified Premium Moodle Partner will play a strategic role in supporting the future evolution of Agora by providing both technical expertise and innovation capabilities to help UNICEF modernize and continuously enhance the platform. This includes supporting the expansion of a personalized and competency-based learning experience, improving reporting and analytics capabilities, strengthening integrations with enterprise systems, and enabling adoption of emerging technologies, including AI-driven functionalities and automation.

In addition to ensuring stable day-to-day operations, the vendor is expected to proactively advise UNICEF on platform optimization, scalability, security, accessibility, and best practices within Moodle Workplace ecosystem. The engagement intends to support UNICEF's long-term vision of establishing Agora as modern, scalable, data-informed, and sustainable digital learning ecosystem capable of supporting a global and diverse learner community while adopting future organisational priorities and technological advancements.

2. Introduction, Background and Business Need

2.1. Introduction

Agora is UNICEF's global LMS and serves as the organisation's central digital platform for learning and development. The platform supports UNICEF personnel, offices and partner organisations worldwide by enabling the delivery, administration, tracking and management of broad range of learning activities aligned with UNICEF's strategic and operation objectives.

UNICEF operates in a highly decentralised global environment, with more than 20,000 staff members across over 190 countries, in addition to a wide network of external partners and collaborators. Learning and development activities are managed across multiple divisions, regional offices and country offices, each with distinct operational and technical learning requirements. In this context, Agora plays a critical enterprise role by providing a unified, scalable, and accessible learning ecosystem capable of supporting both organisational and partner learning needs globally.

Agora currently supports a diverse portfolio of learning modalities, including self-paced e-learning, instructor-led training, blended learning, mandatory compliance training, certification programmes, social and collaborative learning and competency-based development initiatives. The platform is designed to support anytime-anywhere access to learning while enabling effective administration, reporting, monitoring and governance of learning activities across the organisation.

Originally implemented in 2014, Agora has evolved into a large-scale enterprise LMS environment supporting close to 400,000 active learners and more than 1.5 million course registrations globally. The platform currently hosts approximately 2,000 active learning activities and continues to expand in scale, complexity and functional requirements.

Learning in UNICEF: 2026 in figures

Over 400,000 active learners, over 1.5 million registrations
Over 2,000 active learning activities in the catalogue
1,314,000 learning activities completed to date
Accessed from ALL countries in the world.

As part of UNICEF's ongoing digital learning transformation initiative, the Agora platform is currently transitioning from Totara LMS to MWP, with the migration expected to be completed by September 2026. The platform is hosted within UNICEF's AWS cloud environment and incorporates multiple enterprise integrations, custom configurations, tailored functionalities designed to meet UNICEF's operational, reporting, security and user experience requirements.

UNICEF intends to continue developing Agora into a modern, scalable, secure and data-informed digital learning ecosystem capable of supporting continuous innovation, personalized learning experiences, advanced reporting and analytics, AI-enabled functionalities. Accordingly, UNICEF seeks to engage a qualified Certified Premium Moodle Partner capable of providing strategic, operational, and technical support for the ongoing management, enhancement and continuous evolution of the Agora platform.

The following sections provide an overview of the current Agora environment, existing platform capabilities and integrations, hosting architecture, operational model, and UNICEF’s current and future business requirements for the platform.

2.2. Background

Current Agora Platform Environment and Operational Baseline

This section describes the current operational and technical baseline of the Agora platform that will be transitioned to and supported by the selected Certified Premium Moodle Partner during the term of the engagement.

Agora is currently operating as an enterprise LMS hosted within UNICEF's AWS cloud infrastructure. The platform is undergoing phased migration from Totara LMS to MWP 4.5 with completion expected by September 2026. Several customizations, integrations and bespoke configuration is already implemented.

The selected Certified Premium Moodle Partner will therefore assume responsibility for supporting and enhancing an existing large-scale enterprise LMS environment rather than implementing a new platform.

a) Current Functional Environment

The current Agora platform supports a broad range of organizational learning and administration requirements, including:

- Management and delivery of online, instructor-led, and blended learning activities
- Learning catalogues and structured learning programmes
- Mandatory and compliance learning management
- Certifications and completion tracking
- Personalized learner dashboards and user self-service capabilities
- Role-based administration and decentralized learning management
- Multi-tenant learning environment functionality
- Reporting, monitoring, and analytics capabilities
- Social and collaborative learning features
- Competency-based and professional development learning initiatives

The platform currently supports a globally distributed learner population and decentralized learning operations across UNICEF offices and partner organizations.

b) Existing Customizations and Integration

The current production environment includes several operational integrations and platform customizations that shall remain in scope for ongoing maintenance and support. These include:

i. Identity and User Integrations
   - Single Sign On for UNICEF, National Committees and UN Women personnel
   - Azure Active directory integration
   - SAP user synchronization database

ii. Reporting Analytics

- PowerBI data integration for reporting

iii. Platform customisation
- Custom catalogue design (incl. custom nested classifications)
- Custom theme
- Dashboard design
- Tenancy customizations

iv. Thrid-party integration
- LinkedIn Learning

These components form the current operational baseline of the platform and must be supported, maintained and enhanced as part of the ongoing service delivery.

Current Hosting and Infrastructure Environment

The Agora platform is hosted within UNICEF's AWS cloud environment, AWS Infrastructure v4.0, using scalable and highly available infrastructure architecture. The infrastructure-as-a-Service (IaaS) includes Virtual Machines, Storage and Networks.

The current environment includes:

- Database auto scaling via Aurora DB nodes with separated reader and write endpoints
- EC2 and ECS scaling (up and down) using auto-scaling rules and Lambda functions.
- Cache layer scaling using code managed states in Terraform.
- Fast recovery times in the event of major disaster recovery (hours in place of days)
- Increased consistency across the platform through infrastructure as code management and CI/CD practices
- Secure cloud networking and storage services
- Backup and disaster recovery mechanism

The current vendor's latest infrastructure version is entirely code based (infrastructure as code) ensuring consistency across all managed services platforms. Continuing to the same AWS infrastructure architectural approach is envisaged for the duration of the agreement, subject to ongoing operational and technical requirements.

UNICEF retains ownership of the AWS environment and associated cloud services. The selected Certified Premium Moodle Partner will be responsible for administration, management, maintenance, optimization, and operational support of the hosting environment in coordination with UNICEF.

Current Maintenance and Support Services

The current operational support model includes both platform-level and infrastructure-level services required to ensure platform stability, security and continuity operations.

Services currently provided include:

- MWP patching and updates
- Security patching management

- Defect and incident resolution
- Performance monitoring and optimization
- Scheduled maintenance activities
- Backup and restoration support
- Integration monitoring and troubleshooting
- Release and deployment management
- Second-level technical support for UNICEF platform administrator
- Minor platform enhancements and usability adjustments

Support services are primarily coordinated through UNICEF's Global Learning Centre (GLC) within the Global Shared Services Centre (GSSC) in Budapest, Hungary. The current UNICEF AGORA support team consists of:

- One (1) Team Lead
- Two (2) Senior Learning and Development Staff Members
- One (1) Course Monitoring staff member
- One (1) Customer Support staff member

The UNICEF team is responsible for overall platform administration, operational governance, learning coordination, user support oversight, platform testing and validation of custom developments, and coordination with the current Moodle Partner.

In addition, approximately 150 individual course managers come from offices are across UNICEF: HQ divisions, regional offices, and country offices manage learning content, learner activities and report within their respective business areas. The UNICEF Agora team fully supports the course managers.

The selected Certified Premium Moodle Partner will work closely with the UNICEF Agora support team and relevant stakeholders to ensure continuity of platform operations, effective incident and change management, ongoing maintenance and support services, and continuous improvement of the platform throughout the duration of the engagement.

Current Governance Principles and Operational Approach

The current Agora platform has been configured and is operated in accordance with UNICEF-established governance principles, functional standards, and operational practices. These principles currently guide how the platform is designed, managed, supported, and continuously enhanced within the existing MWP environment.

The current operational principles are:

- **Easy Access to Learning Opportunities**
  The platform is currently designed to enable learners to easily discover, access, and participate in relevant learning opportunities through centralized catalogues, personalized dashboards, search capabilities, and role-based access.

- **Guided Learning Experience**
  The platform currently supports guided learning journeys by providing learners and managers with access to mandatory training requirements, recommended learning activities, certifications, learning pathways, and other relevant learning information.

- **Support for Learning and Development planning**

  Agora currently provides tools and workflow that support learners. managers and administrators in planning, managing and monitoring learning and professional development activities.

- **Support for Multiple Learning Modalities**

  The platform currently supports the management, delivery and tracking of multiple learning formats, including:

  - Self-paced online learning
  - Instructor-led training
  - Blended learning
  - Formal and informal learning activities
  - Collaborative and social learning activities

- **Provide effective monitoring, evaluation and reporting tools**
  The platform currently provides reporting, monitoring, and analytics capabilities that support learners, managers, administrators, and other stakeholders in tracking learning activities, participation, completion, and compliance requirements.

- **Continuous Learning and User Engagement**

  Agora currently supports continuous learning and learner engagement through features such as learning pathways, integration between formal learning and communities of practices, motivation of learners through various gamification techniques and other user engagement functionalities.

The selected Certified Premium Moodle Partner shall ensure continuity of these current operational principles and support their ongoing improvement throughout the duration of the engagement.

2.3. Business Need

As the platform transitions to full operation on Moodle Workplace (MWP), UNICEF is initiating this procurement process to select a Certified Premium Moodle Partner to support the Moodle Workplace (MWP) platform.

