

2024_RFP_005

Annex A: Terms of Reference

Request for proposal for

Digital Workplace (Intranet)

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Introduction

1.1 Background about UNHCR (United Nations High Commissioner for Refugees)

The U.N (United Nations). General Assembly established the Office of the United Nations High Commissioner for Refugees (UNHCR) in 1950 to provide protection and assistance to refugees and Internally Displaced People (IDPs (internally displaced persons)). In the more than seven decades that have followed, UNHCR has helped tens of millions of forcibly displaced and stateless people to rebuild their lives, and it is one of the world's principal humanitarian agencies. Its dedicated staff work in 128 countries worldwide, from major capitals to remote and often dangerous locations. UNHCR assists the most vulnerable forcibly displaced and stateless people from when they cross a border or leave their area of origin, to when they return to their country or area of origin, are integrated into their new home, or are resettled. UNHCR explains what it does through the stories of the forcibly displaced and stateless, which involve three response contexts stages:

- Emergency: UNHCR's first response (e.g., food, water, shelter, protection, and medical care)
- Protection/how people survive following a crisis: UNHCR ensures families and individuals remain safe and have access to education, livelihoods, and skills development.
- Solutions/rebuilding lives: UNHCR either helps families and individuals go home, integrate locally, or, if that is not possible, resettles them in another safe country or relocate to another safe area.

Every year, millions of men, women, and children are forced to flee their homes to escape conflict and persecution. UNHCR aims to protect them, saving lives, focusing on their basic needs and rights, and helping them build a better future.

For more information, please see <https://www.unhcr.org>.

1.1.1 Digital Workplace Project Vision (DWP)

Every organisation has a Digital Workplace (DW). It encompasses all the digital applications and content needed for colleagues to work effectively. However, in a mature digital workplace, content, digital applications, and new functionalities are used to transform the way people work - creating an intelligent, relevant, and targeted experience to achieve stronger collaboration, greater efficiency, and effective workforce engagement. The rapid advancement of artificial intelligence has opened new potential. For example in improved content navigation and search. In your response please highlight any AI features.

In UNHCR's future digital workplace, a colleague will be able to collaborate and engage across the organisation with those who have shared skills and interests regardless of location. The system will recommend files based on interests. They will be automatically directed to the application, data dashboards, or business process that are relevant to their work. They will no longer waste valuable time searching, remembering links, or trawling through irrelevant search results. Regions and country offices will be empowered to create and customise their own local engagement hubs with relevant content, data, and features.

The United Nations High Commissioner for Refugees (UNHCR) is currently undergoing a large-scale technological transformation through its Business Transformation Programme (BTP), with a focus on enhancing its large-scale business systems. However, it is also important to provide an accessible digital workplace for UNHCR's workforce to collaborate and engage with each other across different divisions, regions, and operations. UNHCR's internal engagement platform, also known as an intranet, serves as a one-stop-shop for all UNHCR-related matters, including communities of practice in Viva Engage and SharePoint.

Nevertheless, communities can be challenging to locate, as no single platform offers an overall architecture to bring them together. A new Digital Workplace would deliver intranet and communities to an individual based on their job profile and registered interests, enabling them to access organizational content, connect and engage more effectively with relevant communities within the organization.

For UNHCR's Digital Workplace (DW) to be effective it needs to be easily navigated. Disconnected multiple points of entry can make it hard for people to know where to find the content they need in the different internal engagement platforms. Colleagues have multiple ways of finding and accessing what they need – which can be unnecessarily time consuming. Having a global “public square” where all colleagues know to go to be signposted to the digital resources, work areas, interest, and functions, they need to carry out their jobs effectively, but also keep abreast of organizational events, communications, crises and more.

To achieve this will require a transformation of UNHCR's Intranet changing it from one-directional content publishing to an engaging platform that is relevant and fosters high internal engagement.

1.2 Statement of Purpose

UNHCR is seeking an intranet in a box solution that tightly integrates with Microsoft SharePoint Online that will bring to the end-user this ‘Public-Square’ experience from where they will find personalized content, summary of important items such as tasks, calendar, ability to search for content across the organization, and quick access to the various digital solutions available for use in UNHCR. Following a gap analysis of our current M365 / SharePoint Online platforms we have identified some areas where we believe additional functionality may be needed to create the desired experience. However, we still expect SharePoint will be the bedrock of all the new Digital Workplace and your response must show how your solution complements M365 technology and not duplicate it.