The selected Certified Premium Moodle Partner shall ensure platform stability, operational, scalability, security, and alignment with UNICEF's evolving organisational and learning requirements. The selected Certified Premium Moodle Partner will also be expected to support future platform enhancements, integrations, AI-driven capabilities, and strategic development initiatives throughout the engagement period.

The selected Certified Premium Moodle Partner shall provide all required technical, functional and operational services necessary to support the ongoing operation and optimization of the existing MWP environment.

2.3.1 Objectives

The objectives of this engagement are to:

- Ensure uninterrupted operation and availability of the existing Moodle Workplace 4.5 platform.
- Provide expert Moodle Workplace administration, support, maintenance, and optimization services.
- Maintain a secure, scalable, and high-performing AWS hosting environment.
- Deliver proactive monitoring, issue resolution, and continuous improvement.
- Support integrations with UNICEF enterprise systems and third-party platforms.
- Enable future custom developments and AI-powered learning capabilities.
- Ensure compliance with UNICEF security, data protection, and operational requirements.
- Establish a sustainable support and service delivery model with clear service levels and governance.

2.3.2 Scope of Services

The successful bidder shall provide end-to-end services for the UNICEF Agora LMS platform.

The scope includes, but is not limited to, the following areas:

- Service Takeover and Operational Transition
- Moodle Workplace Administration and Platform Support
- AWS Hosting Administration and Infrastructure Management
- Application Maintenance and Technical Support
- Performance Monitoring and Optimization
- Security, Backup, and Disaster Recovery Services
- Moodle Workplace Subscription Management
- Custom Development and Enhancement Services
- AI Solution Design and Implementation
- Transition and Exit Support Services

2.3.2.1 Transition and Handover

At the commencement of the Long-Term Arrangement (LTAS), **the chosen Certified Premium Moodle Partner shall full operational and migrated MWP platform and shall focus on the structured transfer of services, operational readiness, and validation of the existing environment to ensure continuity of service delivery.**

The Transition-in Activities shall include, but are not limited to:

- Review and familiarization with platform configuration and plugins

- Knowledge transfer from the incumbent service provider to ensure continuity of services
- Comprehensive understanding of the AWS hosting environment managed by UNICEF, including architecture, access controls, and operational procedures
- Identification, validation, and alignment of operational documentation, standard operating procedures, and support processes, including documentation of any residual issues, risks, or dependencies
- Definition and implementation of escalation protocols and communication procedures to support efficient issue resolution and reporting
- Establishment of service management processes, including incident management, problem management, and service request workflows
- Confirmation of operational readiness for transition to steady-state managed services, including acceptance criteria and validation checkpoints.

2.3.2.2 Moodle Workplace Administration and Platform Support

The vendor shall provide expert-level administration and operational support for the existing Moodle Workplace 4.5 environment.

Services shall include:

a) Platform Administration
   - Administration of the Moodle Workplace environment, including system configuration and support with platform management.
   - Support with management of tenants, organizational structures, dynamic rules, certifications, programs, audiences, and learning plans.
   - Support with the administration of user roles, permissions, authentication methods, and access controls.
   - Support for multilingual functionality and localization requirements.
   - Support with the management and optimization of reporting capabilities.
   - Administration and support of Moodle Workplace plugins and extensions.
   - Management of scheduled tasks, cron jobs and automation processes.
b) Platform Support
   - Provision of third-tier technical support for UNICEF administrators.
   - Investigation and resolution of platform defects, incidents, and technical issues.
   - Escalation and coordination with Moodle HQ or third-party providers as required.
   - Root cause analysis and corrective action recommendations.
   - Support for production, staging, and testing environments.
c) Service Availability
   The vendor shall provide support services at minimum during standard business days, five (5) days per week.

   The vendor shall provide:
   - Defined support channels and escalation procedures.
   - Incident management processes.
   - Priority-based response and resolution timelines.
   - Monthly support utilization reporting.

UNICEF anticipates requiring approximately 32 support hours per month. Unused support hours may be carried forward subject to agreement with UNICEF.

2.3.2.3 AWS Hosting Administration and Infrastructure Management

The chosen bidder shall be responsible for the administration, maintenance, optimization, and support of the AWS-hosted Moodle Workplace infrastructure.

a) Infrastructure Administration
The vendor shall manage all AWS infrastructure components required for Moodle Workplace operations, including but not limited to:

- EC2 compute services
- Load balancers
- Auto-scaling groups
- RDS database services
- Storage services
- Backup infrastructure
- Networking and security components
- CDN and caching services where applicable

b) Infrastructure Operations
The vendor will:
- Maintain secure and scalable cloud architecture.
- Monitor infrastructure health, availability, and utilization.
- Implement infrastructure optimization and cost management practices.
- Apply operating system and infrastructure security patches.
- Perform routine maintenance activities.
- Manage environment configurations and deployments.
- Support environment scaling for peak global usage.
- Maintain high availability architecture.

c) Environment Management
The chosen bidder shall support and maintain:
- Production environment
- Staging/UAT environment
- Development/testing environments where applicable

2.3.2.4 Application Maintenance and Technical Support

The chosen bidder shall provide ongoing maintenance and support services for MWP

a) Maintenance Services
Services shall include:
- Application of Moodle Workplace patches, hotfixes, and minor updates.
- Plugin compatibility validation and maintenance.
- Regression testing after updates or changes.

- Database optimization and maintenance.
- Maintenance of integrations and APIs.
- Preventive maintenance activities.
- Configuration management.

b) Incident and Problem Management
The chosen bidder shall:
- Log, track, prioritize, and resolve incidents.
- Provide issue resolution according to agreed SLAs.
- Conduct root cause analysis for critical incidents.
- Implement corrective and preventive actions.
- Coordinate with third-party providers when required.

c) Minor Enhancements
Subject to UNICEF approval, monthly support allocations may include:
- Minor UX/UI improvements
- Report modifications
- Addition of fields or report columns
- Language string updates
- Minor workflow adjustments
- Small configuration changes

2.3.2.5 Performance Monitoring and Optimization

The chosen Certified Premium Moodle Partner shall proactively manage platform performance, scalability, and reliability.

a) Monitoring Services
The chosen Certified Premium Moodle Partner shall implement and maintain:
- Infrastructure monitoring
- Application monitoring
- Availability monitoring
- Automated alerting mechanisms
- Log monitoring and analysis
- Incident detection and notification

b) Performance Optimization
The chosen bidder shall:
- Monitor and optimize application performance.
- Optimize database performance.
- Conduct capacity planning.
- Recommend infrastructure scaling improvements.
- Implement performance tuning measures.
- Support global user access and peak utilization periods.

c) Release and Deployment Management

The chosen bidder shall:

- Maintain controlled deployment procedures.
- Implement release management processes.
- Maintain version control and code repository practices.
- Coordinate deployments with UNICEF.
- Ensure rollback procedures are available.

2.3.2.6 Security, Backup and Disaster Recovery

The chosen Certified Premium Moodle Partner shall ensure that all services comply with UNICEF security and operational requirements.

a) Security Requirements
   The chosen bidder shall:
   - Implement security best practices for Moodle Workplace and AWS.
   - Apply security patches and vulnerability remediation.
   - Support penetration testing and vulnerability assessments.
   - Implement encryption for data in transit and at rest.
   - Maintain secure authentication and access controls.
   - Comply with UNICEF data protection and information security requirements (Appendix B6 - UNICEF System Security Requirements).
   - Notify UNICEF immediately in the event of a security incident or breach.

b) Backup and Recovery
   The chosen bidder shall:
   - Implement and manage backup procedures for all platform data and content.
   - Perform regular backup verification and restoration testing.
   - Define backup retention policies.
   - Ensure recovery procedures are documented and tested.

c) Disaster Recovery
   The chosen bidder shall:
   - Develop and maintain a Disaster Recovery (DR) strategy.
   - Provide documented recovery procedures.
   - Support failover and recovery operations.
   - Maintain business continuity during outages or disaster events.
   - Conduct periodic DR testing and reporting.

d) Service Levels
   The chosen bidder shall:
   - Maintain minimum monthly service availability of 99.95%, excluding approved maintenance windows.
   - Provide SLA reporting including uptime, incidents, response times, and resolution times.
   - Define escalation procedures for SLA breaches.

2.3.2.7 Moodle Workplace Subscription Management

The selected Certified Premium Moodle Partner shall manage the MWP subscription on behalf of UNICEF.

The chosen bidder shall:

- Advise and propose MWP subscription, licensing, renewals and scaling to UNICEF team.
- Provide access to official Moodle updates and support.
- Clearly define subscription metrics such as active users, if applicable.
- Provide detailed pricing structure and subscription conditions.
- Clearly identify assumptions, exclusions, and limitations.

The bidder shall include all subscription-related information within the financial proposal.

2.3.2.8 Integration Services

The chose bidder shall support and maintain integrations between Moodle Workplace and UNICEF enterprise systems and third-party platforms.

The vendor shall support integrations including, but not limited to:

- SAP
- Azure Active Directory (Azure AD)
- LinkedIn Learning
- Fuel50
- Other approved enterprise systems and APIs

Services shall include:

- Integration monitoring and troubleshooting
- API maintenance and support
- Authentication and SSO support
- Data synchronization support

Integration enhancement recommendations

2.3.2.9 Custom Development and Enhancement Services

During the engagement period, UNICEF may request custom development services to enhance the MWP platform outside of the scope of maintenance services.

The chosen bidder shall provide a structured framework for managing custom development requests.

a) General Requirements
   The chosen bidder shall:
   - Collaborate closely with UNICEF to define requirements and solutions.
   - Recommend cost-effective and scalable approaches.
   - Ensure user-centred and intuitive design.
   - Follow Moodle coding standards and best practices.
   - Ensure quality assurance and testing throughout development.
   - Maintain compatibility with Moodle Workplace 4.5 and future supported versions.
   - Provide documentation and knowledge transfer.

b) Development Services
Custom development services may include:
- Plugin development
- API development and integrations
- Reporting enhancements
- Workflow automation
- UI/UX enhancements
- Dashboard customizations
- Learning experience improvements
- Data and analytics enhancements
- Mobile responsiveness improvements
- Automation and AI integrations

c) Deliverables
Custom development quotations shall include:
- Functional analysis
- Technical design
- Graphic/UI design where applicable
- Development effort
- Testing and QA
- Documentation
- Deployment support
- Project management

UNICEF does not guarantee that all identified enhancements will be implemented during the engagement period.

2.3.2.10 AI Solution Design and Implementation

UNICEF intends to introduce AI-enabled functionality within MWP.

The chosen bidder shall provide consulting, implementation, configuration, and support services for AI-powered solutions.

a) AI-Based Learning Recommendations
The chosen bidder shall implement AI-powered course and learning recommendations based on:
- User profiles
- Roles and organizational structures
- Competencies
- Learning history and activity
- Dynamic Rules and Learning Catalogue functionality

The solution shall:

- Integrate with MWP functionality.
- Support personalized learning experiences.
- Protect Personally Identifiable Information (PII).
- Prevent unauthorized exposure of user data to external AI providers.

b) Automated Translation Services

The chosen bidder shall implement AI-assisted multilingual content translation capabilities.

The solution may include:

- Translation of HTML content
- Translation of labels and activity descriptions
- Translation support for SCORM, H5P, and video content
- Integration with approved AI translation services such as AWS Translate, DeepL, or OpenAI
- Integration within Moodle editors or the Moodle AI Subsystem

c) AI-Powered Help Assistant

The chosen bidder shall implement a chatbot or AI support assistant capable of:

- Supporting users with platform navigation and FAQs
- Answering questions related to learning plans, certificates, and platform features
- Using Retrieval-Augmented Generation (RAG) architecture where applicable
- Utilizing approved internal documentation and SOPs

d) AI Technical Requirements

All AI solutions must:

- Be compatible with Moodle Workplace 4.5 and Moodle AI Subsystem capabilities.
- Comply with UNICEF data protection and security requirements.
- Support data sovereignty requirements.
- Include transparency controls identifying AI-generated content.
- Include appropriate data processing agreements (DPAs).

2.3.2.11 Governance and Reporting

The chosen bidder shall establish effective governance and service management processes:

The chosen bidder shall provide:

- Service delivery management
- Designated technical and account management contacts
- Monthly operational reports
- SLA and KPI reporting
- Incident and problem management reporting
- Change and release reporting
- Security and risk reporting
- Regular service review meetings

2.3.2.12 Knowledge Transfer and Documentation

The chosen bidder shall provide and maintain comprehensive technical and operation documentation.

Documentation shall include:

- System architecture documentation
- Infrastructure documentation
- Configuration documentation
- Integration documentation

- Operational procedures
- Disaster recovery procedures
- Deployment and release documentation
- Knowledge transfer materials

The chosen bidder shall provide knowledge transfer sessions to UNICEF administrators and technical teams as required.

2.3.2.13 Transition and Exit Services

The bidder shall provide a detailed transition and exit strategy to support service continuity at the end of the engagement or upon engagement termination.

a) Data Retrieval and Transfer
   The chosen bidder shall:
   - Support extraction and transfer of all UNICEF data.
   - Provide data in agreed interoperable formats.
   - Support migration to another provider or platform.
   - Provide technical assistance during transition.

b) Data Deletion
   The chosen bidder shall:
   - Securely delete UNICEF data after transition completion.
   - Provide confirmation and evidence of deletion.
   - Comply with agreed deletion timelines and security standards.

c) Backup and Archival Support
   The chosen bidder shall:
   - Provide backups and archived data where applicable.
   - Define retention periods and archive conditions.

d) Transition Assistance
   The chosen bidder shall:
   - Provide transition support services.
   - Support knowledge transfer activities.
   - Maintain service continuity during transition.
   - Define transition timelines, responsibilities, and support scope.

e) Service Continuity
   The chosen bidder shall ensure continued support and platform availability until the transition is completed and accepted by UNICEF.

3. Contractual approach

UNICEF's primary intention is to enter into a contract/legal agreement with a single vendor, capable of providing the full scope of the required for Agora platform as outlined under Section 3 (Scope of work). UNICEF strongly encourages vendors to bid accordingly.

UNICEF is requesting all the bidders (the Proposers) to make a proposal encompassing all requested services: Agora Platform's Hosting administration and management, Maintenance and Support services, MWP subscription Management, custom development, major system upgrades and AI

integration. Through this tender, UNICEF seeks to establish a Long-term relationship with selected Proposer via establishment of a Long-Term Arrangement for Services (LTAS)[1] with a vendor demonstrating the capability and capacity to deliver the required services in a consistent and sustainable manner.

UNICEF expects to establish a Long-term relationship with the selected Proposer via establishment of a Long - Term Arrangement for Services (LTAS) in order to permit costs and fees to be distributed properly over the life of the Platform. **The Agreement will be for an initial term of five (5) year with an option for UNICEF to extend the term for up to five (5) years ("Optional Extensions"), at the discretion of UNICEF and subject to satisfactory performance by the vendor and demonstrated continued need for services within UNICEF. The optional (up to 5 years) extension could be exercised by UNICEF in any combination of time (i.e., 6, 12, 24, 48 or 60 months).** However, UNICEF reserves the right, at the time of contracting, to propose an adjustment to the LTAS duration if it is considered to be in the best interest of UNICEF.

UNICEF expects the Proposers to demonstrate the financial benefits brought by such long-term agreement. The characteristics of an UNICEF LTAS are explained in the note below and the Proposer shall take note of the same.

As a result of this RFPS process, UNICEF reserves the right to award an LTAS in full or for the selected part of the requirements to the selected Proposer, if deemed to be in the best interest of UNICEF.

UNICEF also reserves the right to make the following decisions and actions based on its business interest:

1. UNICEF can accept or reject any proposals without justification to the Proposer.
2. UNICEF can make an award to a Proposer without discussion with other Proposers.
3. UNICEF can negotiate with one or more Proposers.
4. UNICEF can make split awards to more than a single Proposer.
5. UNICEF can choose or reject line-item services or pricing elements.

Under the LTAS, the Proposer must guarantee the provision of MWP Subscription Management ("the Product") and service (inclusive of extended services such as Platform's hosting administration, maintenance and support services; and custom development services) for the LTAS term, including the Optional Extensions, on the same terms and conditions agreed in the LTAS and with the maximum price increases set out in Section 3 of Appendix C1 and subject to the satisfactory performance of the Proposer.

The subscription costs shall commence immediately after successful completion of the transition and onboarding phase, as evidenced by formal written acceptance by UNICEF.

The length of subscription to any of the services under the LTAS will be decided by UNICEF at its own discretion and could be done in any combination of time length (i.e., 6, 12, 24 months cycles, etc.) and will be formalized via the issuance of an Institutional Contract under the LTAS and subject to the LTAS pre-defined terms and conditions, including the LTAS pricing.

The Proposer is required to offer as part of the Commercial Proposal different prices to account for different subscription lengths, if applicable under the Proposer’s pricing methodology (i.e., subscription on an annual basis, two years, three years, etc.). When the Proposer offers any

additional discount dependent of the length of the subscription (i.e., 20% discount when committing to three years subscription) this should be outlined as well as part of the Commercial Proposal.

To support the pricing evaluation of the MWP subscription management, AWS hosting administration, maintenance, and support services, Proposers shall submit pricing for the suggested contractual scenarios set out in Appendix C3 of Annex C - Pricing Schedule.

Please note UNICEF requests that:

- For major upgrades to the MWP platform, including associated functional and financial impacts – UNICEF shall be notified and proposed at least 6 months in advance, where reasonably feasible, and shall include a detailed proposal.
- UNICEF reserves the right, at its sole discretion, to refuse any proposed major upgrade.
    - In cases where refusal of the upgrade results in the platform no longer being maintained in a supported, secure, or compliant state,
    - UNICEF shall have the right to terminate the agreement without penalties.
- Any upgrade required to maintain system supportability, security, or compatibility shall not result in additional charges beyond the agreed subscription pricing, unless explicitly approved by UNICEF.
- UNICEF is not obliged to adopt every new version release of Moodle Workplace.
    - However, the platform shall be maintained within a supported and secure version range, in line with Moodle Certified Partner lifecycle policies and industry best practices.

The Certified Premium Moodle Partner shall ensure that UNICEF is able to renew the Moodle Workplace (MWP) subscription throughout the contract term with the same baseline features, functionalities, usage metrics, and commercial terms as defined in the accepted proposal. In the event that additional features, functionalities, capabilities, add-ons, or product changes are introduced by Moodle or the Certified Premium Moodle Partner, such changes shall not adversely impact UNICEF's ability to continue using the MWP platform with the originally agreed features, functionalities, and pricing. Where any newly introduced features or product modifications become mandatory for the continued operation, compatibility, or support of the existing MWP environment, the Certified Premium Moodle Partner shall ensure that such features are made available to UNICEF at no additional cost as part of the price of original subscription.