1.3 Objectives

Digital Transformation is a crucial aspect of any organization's strategy, and one significant component of this is the implementation of a Digital Workplace. The global pandemic has made it clear that robust digital communication and collaboration tools are essential for business continuity. The primary objectives are to create an intelligent, relevant, and targeted employee experience to achieve stronger internal communications, collaboration, greater efficiency, and effective workforce engagement.

1.4 Current status

Currently UNHCR (the UN (United Nations) Refugee Agency) has an intranet that has met the requirements and needs of users for many years. However, the emergence of new needs, access to new platforms, technologies and devices makes it essential to create an improved version: the new digital workplace. The use of the Office 365 suite, which most users are familiar with, enhanced with products specifically oriented to the development of digital workplaces, makes it one of the most widely used options for the creation of digital workplaces.

One of the main objectives of the DW Project is to build an experience that helps the colleagues to access all corporate information that they already have in the current intranet, but also to connect some communities that are in MS Teams.

Although the use of SharePoint Online and Teams is proposed for the core foundation of the new Digital Workplace. After a detailed review of UNHCR's needs and considering the advantages and disadvantages of each platform, it has been concluded that additional functionality will be needed to create the desired user experience.

1.5 Joint venture, sub-contracting

Please be informed that joint venture or contractor/subcontractor relationship is not preferred. UNHCR would prefer to work with a Business Solutions Provider (BSP) of Content Management Systems or Digital Workplace tool, due to implications and requirements regarding data protection. This does not

preclude sub-contracting relationships for other purposes. Regardless, the bidder needs to confirm which company is the project leader to take responsibility for the commercial relationship. UNHCR reserves the right to review and approve all proposed subcontractors involved in the processing of personal data. The bid is to be submitted under one company as a leader. The winning bidder will be the contracted party responsible for performance. UNHCR will deal with only one party (as a single legal entity) for the contract administration in case of selection. Please read UNHCR's General Terms and Conditions (Annex E, page 3, clause 5) carefully about subcontracting.

1.6 Pre-selection criteria

Only companies being compliant **with the below pre-selection criteria** will be considered for the selection process.

Pre-selection criteria	Documents and information to be provided to establish compliance with the criteria
<p>Proven experience:</p> <p>(1) in delivering Digital Workplace solutions in an M365 environment</p> <p>AND</p> <p>(2) The staff, who would be assigned to work on the project UTC maximum +/-5 working hours, to enable close working with the Central Europe-based UNHCR team.</p>	<p>To ease the assessment, please list on your technical proposal's first page.</p> <p>1, the number of Digital Workplace projects delivered in organizations also running M365 platforms more than four (4) and of a similar size and geographic spread</p> <p>2, the implementation team`s location, that will deliver this project</p> <p><u>You must meet both criteria.</u></p>

1.7 Bidders Conference

A virtual bidder's conference will be held before the end of the 3rd week after RFP issuance. Bidders are required to indicate their intention to participate in the Meeting as per Section 2.3 of the Cover Letter.

2 Overall requirements

General Requirements

- The vendor should be an official Business Solutions Provider of Digital Workplace / Employee experience / intranet in a box tools.
- The service should include expected features of a Digital Workplace tools as listed in the priority functionality below.
- The software application should be able to be fully integrated with UNHCR's M365 environment and complement the Microsoft Product roadmap.
- The software application should meet, contextual to the use case, UNHCR information security standards (based on ISO 27000 series standards)
- The vendor must comply with UNHCR's [Policy on Data Protection of Persons of Concern](#) and, as applicable, relevant data protection legislation i.e., European GDPR (General Data Protection Regulation)
- The vendor should provide all necessary maintenance and support of the software service.
- The vendor should be able to establish and implement the service for a 'go-live' date of 01 January 2025.