As part of the Commercial Proposal, the Proposer is requested to provide a rate card including the all-inclusive rate for the resources necessary to address ongoing needs for professional services (i.e., custom developments, additional customization and AI Solution Design and Implementation). Kindly refer to Appendix C for more information on the professional resources rate card.

Other UN agencies, funds or programmes should have the right to purchase the same or similar services from selected Proposer at their sole discretion under the terms and conditions of the established LTAS. However, they will have to conclude a separate LTAS/contract (s) and place direct orders with the Proposer, for the services so requested.

For the purposes of this RFPS and the Proposal in response to it, kindly note:

- Please assume an initial term of five (5) years for the provision of services.
- UNICEF expects that maintenance and support services are in accordance with the SLAs; and

- Subscriptions cost shall ONLY start to accrue after the transition and onboarding of the new Certified Premium Moodle Partner and upon formal written approval by UNICEF.

_____

[1] **Note:** A Long term Arrangement for Services (LTAS) is an arrangement entered into with one or more vendors/contractors to secure the supply of a service over a period of time. Procurement under LTAS can be described as a two-stage procurement, in which one or more suppliers are awarded LTAS with certain pre-defined terms and conditions in the first stage, while specific purchase orders [i.e. Institutional/Corporate contracts (ICs)] with exact quantities are placed under these frameworks only at the second stage. In that sense, these LTAS may be considered as an intermediate step towards a purchase order/Contract (ICs). It is the purchase orders/Contracts (ICs) issued under the LTAS and not the LTAS itself that constitute legally binding contracts. [Extract from **SD Manual: Chapter 06: Procurement of Supplies, Equipment and Services: Section 8: Long Term Arrangements**]

Long term Arrangements (LTAS) are entered into on a non-exclusive basis and without any guarantee as to the monetary value as they do not constitute a commitment to buy. UNICEF or any UN agency, fund or programme will have the right to purchase the same or similar services from other Vendors/Contractors at their sole discretion.

_____

NOTE: For the purpose of efficiency and to encourage potential synergies in the United Nations system, we also request that the selected vendor accepts to extend the outcome of this RFPS process to all other entities of the UN system, who could either piggy-back on the UNICEF LTAS (as is) or use the conclusions of this RFPS's selection process to negotiate and implement a similar LTAS. Therefore, the vendor shall recognize in their responses to the RFPS that all other UN entities, agencies, funds or programmes of the UN system, shall have the right to purchase the same or similar services from the selected vendor at their sole discretion and under the same terms and conditions including pricing that would apply between UNICEF and the selected vendor.

4. Responsibilities

The roles and responsibilities of representatives from the e-learning Vendor and UNICEF are outlined below.

4.1. Proposer's responsibilities

- Providing a single point of contact for all business requirements
- Internal project/ team management
- Providing platform-related capacity building to UNICEF LMS admin staff.
- Submitting the project plan(s) and timeline(s)
- Controlling budgets when needed; providing a suitable approach and duration of the project.

- Informing UNICEF of any changes in the team during the Long Term Arrangement (including between projects).
- Assisting with integrations with other systems.
- Overall quality control (bugs, design, etc.)
- Documenting the system setup and customizations.

4.2. UNICEF Responsibilities

UNICEF shall have no obligation to provide any assistance to the successful Proposer(s) in performing the services other than as expressly set forth herein.

Global Learning Centre:

- Overall project management
- Define business requirements
- Test and approve proposed solutions

Division of Digital Impact:

- Maintain authentication processes (single-signon).
- Manage integration with SAP and other internal systems.
- Ensure compatibility of software and hardware on the client side.

UNICEF General Responsibilities

- Payment of different components of Agora Platform solution as outlined under Section 3 - Scope of Work (i.e., one time, and recurring costs) in accordance with the price rate and payment schedule agreed with the selected Proposer and all other Terms and Conditions related to invoicing and payment instructions established in Annex A - "UNICEF General Terms and Conditions".

5. Structure of the Proposals

Please structure your proposals in a clear, straightforward manner and in accordance with the respective sections below. Kindly separate your proposal into two parts:

- Technical proposal
- Commercial/Price proposal

Note Failure to comply with this requirement of separation between Technical and Commercial parts of the Proposal will result in immediate disqualification of the Proposal.

Please make sure to read in full the RFPS document with particular attention to the RFPS

Section "IMPORTANT: ESSENTIAL INFORMATION" in page 1 and the "INSTRUCTIONS TO PROPOSERS" for specific and mandatory instructions for submission of Proposals.

5.1. Technical proposal structure

Proposals must be clear and concise, comprehensive, and directly address the specifics of the service requirements. UNICEF is not expecting or desiring to receive significant amount of "general marketing literature" from the Proposer.

All Proposers shall state explicitly their understanding of the dependencies and inputs they need from UNICEF.

The Proposals must provide sufficient information to address compliance with UNICEF's requirements outlined in document to ensure the evaluation team can make a fair assessment of the company based only on its proposal.

Note: UNICEF reserves the right to either reject entirely or significantly lower the assessment score for any proposal that appears to be incomplete or inconsistent in terms of documentation and information provided.

The Technical Proposal should include, but not limited to the following:

a) Completed Client Reference Forms;

Using the template in Appendix B3 ("Client Reference Information Sheet") please provide a list of three (3) past clients/professional references with whom you worked on similar projects (key contact names, titles, email, and telephone numbers)

- The Form shall include a detailed description of the relevant services the Proposer wants to present as proof relevant experience. A separate Client Reference Form must be completed for each service and client reference.

Note 1: The use of the Appendix B3 -Client Reference Form **is mandatory** - only projects submitted on this form will be considered.

Note 2: UNICEF reserves the right to contact each client reference provided by the proposers. It is the Proposer's responsibility to ensure that the client's contact details provided are accurate and to ensure that the client will be responsive to UNICEF's inquires. Please note that clients must be willing to **provide feedback in writing**. Failure to include all the information requested may result in the Proposer's submission being less favorable and/or disqualified.

b) Completion of Appendix B2 - Vendor Response Guidelines
- Section A - Pre-Screening List
- Section B - Company Overview

- Section C - Detailed understanding of UNICEF requirements which should correspond to various needs expressed in the Terms of Reference of the RFPS. Please make sure to follow instructions regarding the maximum length of text for each section.

c) Please provide at least three (3) samples / case studies of Moodle implementations, at least one of which is for international clients and one using Moodle Workplace. This should ideally be done with the provision of temporary access to demo versions of the sites, or through illustrated case studies. You can also provide videos.

d) Details of the Proposed Team for the assignment including the following information:
   - Please describe the core team members you would mobilize for this project as well as the expertise and skills you are able to mobilize internally.
   - Skills should cover: product specialists, hosting specialists, engineers/programmers, graphic design, project management and support/training specialists.
   - Educational qualifications and professional experience.
   - Experience in working on similar projects and assignments - List all similar projects they worked on and their roles on the project.
   -

e) Please present examples of engaging and compelling UX customizations that you have done – preferably on Moodle. Also provide examples of icon customizations as well as complementary examples of engaging designs with reference to the graphic designer who worked on the project. The designer(s) must be currently employed and potentially available for the UNICEF project(s).

5.2. Commercial Proposal Structure

Detailed instructions on submission of Commercial Proposal are indicated in Annex C - Price Schedules and Instructions.

6. RFPS Evaluation Process and Criteria

Proposals submitted in response to the RFPS will be received in time, and which will respect all requirements (e.g., strict separation of technical proposal and commercial proposal) will be reviewed by a group of assessors.

According to the standard procedure of UNICEF, technical proposals will be reviewed first (before opening the commercial proposals).

The established RFPS evaluation process of Proposals is as follows:

6.1. Technical Evaluation

Note: UNICEF reserves the right to utilize third-party tools and services to support the technical evaluation process of this tender, to ensure a comprehensive, impartial, and

unbiased assessment. As part of this process, technical information submitted by Proposers may be securely shared with authorized third parties who are bound by contractual obligations to maintain confidentiality and data protection. By participating in this tender, Proposers expressly acknowledge and consent to the sharing of any technical information contained within their proposal with third parties.

The technical evaluation will be assessed over a maximum of 80 points.

The company overview and proposal pre-screening section allows us to ensure that essential requirements and compliance aspects are met. Other sections of the proposal will be assessed out of a specific number of points. To ensure that UNICEF only consider proposals that are strong across all required services, a minimum number of points must be obtained for each section.

The Proposer holding an active and valid Moodle Workplace Premium Partner certification at the time of submission shall be considered eligible. Subcontracting or reliance on third parties to meet this requirement will not be accepted.

SECTION	MAXIMUM SCORE	MINIMUM SCORE REQUIRED
Moodle Certification: Verification of " **Certified Premium Moodle Partner**" status (Mandatory).	¨ **YES**	
Institutional Experience & Capacity	**25 points**	**18 points**
Scale & Complexity: Proven track record of managing Moodle Workplace instances with >300,000 active users across global geographies.	10 points	
Team Composition: Qualifications of the core team (Project Manager, Senior Developers, AWS Solutions Architects, and UX Designers)	5 points	
UN Experience: Evidence of previous work with UN agencies or large International NGOs, specifically regarding LTAS piggy-backing and inter-agency cooperation.	5 points	
Open Source Philosophy: Commitment to UNICEF's IP requirements and experience in	5 points	

contributing/sharing code back to the open-source community.		
Hosting & Infrastructure	**20 points**	**14 points**
AWS Expertise: Demonstrated ability to manage a dynamic Amazon Web Services architecture.	5 points	
Security: Compliance with data sovereignty and evidence of ability to support regular penetration testing and vulnerability patching.	5 points	
Uptime & Performance: Demonstrated experience in 99.95% monthly availability and a strategy for handling demand spikes.	5 points	
Disaster Recovery: Quality of the DR plan, including RTO and RPO, evidence of successful DR testing in the last 24 months.	5 points	
Maintenance & Service Level Agreement	**20 points**	**14 points**
Support Framework: Quality of the Tier-2 support system and ability to provide 24/7 urgent assistance.	5 points	
Codebase Management: Robustness of CI/CD practices for managing custom developments and Moodle core updates.	5 points	
Integration Support: Demonstrated ability to manage complex integrations (SAP, Azure AD, Fuel50, PowerBI, LinkedIn Learning, etc.).	5 points	
Accessibility: Methodology for ensuring continuous compliance	5 points	

with WCAG 2.2 Level AA and Legal Compliance: Adherence to Section 508 (US), the European Accessibility Act (EAA), and ADA Title II (where applicable).		
Innovation & AI Implementation	**15 points**	**10 points**
AI Roadmap: Technical approach to implementing AI solutions within the Moodle 4.5+ AI Subsystem (recommendation engine, auto-translation, user-support chatbot or other proposed solutions).	5 points	
Data Privacy in AI: Specific strategy for using LLMs without exposing PII (Personally Identifiable Information), ensuring data sovereignty.	5 points	
UX/UI Design: Ability to create intuitive, "user-centric" interfaces as per the Agora guiding principles.	5 points	
Total:	**80 points**	**56 points**

6.2. Demo (Optional)

UNICEF reserves the right, at its sole discretion, to invite one or more Service Providers to present and demonstrate their proposed Moodle Workplace solution where the information provided in the Technical Proposal of RFPS requires further clarification.

UNICEF may request for additional clarification or instruction as part of the demo invitation, ensuring that vendors can prepare relevant and targeted presentation to address UNICEF's specific requirements. The cost for demo will be borne by the service providers.

6.3. Commercial Evaluation

Financial proposals will then be opened and reviewed, provided that minimum scores are obtained and the format is compliant. The financial proposal will be evaluated based on the "Best Value for Money" principle.

Proposers are required to submit their Commercial Proposals in accordance with the instructions and as per the format provided in Annex C - Price Schedules and Instructions to this RFPS

For each of the assessed section, financial scored will be determined using the following formula:

$$\text{Score for price proposal X} = \frac{20 \text{ (maximum points)} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

6.4. Overall Combined Technical/Commercial Score

The scores attained by the Proposers in the technical and commercial evaluations will be combined to attain the overall score, and the Proposals will be ranked accordingly. The overall combined (Technical + Commercial) maximum of points that could be allocated to a Proposal is 100 points.

Off the maximum combined points, the technical proposal score will account for 80 points and the commercial proposal score for 20 points.

The companies will be ranked based on their overall scores.

6.5. Financial Stability check

At this stage and as part of due diligence, UNICEF will also review the financial stability of the highest ranked Proposer(s).

6.6. Reference check

At this stage, UNICEF will contact the customer references, provided by the Proposers, to verify past performance of the highest ranked Proposer (s). As part of due diligence UNICEF will also review the financial stability of the Proposer (s).

6.7. Recommendation

The recommendation for Award will be made based on best combination of technical and price score and based on the results of the reference checks and financial stability of the Proposer(s).

6.8. Final Award and LTAS(s)

Based on award recommendation, LTAS negotiations will be initiated with one or more successful Proposer(s).

UNICEF should retain the vendor who meets all essential requirements and reaches the highest score.

7. APPENDICES TO THE TOR

Appendix B1: General Service Level Agreement (SLA)

1. **SERVICE COVERAGE**

The selected service provider will primarily provide services
to UNICEF Information and Communication Technology Division (ICTD), however, it will also extend these services to other UNICEF offices under the contract management and leadership of ICTD. The terms of this SLA apply to all the on-line Services UNICEF purchases from the selected Service Provider (collectively "SLA Services").

2. **AVAILABILITY SERVICE LEVEL**

1. *Definitions*

"*Available*" means that the Service can be accessed and used by authorized users.

"*Excused Downtime*" means: (i) Maintenance Time up to two (2) hours per month; and (ii) any time the Service is not Available due to circumstances beyond the Proposer's control, a Force Majeure Event, general Internet outages, failure of UNICEF's infrastructure or connectivity (including without limitation, direct connectivity and virtual private network (VPN) connectivity to the Service), computer and telecommunications failures and delays, and network intrusions or denial-of-service or other criminal attacks.

"*Maintenance Time*" means the time the Service is not available due to service maintenance.

"*Availability SLA*" means the percentage of total time during which UNICEF's production instances of the Service are committed to be Available during a calendar month, excluding Excused Downtime.

2. *Availability*

If the availability of UNICEF's production instances of the Service falls below the agreed Availability SLA of ninety-nine and eight-tenths percent (99.8%) during any calendar month, UNICEF will be entitled to a refund. Such refund will amount to one full day of subscription fees for each active subscription on the affected SLA Service instance for every full or partial hour that the Service remains unavailable below the agreed Availability SLA.

Notwithstanding the remedy above, noting in this SLA should not be understood as a waiver of UNICEF's rights under UNICEF General Terms and Conditions. Notably, this refund shall be in addition to any other rights and remedies available to UNICEF under Articles 2.8 and 6 of UNICEF's General Terms and Conditions. UNICEF reserves the right to terminate the Contract for breach of performance if there is a continued failure to meet the SLA availability. In such cases, UNICEF may terminate the Contract by providing written notice to the Contractor..

2.3. Availability reporting

The Service Provider is required to provide UNICEF with detailed monthly availability reports for all production instances of the Service covered under this SLA. These reports must include:

1. **Service Uptime and Downtime:** A clear breakdown of Service uptime and any incidents of downtime, including the exact duration and time of each instance of unavailability;
2. **Root Cause Analysis (RCA):** A root cause analysis for each instance of unavailability lasting more than 30 minutes, including corrective actions taken or planned to prevent recurrence;
3. **Performance Against SLA:** A summary of Service performance against the agreed Availability SLA of 99.8%, including calculations that demonstrate whether the SLA was met or exceeded;
4. **Incident and Resolution Details:** A detailed log of any incidents affecting availability, including the nature of the incident, the time taken to resolve the issue, and steps taken to restore the Service;
5. **Planned Maintenance:** A schedule and summary of any planned maintenance that impacted Service availability, including prior notifications provided to UNICEF and any deviations from the planned schedule.

The availability reports must be submitted to UNICEF by the 5th business day of each month for the preceding month. Failure by the Vendor to provide these reports in a timely, accurate, and comprehensive manner shall be considered a breach of this SLA. UNICEF reserves the right to request additional details or clarifications regarding the reports at any time and may require corrective actions if the reports indicate repeated or unresolved issues impacting availability. UNICEF also reserves the right to conduct audits of the Vendor's data and reporting processes related to Service availability.

3. BUSINESS HOURS

The Proposer must offer an effective technical support system with effective response mechanisms during business hours in UNICEF ICTD Digital Core HQ in Valencia, Spain (8am to 5pm CET/CEST) excluding UNICEF ICTD holidays. The technical support will be made available to UNICEF-designated administrators and/or focal points and/or end users.

4. INCIDENT ADMINISTRATION

1. *Incident Priority*

Incident priority for a defect is determined using the guidelines below:

Priority	Definition
P1	Any defect that causes an instance to be unavailable.
P2	Any defect that causes a critical function to fail.
P3	Any defect that significantly impedes work or progress.
P4	Any defect that does not significantly impede work or progress.

2. *Response Times and Level of Effort*

UNICEF submits an incident with the Proposer via agreed support communication channels such as phone, email, or web. All support requests are tracked online and can be viewed by UNICEF's authorized contacts. Response times do not vary if the incident was filed via phone, email, or web.

The Proposer will use reasonable efforts to meet the target response times and target level of effort stated in the table below.

Priority	Target Response Times	Target Level of Effort
P1	Premium: 2 hours Standard: 1 business day	Continuously, during business hours (9am-5pm CET/CEST (for Headquarter in Valencia). Provide status updates every business day until resolution identified. Aim to resolve within 2 hours (premium) and not longer than 1 business day (standard).
P2	Premium: 1 business day Standard: 2 business days	Continuously, during business hours (9am-5pm CET/CEST (for Headquarter in Valencia). Provide status updates every business day until resolution identified. Workaround provided; fix deployed within 24 hours (premium) and 48 hours (standard).
P3	Premium: 2 business days Standard: 4 business days	Continuously, during business hours (9am-5pm CET/CEST (for Headquarter in Valencia). Provide status updates every business day until resolution identified. Workaround provided; fix deployed within 2 business days (premium) and 4 business days (standard).
P4	Premium: 4 business days Standard: 1 business week	As appropriate during business hours (9am-5pm CET/CEST (for Headquarter in Valencia). Provide status updates every week until resolution identified. Workaround provided; fix deployed within 4 business days (premium) and 1 business week (standard).

APPENDIX B2 – VENDOR RESPONSE GUIDELINES

To facilitate both the vendor's work when preparing and answer to this RFPS and to help UNICEF compare offers efficiently, **all vendors are requested to use the following template.**

Vendors who do not use or respect the instructions indicated in this template will be disqualified from the procurement process.