2.1 Enhanced User Experiences

The Digital Workplace is the hub of the employee digital experience and therefore we want to deliver immersive, aesthetically compelling, and tailored content. Engaging internal communications is a primary objective of the new UNHCR Digital Workplace experience. Users will be able to benefit from engaging stories, announcements, events and HR (Human Resources) information, FAQs (frequently asked questions), etc. The home page should not be a static view for each user but rather a composite of global content and content related to the profile of the currently logged in user. In that sense multiple homepages are created dynamically depending on filtering various parameters available to the system. Rich social functionality (likes, comments, follows, etc.) and tailored navigation should round out the new experience.

Currently the organisational Intranet has a plethora of content, communications, and functionality, but they are not tailored to specific audiences, the underlying system is difficult to modify in terms of design and technical flexibility, and new requirements are often difficult, time consuming and costly to implement and require technical intervention. While the platform is mobile responsive, delivering tailored messaging across a variety of channels is a challenge. Given that the nature of UNHCR's work includes rapid responses to humanitarian emergencies, there is often a need to communicate to staff across offices and remote locations.

2.2 Content Management

For authors and platform experience managers, a rich set of functionality and capability should be built in. Our current solution provides advanced authoring workflow features as well as a digital asset manager. Migrating to an M365 based solution should not be a step backwards in terms of the power and ease with which authors are currently able to edit and publish their content.

The ability to author, manage and publish all kinds of content including text, video and images with version control, drafts, and rollback functionality. Additionally, embedding content from external platforms (like YouTube or Vimeo) in pages should be simple and straightforward. For images and video, accessibility and bit rate considerations should be considered particularly for low bandwidth scenarios and ideally this should be automated in a digital asset management capability. A centralized content/digital asset repository would make storing, editing, and selecting assets for page publishing easier.

A dedicated CMS (Content Management System) content editing function with rich drag and drop and layout functionality that includes in place translation, audience targeting and topic tagging and scheduling.

2.3 Search Management

The Digital Workplace search engine should help colleagues find whatever they are looking for if it is within the DW content regardless of where the content is stored. This includes content search, people search, and various other data artefacts such as our office locations, DSA (Daily Subsistence Allowance) rates, and Glossaries. The new solution should assist with implementing an enterprise search based on terminology and taxonomy using the newest technology that follows data protection standards.

2.4 Navigation Management

Due to the complexity and size of the organisation we require an intuitive global, subsite and communities' navigation. Global navigation should be visible from all pages inside the DW allowing colleagues to easily navigate between different DW sections easily.

In addition, navigation must be tailored to the logged in user, so it should contain the apps and sites the user is permitted to access or is member of.

2.5 Audience/Profile Management

A user profile will allow storing relevant information about the organization's users. This information includes personal data such as interests, organizational data such as the position or location from which the user is working, as well as the user's profile picture within the organization. Some information will come from other business systems and other profile will be self-selected by the user. This information will be used by different parts of the Digital Workplace, such as the people search, business processes, or other users viewing profile information. Therefore, it is important for each user to access their profile and keep the information up to date and for clear governance between data stored in Azure AD, and Digital Workplace.

To deliver personalized content for each user giving the capacity to authors and contributors to create targeted content to specific audiences based on their attributes, such as their job role, department, interests, skills, or location.

Often UNHCR collaborates with external partners or staff that are being onboarded and digital spaces / extranet areas are required for co-collaboration and discussion. The solution should allow external users (auditors, community members, consultants) to be added to some digital spaces.

2.6 Channel Management

Given the geographic spread of UNHCR many being in remote areas with limited or no bandwidth, the ideal solution should deliver an engaging experience for users with constrained Internet access. This does not mean we will opt for the lowest common denominator for all users, but rather a tailored approach that makes best efforts to bridge this digital divide. One component could be a pared down low bandwidth mobile solution that takes advantage of offline capabilities. This could be dually leveraged for crisis situations as colleagues will often have their mobile devices but not full computing access.

Furthermore, the ability to broadcast alerts and notifications in a multitude of forms to a wide array of devices would be desirable. This includes meeting room and public space screens, SMS (Short Message Service) messaging, email alerts, newsletter distributions and so on. Admins and authors should be able

to select which means of broadcast they wish to disseminate to when publishing or scheduling a communication.