A. PRESCREENING CHECKLIST (if you cannot answer to these questions, your proposal will be disqualified.

Are you a Certified Premium Moodle Partner?	YES / NO
Do you have proven experience implementing Moodle Workplace platforms for more than 300,000 users located in different countries?	YES / NO
Do you accept the requirement that all custom developments will be owned by UNICEF? UNICEF agrees to let vendors share, reuse and/or repurpose all these developments under open source license.	YES / NO
Are you able to provide all of the following services as described in this RFPS: - Hosting, support and maintenance using AWS cloud - MWP subscription - MWP system maintenance - Custom MWP developments - AI Solution Implementation	YES / NO
Do you agree to extend similar terms and conditions to other entities of the United Nations who could be interested in piggy-backing on the outcome of this RFPS? *Note: it is understood that some reasonable adjustments to technical scope would be discussed and agreed between parties to meet the needs to each UN entity.*	YES / NO

Pre-screening requirements are pass or fail. Any Proposer that cannot meet pre-screening requirements will be disqualified as being technically unacceptable and rejected at this stage without further consideration.

However, UNICEF also reserves the right to waive pre-screening requirements in the following instances:

1. If none of the submitted proposals meet all the pre-screening requirements, UNICEF reserves the right to allow to pass to the next step of evaluation the proposals that in their sole discretion most closely meet the requirements, and

2. UNICEF also reserves the right to waive pr-screening requirements provided that all of the otherwise responsive proposals failed to meet the same pre-screening requirements and/or doing so does not otherwise materially affect the procurement. This right is at the sole discretion of UNICEF.

B. Company Overview

PLEASE KEEP THIS SECTION THREE PAGES LONG MAXIMUM (per vendor or partner). ADDITIONAL INFORMATION CAN BE ADDED AS AN ANNEX TO THE PROPOSAL.

01	**Full company name**	
02	**Company address (Corporate)**	
03	**Country**	
04	**RFP Contact Person and Title**	
05	**Email address**	
06	**Tel:**	
07	**Website**	
08	**Legal Status (e.g., Partnership, Private Limited Company, Government Institution, NGO, others)**	
09	**Year Established**	
10	**Number of Employees**	
11	**ISO Certifications/credentials**	
12	**Annual turnover (in USD)**	
13	Active number of customers & profile of customers with or without their actual names (especially if any of them are UN, international organizations, governmental organizations or NGOS).If you have experience working for the Un in the past 5 year, briefly mention the UN agency and the type of work done, including details of references.	
14	Registration with UNGM? If so, please provide the registration number.	

15	Number of years of experience working on implementations of Moodle/Totara	
16	Describe what differentiates your organization from your competitors?	
17	Summary of any changes in your company's ownership during the last 5 years	
18	Pending lawsuits, if any;	
19	The most recent and last three (3) years Audited Financial Statements	
20	Briefly describe your company's main services and areas of expertise (max 150 words)	

C. Answers to UNICEF's requirements

The following sections should correspond to various needs expressed in the Terms of Reference of the RFPS. Please make sure to follow instructions regarding the maximum length of text for each section. Also please make sure to follow the same structure (Section, sub-section headings and numbering).

For each section, the maximum length of your response is indicated. The use of illustrations is encouraged, and any graphical element will not be counted towards a section's maximum response length.

- Recurring services requirements

Hosting

To help us understand the experience and skills you can provide with regards to hosting setup and maintenance, please answer to the following questions and requests:

a) What experience do you have managing cloud hosting solutions with AWS (Amazon Web Services?
b) Please provide the profile of the team members who would be assigned to the management of UNICEF's LMS hosting, with detail of their relevant credentials and experience.

MAXIMUM 4 PAGES OF TEXT

Moodle Workplace subscription fee

a) Please provide proof that your company is a Moodle-partner.
b) Explain your Moodle Workplace subscription pricing methodology

MAXIMUM 1 PAGE OF TEXT

Maintenance and support

c) Please provide a summary of corporate experience in successful completion and management of Moodle Workplace implementation for non-educational purposes (e.g., professional training in the public, non-profit or private sectors).
d) Describe your maintenance and support processes with indication of operating hours, response time for critical and non-critical incidents, and other standard services you would propose in a service level agreement. Please also indicate how you deal with the application of minor upgrades and patches.
e) Confirm that you agree with the proposed approach of a fixed monthly retainer fee for all maintenance and support services as described in the terms of reference of this RFPS.
f) Describe the backup processes you would use (frequency, number of copies kept, content of the backups, security measures and/or redundancies, …).
g) Describe your handover strategy upon contract expiry.

MAXIMUM 3 PAGES OF TEXT

- **Other services**

For the following sections, we would like to remind vendors that in the technical proposal, you should refrain from any reference to pricing OR development effort (which could be indicative of a pricing).

General approach

a. Explain your project management methodology, tool and practices.
b. How do you scope new projects? How do you document the scope and implementation of developments?
c. How detailed do you expect requirements to be and how flexible are you usually?
d. Are you able to commit to the delivery of a finished product on the basis of a refined quote?
e. How do you deal with change in scope or the discovery of technical challenges?
f. How do you control quality of the developments built by your team?
g. How do you ensure sustainability of custom developments over the medium long term?
h. How much experience do you have managing complex SSO and integration with multiple systems (SAP, Azure AD, etc.)
i. How do you or would you go about trying to contribute relevant development to the core of Moodle LMS new versions?
j. How much experience do you have developing open-source technology?
k. Please list your team's experience and approach as regards building accessible sites and/or features.

MAXIMUM *2 PAGES OF TEXT*

Major system upgrades

Explain your methodology and project management approach, tool and practices for major Moodle system upgrades. Describe how you dealt with major system upgrades in the past (scoping, timing, testing, integration, moving custom developments upstream, etc.).

MAXIMUM *2 PAGES OF TEXT*

AI implementation in Moodle Workplace

Please provide a summary of experience in successful implementation(s) of AI subsystems in Moodle. What were your considerations before selecting the solution(s)?

MAXIMUM *2 PAGES OF TEXT*

Automated course recommendations solution

Please describe how you would build the proposed solution.

MAXIMUM 1 PAGE OF TEXT

Automated translation solution

Please describe how you would build the proposed solution.

MAXIMUM 1 PAGE OF TEXT

Automated support solution

Please describe how you would build the proposed solution.

MAXIMUM 1 PAGE OF TEXT

ANNEXES (if applicable)

MAXIMUM 20 PAGES OF TEXT

APPENDIX B3-Client Reference Form

Please provide the following contact information for each client reference submitted (Please expand the form if needed).

Reference 1

Company Name:	
Contact Name and Title:	
Phone:	
E-mail:	
Address:	
Value of Contract:	
Industry/Market Sector (private, public, non-for profit).	
Detailed description of the actual services provided by your company (i.e. types, geographical coverage etc.).	
Duration of the services (months): Start date (month/year): Completion date (month/year):	

Reference 2

Company Name:	
Contact Name and Title:	
Phone:	
E-mail:	
Address:	
Value of Contract:	

Industry/Market Sector (private, public, non-for profit).	
Detailed description of the actual services provided by your company (i.e. types, geographical coverage etc.).	
Duration of the services (months): Start date (month/year): Completion date (month/year):	

Reference 3

Company Name:	
Contact Name and Title:	
Phone:	
E-mail:	
Address:	
Value of Contract:	
Industry/Market Sector (private, public, non-for profit).	
Detailed description of the actual services provided by your company (i.e. types, geographical coverage etc.).	
Duration of the services (months): Start date (month/year): Completion date (month/year):	

UNICEF reserves the right to contact each client reference provided by vendor. It is vendor's responsibility to ensure that the contact details provided above are accurate and to ensure that your client will be responsive to **UNICEF's written inquires**.

Please note: Failure to include all the requested information may result in your submission being less favourable and/or disqualified. Please provide additional documentation if necessary.

APPENDIX B4: Vendor Self-Checklist

Proposers' shall complete the following checklist and submit it with **their technical proposals:**

A	**Proposer has completed and included in the Technical Proposal:**	RFPS Reference (page, Section etc.)	YES	NO	Comments (Please refer in your proposal where to find the information)
1	The Proposer is a Certified Premium Moodle Partner				
1.1	Certification evidence/documentation provided				
1.2	No conflict of interest declared				
2	The minimum details required in the Technical Proposal	Annex B - TOR Section 7 - "Structure of the Technical Proposal"			
3	Duly authenticated business registration or certificate				
4	Filled Request for Proposal for Service For (Page 3 of the RFPS Package) **Guidance:** Please pay attention to the phase "**have not been**" and indicate with either YES or NO. Note that selecting "YES" in response to the bid form questions signifies that the Proposer has not engaged in the				

	activities listed within (e.g. fraud, corruption, child labor, etc) and or that the company is not bankrupt or subject to other insolvency procedures. Conversely, choosing "NO" as the response indicated that the Proposer do NOT declare the company's innocence regarding these points or that you do NOT declare that your company is free from insolvency procedures				
5	**Service level agreements**: The proposal should include Detailed Service Level Agreements (SLAs) that adequately safeguard UNICEF's operational continuity, including: • A comprehensive **SLA that clearly specifies system availability or uptime percentage**s, disaster recovery objectives, and support ticket resolution times. This SLA should encompass substantial financial penalties to ensure adherence to the agreed service levels. These penalties should be structured in an escalating tiered credit system, with potential credits amounting to as much as 100% of the monthly fees, should service-level targets consistently be missed. In addition, the SLA should provide UNICEF with an unequivocal right to terminate the agreement in instances of sustained subpar performance. • **SLA dedicated to user support**, ensuring timely				

	and effective assistance to our users when they encounter issues or require guidance. Both SLAs should be drafted with the utmost precision and clarity to avoid ambiguities and ensure that they fully align with UNICEF's expectations and requirements. Alternatively, state whether the proposer will comply to the General SLA provided in Appendix B1.				
6	**Completed Appendix B2 - Vendor Response Guidelines** ❑ **Section A- Pre-Screening Checklist** ❑ **Section B - Company Overview** ❑ **Section C - Answers to UNICEF's requirements**				
7	**Completed Appendix B3 - Client Reference Form** Three (3) completed Client Reference Forms using the template contained in Appendix B3 providing references of clients to whom the Proposer is currently providing or have provided similar services than described in this TOR within the last five (5) years. * All client references have confirmed availability to provide writing responses to UNICEF's inquiries (if requested).	Appendix B3: Client Reference Form Annex B - TOR Section 7.1 - Technical Proposal Structure			
8	**Completed Appendix B4 - Vendor Self-Checklist**				

9	**Completed Appendix B5 - "Declaration by Proposer and Disclosure Requirement"**				
10	Names of subcontractors that the Proposer is planning to use to provide the services, if any, has been disclosed in the technical proposal.	Appendix B5 - Declaration by Vendor and Disclosure Requirement			
11	Technical proposal adheres to the Vendor Response Guidelines in **Appendix B2.**				
B	**Proposer has completed and included in the Commercial Proposal:**	**RFPS Reference (page, Section etc.)**	**YES**	**NO**	**Comments** **(*Please indicate in your proposal where to find the relevant information*)**
1	Price Proposal in accordance with the instructions and as per the format provided in Annex C (Price Schedules and Instructions) to this RFPS, quoted in United States Dollars (USD)	Annex C (Price Schedules and Instructions)			
2	Proposer has filled Annex C following the instructions provided.				
3	Proposer has filled Appendices(C1-C6) following the instructions provided. Note: If necessary, to account for all the costs elements of the solution, the Vendor shall insert additional sheets to Appendices (C1-C6). *Pricing elements should not be included via hyperlink to a*				

	vendor's webpage. Pricing elements should not be included via hyperlink to a vendor's webpage				
C	**Administrative Requirements**				
1	Technical and Financial proposals have been emailed as separate attachments and following all instructions indicated in Section 1. (Marking and Returning of Proposals) including 1.1. to 1.6 and Section 1.7 of the RFPS document. The size of each EMAIL (including attachments) does not exceed twenty-five (25) megabytes [if required, Proposer may structure the proposal in several batches of EMAILS]. The EMAIL subject line includes the following information: RFPS-NYH-2026-503950, [Company Name], Technical Proposal - Submission [#] of [#]; RFPS-NYH-2026-503950, [Company Name], Commercial Proposal - Submission [#] of [#];.				
2	The Technical Proposal does not contain information of financial nature. Note: Proposers are reminded that the inclusion of any type of financial information in the technical proposal will result in the invalidation of the proposal from further evaluation.				

D	**Legal Requirements**				
1	Details of any current legal action the company is involved in, are included in the proposal. Please indicate where.				
2	Data Sharing Agreement Proposers are made aware that, in line with UNICEF Personal Data Protection Policy, which aims to safeguard personal data collected, held, or used by UNICEF, the selected Contractor may be required to sign and adhere to the UNICEF Data Sharing Agreement (DSA) in instances where UNICEF grants access to its personal data or third-party personal data to the Contractor as part of the services provided under a Contract for Services. Template DSA is attached as Appendix B8 of the TOR.	Refer to document titled "RFPS-NYH-2026-503950_Appendix B7. TEMPLATE Data Sharing Agreement with Institutional Contractors".			

3	UNICEF General Terms and Conditions for Services (GTCs) (Annex A) have been reviewed and are (please mark whatever option is applicable): [ ] fully acceptable, or; [ ] Reviewed by vendor's legal team and comments are provided. Please indicate where proposed amendments/comments can be located. If UNICEF GTCs are not fully acceptable, the Proposer is required to indicate in the Proposal explanation of the reasons with specificity any reservation(s) it has in respect of any of them and must provide alternative language to the particular clause with redlines of the UNICEF applicable clause. Please note, however, that such reservation(s) or deviation(s) will be taken into account, in the sole discretion of UNICEF, in the evaluation of the Proposal, including the comparative evaluation with other Proposals and might result in the rejection of the Proposal. Note: Please note that changes to UNICEF's General Terms and Conditions will be viewed less favourable and may result in your proposal not being selected for award. Likewise, notification of intend of award to a vendor does not mean UNICEF's acceptance of deviations or modifications on UNICEF GTC's as proposed by vendor.				

4	In addition, Proposers may submit with their proposals a complete set of any additional terms and conditions, which they expect to have included in a LTAS negotiated with UNICEF. Such additional terms shall not take precedence over UNICEF's General Terms and Conditions. Confirm submission, if any, and indicate where the additional set of terms and conditions can be located. Please note that any additional terms and conditions by vendor will be taken into account to determine the acceptability of a Proposal and might result in the proposal not being eligible for award at any point during the procurement process. Note: Notification of intend of award to a vendor does not imply UNICEF's acceptance of any additional legal terms and conditions proposed by the vendor.				

Confidentiality

This RFPS or any part thereof, and all copies thereof must be returned to UNICEF upon request. It is understood that this RFPS is confidential and proprietary to UNICEF, contains privileged information, part of which may be copyrighted, and is communicated to and received by vendors on the condition that no part thereof, or any information concerning it may be copied, exhibited, or furnished to others without the prior written consent of UNICEF, except that vendor may exhibit the specifications to prospective sub-contractors for the sole purpose of obtaining Proposals from them. Notwithstanding the other provisions of the RFPS, vendors will be bound by the contents of this paragraph whether or not their vendor submits a Proposal or responds in any other way to this RFPS.

Contract

All firms responding to this RFPS shall acknowledge in their Proposal that UNICEF Terms and Conditions for Contracts (Services) are acceptable. In addition, all firms responding to this RFPS are required to acknowledge in their Proposal, by completion and submission of this Declaration by Vendor and Disclosure Requirement, that the proposed terms and conditions are acceptable. However, if any of UNICEF Terms and Conditions for Institutional/Corporate Contracts or any of the above terms and conditions is not acceptable, the Vendor is required to indicate in the Proposal with specificity any reservation(s) it has in respect of any of them and must provide alternative language to the particular clause. Please note, however, that such reservation(s) or deviation(s) will be taken into account, in the sole discretion of UNICEF, in the evaluation of the Proposal, including the comparative evaluation with other Proposals and might result in the rejection of the Proposal.

Prime contractor's responsibility/subcontractors

UNICEF wishes to establish a contract with only prime contractor(s) to fulfil all the requirements set forth in this RFPS. Therefore, any contract that may result from this RFPS shall specify that the prime contractor is solely responsible for the fulfilment of the contract with UNICEF. UNICEF will make contract payments to the prime contractor(s) only.

The use of subcontractors must be clearly explained in the proposal and must be identified by name. In accordance with UNICEF General Terms and Conditions for Contracts, the Contractor shall obtain the prior written approval and clearance of UNICEF for all subcontractors. Please note that approval of sub-contractors will be considered only when the vendor is recommended for the award. However, vendors are required to disclose as part of their proposal whether they are planning to use sub-contractors and is so, sub-contractors must be identified. The prime contractor(s) shall be wholly responsible for the entire performance whether or not subcontractors are used.

TO BE COMPLETED AND RETURNED WITH TECHNICAL PROPOSAL:

APPENDIX B5 - **Declaration by Vendor and Disclosure Requirement**

The undersigned represents to UNICEF as follows (check as appropriate):

1. Vendor accepts UNICEF General Terms and Conditions for Contracts (Services) (Annex A)

   - YES, I ACCEPT
   - NO, I DON'T ACCEPT

2. Vendor, if awarded a contract/LTAS, may be liable for liquidated damages if provided for in this RFPS or the contract.

   - YES, I AGREE
   - NO, I DON'T AGREE

3. Vendor is aware that neither the RFPS, nor any of its annexes, and appendixes including this **Appendix B5**, constitutes any agreement or contractual relationship between UNICEF, or the UN or any of its entities, and the Vendor. The Vendor acknowledges that the sole purpose of the RFPS and its annexes and appendixes is to enable vendors to submit a Proposal; The Vendor will not regard or seek to rely upon the RFPS or any of its annexes and appendixes as a Proposal on the part of UNICEF capable of acceptance by the Vendor.

   - YES, I AGREE
   - NO, I DON'T AGREE

4. Vendor acknowledges that Proposals are evaluated according to UNICEF Financial Regulations and Rules.

   - YES, I AGREE
   - NO, I DON'T AGREE

5. Vendor is familiar with and accepts the payment terms indicated in UNICEF General Terms and Conditions for Institutional/Corporate Contracts and Section 7.2- Commercial Proposal Structure of TOR to this RFPS.

- YES, I AGREE
- NO, I DON'T AGREE

6. If selected, vendor agrees to keep the quoted rates/prices in effect for a term of five (5) years (and five additional optional extensions) for the duration of the agreement period.

- YES, I AGREE
- NO, I DON'T AGREE

7. In the event the Vendor is a U.S. entity, Vendor will indicate in its Proposal whether or not the prices specified therein are currently subject to GSA Federal Supply pricing and state the GSA Contract Number and Expiration Date.

- YES, I AGREE
- NO, I DON'T AGREE

8. Vendor's Proposal will be valid for a period of 180 days from RFPS proposal deadline as indicated in the RFP document.

- YES, I AGREE
- NO, I DON'T AGREE

9. Vendor is familiar with and accepts UNICEF's conditions for the withdrawal and modification of Proposals and UNICEF's rules governing errors in Proposals.