2.7 Integration Management

Digital Workplace will provide a solution for linking to corporate applications from a single location. Depending on the application, the access will be using a simple link to apps outside the DW or in later stages developing a deeper integration and personalised access (ie only showing links to relevant applications according to role). Our core corporate applications are Oracle ERP, Salesforce, ServiceNow and Workday.

2.8 Analytics

Analytics to track and measure usage of the new DWP to assess effectiveness, assess engagement and make incremental improvements based on user analysis. This may include collaboration analytics, content analytics, user profile analytics, search analytics, notification analytics, social analytics, and admin analytics.

2.9 Governance and Security

The DWK (Digital Workplace and Knowledge) is governed centrally by the Digital Workplace team. UNHCR has authors globally that can create content independently. However, a simple workflow needs to be in place that allows the Digital Workplace team to be notified if new or updated content is published on corporate level (intranet) and to review and if necessary unpublish the item.

- Author rights management The DWP team should have control over editorial and publishing rights in the Digital Workplace.
- Only the users with appropriate permissions will be able to edit it.
- A versioning system is needed, that allows the contributor to edit and work in a “draft” version of the page before publishing it only visible to authors with the relevant permissions.
- **Granular permissions.** Administrators (DWK Unit) will be able to access the page contents of the DW and secure the containers (libraries, lists, folders) or each page individually. If a container is secured, all the items it contains will have the same default permissions.

2.10 Accessibility

The system should comply with the EN 301 549, U.S. Section 508 and the Web Content Accessibility Guidelines (WCAG 2.2 Level-AA). With special attention to the compatibility with assistive technologies such as screen readers. Furthermore, when creating new themes, the system should provide features that facilitate the early identification of accessibility issues, such as color contrast ratio analysis and suggestion for optimization.

3 Data Protection & Cybersecurity

Given the sensitive nature of the personal data UNHCR handles, data protection and cyber-security is paramount and requires proper security controls in place to ensure High Integrity and Strictly Confidential data standards. As such, specific attention is given to these issues within this RFP and suppliers are encouraged to provide as much detail as possible on approaches and practices regarding application security and data protection. Data protection requirements include but are not limited to:

- Provide a data flow mapping to facilitate Data Protection Impact Assessments.
- Ability to implement the data protection by design approach, including but not limited to the ability to:
 - o capture minimal information from end users in providing Services and linked to this, to minimize personal data and metadata processed according to the use case

- delete end-users' data on request
- Implement consent / opt-in / opt-out messages to the service for any given line, customised to language and accessibility requirements
- inform users of their data subject rights, how data will be treated etc.

Further information is outlined in [UNHCR Policy on the Protection of Personal Data of Persons of Concern](#) to UNHCR.

Regarding Information Security, specific requirements include but are not limited to the following mandatory security controls:

Contractual and Personnel

- The vendor should be ISO 27001 certified and should have an Information Security Management System in place for security incident monitoring, response, patch, and related processes. The hosting and support contract commits the supplier to conduct periodic SSAE18 SOC 2 Type II or ISAE 3000/3402 Type II assessments. Supplier provides UNHCR access to such reports annually.
- The software has a (contractually) designated security and data protection focal point in the supplier in the event of an operational incident
- All supplier staff and contractors should be willing to sign confidentiality agreements.
- Supplier staff supporting UNHCR systems are contractually required to use UNHCR centrally managed privileged accounts to perform their functions.
- Suppliers and their staff delivering services within UNHCR managed environments are required to comply to UNHCR security policies.
- All supplier staff, contractors and UNHCR workforce directly developing the software are trained in UNHCR's security requirements in mandatory UNHCR training courses or approved materially equivalent training.

Subcontractors

- Suppliers should minimize the number of subcontractors and third parties with access to personal data
- Suppliers who make use of subcontractors or sub-processors are required to cascade the same security and data protection requirements to their suppliers.

Access and User Control

- Users are allocated a personal and unique User ID to ensure traceability and accountability.
- The allocation of Authentication Information (such as passwords, tokens) to Authorized Users is controlled with an Identity and Access Management (IAM) system
- Identity access review and governance for identity lifecycle must be available to control and follow "Joiner, mover, leaver" users and expire unused access and identity.
- Audit of privileged accounts usage and requirement must be available (including system, service, and shared accounts) to enforce least privilege access and privileged identity lifecycle.
- The solution must support Microsoft Entra ID as Authentication provider
- Solution password and secrets for sensitive accounts (services, APIs .) must be kept in a secure password vault with strictly controlled and limited access.
- Access to the application is controlled by a secure log-on procedure, with multi factor authentication mechanism for users and privileged accounts.
- User session time out must be enforced, and a maximum number of failed authentications attempts exceeded must lock out the account at least temporarily through Microsoft Entra ID as the authentication provider.
- All changes to account privileges and access must be logged and audited.
- Proper RBAC controls must be available to implement least privileged access.

Technology

- Integration with M365

- Application must ensure support of modern encryption ciphers and protocols for Data in Transit (at least Transport Layer Security (TLS) 1.2 and at data at rest and block legacy weak unsecure protocol usage.
- Multi-factor authentication (MFA) is required for all privileged access to the system (if technically possible).
- The vendor is required to document its patching cycle (N or N-1) for the platform.
- All middleware and database services are required to be patched at least six monthly

Further information on UNHCRs (United Nations High Commissioner for Refugees) security controls also covering strongly recommended, recommended and optional security controls is available on request.

4 Sustainability:

UNHCR is committed to make a positive contribution to the environment and society whilst also meeting its organizational needs when purchasing goods and services. Therefore, the Organization should take environmental, social, and economic aspects into account when providing these services.

The Organization should demonstrate their commitment or efforts to promote sustainability within their operations as well as demonstrate their ability to integrate and implement sustainable practices during the contract implementation.

- 1) The organization demonstrates commitment to sustainability through the following measures:
 - a. The Organization has an environmental management system. (e.g. Company's environmental policy, ISO 14001 Environmental Management or System ISO 50001 Energy Management System).
 - b. The Company promotes equal access to employment opportunities for women and individuals with disabilities (e.g. internal company policy documents on women empowerment, disability inclusion, or social audits such as SA8000 or equivalent).
 - c. The Organization has a corporate social responsibility policy that provides support to communities or disadvantage groups or contribute to the social and economic development of the areas where they operate (e.g. social programs and initiatives).
- 2) The organization demonstrate ability to integrate and implement sustainability measures in the execution of the contract.
 - a. The company provides energy-efficient measure that helps to reduce energy consumption.
 - b. The company demonstrates gender-balanced project team.
 - c. Other sustainable practices

5 Required Skills and Expertise and Customer Responsibilities

The bidder company should demonstrate and provide solid examples of previous experience in the performance of similar services, proving that the bidder company:

- 1- Is a reputable firm/company with at least 2 years of successful prior experience.
- 2- Has proven in-depth knowledge of and experience in implementing Digital Workplace systems and global intranets as a communication platform, ideally in humanitarian and/or development settings.
- 3- Has a good understanding of the specific needs of humanitarian organizations in communicating and engaging to a global workforce internally.
- 4- Has a good understanding of and complies with international and industry standards for security and data protection laws.
- 5- Has excellent knowledge of recent technology in the field of M365 and intranet platforms.

6 Performance evaluation

UNHCR will use the following KPIs (key performance indicators) to monitor the performance of the service provider:

- Effective completion of the different phases as per pre-agreed deliverables and timeline based on different requirements.
- Service uptime.
- Response time to Support Tickets
- Delivery of agreed customizations / adaptations
- Feedback from operators / end-users

7 Content of the offers

7.1 Technical offer

IMPORTANT: No pricing information should be included in the Technical Offer. Failure to comply with this instruction may result in disqualification. The technical offer should contain all other information required.

Please study the requirements, which outline the possible complexities in delivering the activities of this RFP and take these into account in your proposal.

Each technical proposal should be submitted using the template included in Annex B and Annex C. Information should be concisely presented, and must include and address the following areas, in this order:

Company Qualifications

During the technical evaluation, in this section, the panel will score your company`s relevant experience in the sector (in terms of years and number of clients):

- Please confirm year founded.
- Please let us know the total number and list of clients you have (current and previous in total)
- Please let us know the total number of projects successfully completed and/or currently underway.
- Please provide three references (reference letter, email address, contact person, phone number) from your current and/or previous clients to be contacted in case of selection.
- As per Section 4, please provide relevant information on your company`s commitment to sustainability and ability to integrate and implement sustainability measures in the execution of the contract

Proposed Services

During the technical evaluation, in this section, the panel will score (1) the comprehensiveness of the proposal; and (2) your company`s compliance regarding the required services listed under Section 2.