- YES, I AGREE
- NO, I DON'T AGREE

10. Vendor shall promptly inform UNICEF in writing of any Proposal submitted, or likely to be submitted, by a holding, parent, subsidiary, or affiliated company of the Vendor in response to this RFPS of which it is aware, or ought reasonably to be aware.

- YES, I AGREE
- NO, I DON'T AGREE

11. If selected, the vendor accepts to extend the outcome of this RFPS process to all other entities of the UN system, who could either piggy-back on the resulting UNICEF LTAS (as is) or use the conclusions of this RFPS's selection process to negotiate and implement similar LTAS(s). Therefore, the vendor acknowledges and agrees that other UN agencies, funds or programmes should have the right to purchase the same or similar services from selected vendor (s) at their sole discretion under the same terms and conditions (including pricing).

- YES, I AGREE
- NO, I DON'T AGREE

REGISTERED OFFICE OR OTHER ADDRESS OF VENDOR	POSTAL ADDRESS

EMAIL ADDRESS	TELEPHONE NUMBERS

Signature of authorized official of Vendor or person otherwise authorized to sign the bid on behalf of the Vendor

SIGNATURE: DATE OF SIGNATURE:

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NAME (Block Letters): POSITION HELD:

Appendix B6 - UNICEF System Security Requirements (CLASSI II)

Categorization

This document describes UNICEF's security requirements for systems classified as Class II. UNICEF recognizes 4 classes of information: Class I - Confidential, Class II - Internal, Class III - Restricted and Class VI - Public. All classes are based on the business value of the information. As such it is the business that drives the data classification.

Class II systems carry the second highest classification throughout the organization. This classification is designated for systems that store and process information deemed internal to UNICEF.

System Classification	Description	Asset Rating Confidentiality Integrity Availability		
Class II	A system which stores and / or processes internal data and information essential to UNICEF operations. Unauthorized access may adversely impact UNICEF.	MOD	HIGH - MOD	HIGH - MOD

It shall be noted that the system classification and resulting security requirements are based on input provided by the system owner / sponsor or their delegated authority. That said, if the value - and hence the classification - of the information changes at any point during its life cycle it is the responsibility of the owner or their delegate to reinitiate the information / system classification process. This requirement is an obligatory responsibility of the system owner to ensure proper protection of the system and the underlying information assets.

Applicability / Scope

The security requirements outlined in this document are mandatory and apply to any internal or external party who is providing a solution, a system or a service to UNICEF which processes, stores or transmits information that meets the classification criteria reflected in this document.

Security Requirements

All the requirements covered in this area reflect controls that shall be included in any Request for Proposal (RFP), Work Orders / Package, Term of Reference (ToR) or any document that may be used by a service provider or professional services entity which are providing UNICEF a "Product" or "Service".

Both business owner (data controller) and the service provider (data processor) share the obligations for ensuring proper implementation of the requirements.

It shall be noted that the requirements outlined in this section be viewed as an additional layer to complement vendors existing security eco system and not a replacement. In cases where a service provider's controls are more restrictive the service provider's controls shall prevail and be formally captured by both parties.

General Security Requirements

a) UNICEF shall reserve the right to assess the quality and accurateness of outsourced software development and operational maintenance of the system / application; whether it be through security assurance testing or through external security assessment.
b) Solution / Service shall be protected from unwanted network traffic by network filtering or separating measures that lay outside of the system; such as externally controlled routers and firewalls.
c) The system shall have proper end-point protection, with the following minimum requirements:
    - malicious code protection measures
    - host firewall configured utilizing, at a minimum, least privileged access controls (services, user, communication access).

Validation of Security Controls

a) UNICEF shall reserve the right to periodically validate the implementation of the security requirements outlined in this document via:

- Security Assurance Testing
- Vulnerability Testing
- Penetration Testing
- Audits
- On-site checks

Identification, Authentication and Authorization

a) The service provider shall follow the principle of least privilege, guaranteeing that users, group, role, and device identifiers will be unique, assigned to each entity (user or process). Each application user role shall have a correspondent database connection according to its privileges.
b) The service provider shall centrally manage the user account using federated identities and whenever possible integrate their solution with the UNICEF Identity Management System.

In case authentication is password based; the password shall forcefully adhere to the common best practice quality requirements and will be forcefully renewed frequently. The allocation of authenticators will be controlled and management through a formal process.

c) Multi-factor authentication will be used for:

- privileged accounts and
- user access outside of UNICEF trusted network.

d) All the user and system accounts shall be disabled after a defined period of inactivity, in accordance with organizational standards. All default accounts and or passwords shall be removed or changed. Approvals will be required for creation, deletion or modification of any account.

e) All access from external networks will traverse specific entry and exit points where external communication is terminated and re-established into a UNICEF controlled ICT ecosystem.
f) Account lockout features will be used for invalid authentication attempts.
g) Application code shall never contain any credentials.

Availability and Deletion

a) Systems availability shall be set according to Service Level Agreements, to meet the Confidentiality, Integrity and Availability requirements commensurate with its classification, as noted above
b) Any deletion of confidential / personal data must be done so that it cannot be reconstructed.

Cryptography

a) The service provider shall use best practice or industry standard secure data exchange protocols and keep them up to date, as per defined UNICEF standards. Outdated and / or compromised protocols shall never be used.
b) All passwords shall be encrypted with best current practices or strong industry standards cryptographic algorithms and secure keys. The keys will be generated using strong cryptographic algorithms.
c) Key files must be protected from unauthorized modification using an application that enforces automatic reconciliation from an authoritative source.
d) Encryption keys shall be securely stored outside of the systems on which they are used.

Secure Development

a) The system shall be engineered following the *'security by design'* principles.[1]
b) Development and tests of the system will be done with fictitious or pseudonymized information.
c) Access to program source code and associated items - such as designs, specifications, testing and validation plans - shall be strictly controlled; to prevent the introduction of unauthorized functionality.
d) The system shall display generic error messages that do not disclose detailed information such as process logs, account or system information.
e) Executable code will not be implemented on an operational system until evidence of conforming to the testing criteria (user approval, QA, or the equivalent) is acquired and the associated program source libraries have been updated.

Updating assets' inventory

a) The assets' inventory related to UNICEF applications shall be updated, as part of the operational process, capturing all system elements, describing their business function, location / identifiers and business owner.

Security Operations

a) The system shall be hardened, which means that:
- only the services and network ports necessary for efficient operation are up and running

- all application code is patched and kept up to date and
- limiting the accounts and removing, changing or disabling default accounts and passwords.

Note: In order to ensure proper risk driven methodology is followed, patches shall fall into one of the following categories, which are classified by the application / system vendor.; critical, non-critical. The patching window SLA, shall be formally documented by both vendor and UNICEF's Designated Authority (D.A.).

b) Servers and applications shall be configured to run with the minimum system authorizations necessary. The service provider shall ensure the implementation of the appropriate technical and organizational measures.
c) The system must be configured to display generic error messages that do not disclose detailed information such as process logs, account or system information.
d) The production environment shall be separated from the test and development environments; preferably on logically and physically different systems.
e) Development and test environment shall have the same patch level as the production environment.
f) The production environment shall not have any development tools.
g) Configuration/Application source code/customized work, shall be protected from unauthorized access / modification and reside in non-production environment with proper back-up / resiliency policy.
h) The system shall have malicious code protection measures. Logs generated by malicious code protection measures shall be monitored.

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[1] As described by OWASP in https://www.owasp.org/index.php/Security_by_Design_Principles

Vulnerability Management

a) The service provider is required to run security tests. Test will run prior to the launch of the system and periodically afterwards; with a minimum frequency of once a year.
b) The service provider is required to report on the results of the security scans and the remediations taken. These reports will be sent to UNICEF's Chief of IT Security or the relevant focal point(s).
c) Critical security patches shall be applied following established testing / change management processes.

Change Management

a) Any changes to UNICEF system(s) or software shall be agreed upon between ICT and the business division / office owner of the affected system and third party.
b) Changes to system and/or application post baseline will be documented (version / build number), along with description via a formal change management process. The service provider shall report the following information about patches, at a minimum: type, version, reason, post test results after implementation. Patches that fail testing will also be recorded and documented.

c) The updating of the operational software, applications and program libraries will only be performed by trained and qualified administrators upon appropriate management authorization.

Log Management and Monitoring

a) The system shall generate and process auditing tracks covering all actions taken on personal data, including data access only.
b) Authentication validation activities and all changes in authorization shall be logged and securely stored, with limited access.
c) Access to content, key information and or any modifications to operational program libraries shall be logged and restricted.
d) Logs and events will be generated in a format that can be easily parsed and used as an input for logging process management.
e) Integrity log checking shall be performed to ensure consistency.
f) The system, application, as well as underlying services and or networks, shall be monitored and activities logged.

Security Incident Management

A security breach, shall be viewed as:

- a failure in security controls which leads to the accidental, unlawful or unauthorized access, destruction, loss or alteration of data / information that processed / stored on system
- a failure in security controls which leads to the accidental, unlawful or unauthorized access to ICT resources, such as - but not limited to - computing resources (processing and or storage / services) and communication resources (infrastructure).

a) Security breaches, shall immediately be communicated to UNICEF's Point of Contact.
b) A security incident notification and escalation procedure shall be formally documented and contractually enforced between the service provider, and UNICEF's Security Operations Centre.

Appendix B7 - Template Data Sharing Agreement with Institutional Contractors

Refer to document titled " RFPS-NYH-2026-503950 - Appendix B7 - TEMPLATE Data Sharing Agreement with Institutional Contractors"