Account management

Account management is crucial for running a successful program. This section is dedicated to measuring the proposed customer service towards UNHCR. During the technical evaluation, in this section, the panel will score the experience of the core people who will work on the UNHCR project (based on the number of years and demonstrated expertise in the area) Please provide information about the core staff who will be working on the account. A short CV of maximum one page will be sufficient to outline the working experience and qualifications of the core staff.

Please make sure you elaborate on this section properly, so UNHCR can assess the level of support proposed for managing our account.

7.2 Vendor Registration Form (Annex H)

If your company is not already registered with UNHCR, please complete, sign, and submit the Vendor Registration Form (Annex H). along with your Technical Proposal.

7.3 UNHCR General Conditions for Provision of Services

Please indicate your acknowledgment of the UNHCR General Conditions for Provision of Services (Annex E).

7.4 UN Supplier Code of Conduct

Please indicate your acknowledgment of the UN Supplier Code of Conduct (Annex G).

7.5 Special Data Protection Conditions

Please indicate your acknowledgement of the UNHCR Special Data Protection Conditions (Annex F).

7.6 Financial offer

Please use Annex D to propose your fee structure for the duration of the contract. Please provide fee structures for the three different scenarios outlined

8 Evaluation

Only bids compliant with the pre-selection criteria (as per section 1.6) will be considered for evaluation.

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

- Company Qualifications (max 10 points)
- Proposed Services: requirements as listed under Section 2 (max 50 points)
- Account Management (max 10 points)

In total: max 70 points

The format and sequence of your technical offer should follow the order below, and each section should have a title corresponding to the evaluation criteria (e.g., “[1] Number of clients”).

Company Qualifications (max 10 points)	Documents and information to be provided to establish compliance with the set criteria
[1] Number of clients	Please send the list of clients. The scores will be allocated based on the number of clients (previous and current in total) in both sectors (non-profit and private).
[2] Number of similar projects	The scores will be allocated for the number of similar projects successfully completed and/or underway.
[3] Sustainability	The scores will be allocated according to the extent the company will meet the sustainability criteria.
Please send the list of clients and provide three references (reference letter, email address, contact person, phone number) from your current and/or previous clients to be contacted <u>in case of selection</u> .	
Proposed Services: requirements as listed under 2.1 (overall requirements) (max 50 points)	Documents, information to be provided to establish compliance with the set criteria
Please outline how you approach the implementation of your solution with proposed timeline and project approach. Whilst we expect much of the migration from our existing platform to be done inhouse we welcome your perspective or services that may make this process more straightforward. This section may also include training approach, change management and any other associated phases	Provide a detailed explanation of your proposed approach to project management and implementation phases. Include examples of the project's technical and governance related documents and describe how you will use them to facilitate a successful project in the UNHCR context. Articulate the reasons for these choices, and in what way they serve of importance when navigating complex projects described. The scores will be allocated based on the quality and clarity of the explanation.
Please specify how your software solution meets the requirements.	Please read Annex A: ToR Section 2 and Annex C: Requirement Matrix specifically which details the functional requirements. Please describe how your product meets the core requirements listed. Please specifically detail how your product will complement and enhance functionality of UNHCR's SharePoint solution and not duplicate functionality.
Account Management (max 10 points)	Documents, information to be provided to establish compliance with the set criteria
[4] Experience of core people who will work on the UNHCR project. (Including experience with similar projects)	The scores will be allocated based on the average years of relevant experience of the core people working on the UNHCR account. Please list the number and type(s) of human resources proposed for the project.

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

8.1 Financial Evaluation

The maximum score allocated to the financial components is 30% (of the total score), i.e., maximum 30 points. The financial proposal is to be submitted **ONLY** by completing Annex D. No other format will be accepted. Specifically, UNHCR is requesting a financial proposal based on Implementation, cost per user and Support and Maintenance. UNHCR is still evaluating the number of users that will have access to the system but have chosen this figure as a realistic estimate.