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FOR THE
UN FAMILY

Digital Hub of Treasury Solutions (DHoTS) - Connectivity for Banking
UNICC RFP-2021-001 - PR00029834

February 2021

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1. Overview

1.1 RFP Objective

In compliance with best practices in public procurement, UNICC is launching this Request for Proposal (RFP) is to enter into a contractual agreement with a successful bidder ("Company" hereafter) to carry out the following work:

Digital Hub of Treasury Solutions for UNHCR - Establish Digital Connectivity and Collaboration Model for Payments & Collections

1.2 Introduction about UNICC and UNHCR

The United Nations International Computing Centre (UNICC) was established in 1971 pursuant to resolution 2741 (XXV) of the United Nations General Assembly, as an inter-agency facility providing Information and Communication Technology (ICT) Services on a cost recovery basis.

As a UN System entity, UNICC is uniquely positioned to understand and meet the complex needs of its clients. UNICC focuses exclusively on the provision of ICT services to UN and other not-for-profit organizations, and thus has extensive experience in the implementation and support of ICT solutions specific to its clients. UNICC is based in Geneva and has offices in New York, Rome, Brindisi and Valencia.

UNICC has issued this RFP on behalf of its Partner Organization, the Office of **the United Nations High Commissioner for Refugees (UNHCR)**.

The UNHCR's mandate is defined by its statute. The mandate is to cooperate with Governments in the performance of UNHCR's functions concerning refugees falling under the remit and competence of its office, and in particular to improve the situation of refugees and taking the necessary implementation steps following particular international conventions.

UNHCR is governed by the UN General Assembly and the Economic and Social Council (ECOSOC). Their Executive Committee approves the agency's biennial programmes and the corresponding budget. These are presented by the High Commissioner who is appointed by the UN General Assembly.

UNHCR has 16,765 personnel working in 138 countries, with most operations based in the field. The worldwide operation has become highly complex, ranging from recruitment of new staff ensuring their security in dangerous situations to the procurement of everything from medical supplies to aircraft charters. Specific departments, mostly based in Geneva headquarters, oversee key areas, such as operations, protection, external relations, human resources and finance. A number of regional bureaux liaise between overseas offices and headquarters.

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For additional information about UNHCR please visit our website: www.unhcr.org.

For additional information about UNICC please visit our website: www.unicc.org.

2. RFP Background and Overview

This section outlines the business context and drivers that support the critical and urgent need to develop a **Digital Hub of Treasury Solutions (DHoTS) – Connectivity for Banking**.

The project consists of two distinct phases: Phase 1 is to be implemented by the Company awarded this RFP. The purpose of Phase 1 is to provide a functional Proof of Concept in agile pilot implementation that will further inform and define the implementation pathway, develop the business case for the much broader scope of work and scaling up in Phase 2 (2022), where the complete end-to-end solution is anticipated to be implemented with scale.

This section provides an overview of the envisioned broader program objectives. The specific scope and deliverables of Phase 1 are described in subsequent sections.

2.1 Existing Ecosystems

The UNHCR cash management system is highly complex featuring multiple layers of banking and mobile connectivity standards using various communication protocols and banking formats. The systems and processes already in place ensure secure and reliable connectivity between source systems and internal backend financial and ERP systems, accessing international financial service providers (FSPs) that ultimately issues cash disbursements transfers at the level of UNHCR field operations where humanitarian assistance is provided to Persons of Concern (PoCs) and beneficiaries at large.

The ability to reliably and securely manage high-volume, low-value transactions is critical to the UN systems at large. UNHCR projects its transactional volumes and value of cash disbursement across all systems as:

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Table 1 Overview of overall transactional volumes (payments; collection) and amounts

Source System	Estimated number of transactions p.a.	Estimated value p.a
Cash Assistance to PoC Payments - UNHCR systems - CashAssist	3 – 5 million	\$ 0.5 - 1.0 Billion
Estimated future low value payments from other source systems e.g. AP, petty cash: i.e. related to specific Organizational payment needs	1 -2 million	\$ 0.5 – 1.0 Billion
Collection from Fundraising Campaigns	2 -3 million	\$ 0.3 Billion
Overall volumes derived from current Finance, Supply Chain & HR (dependency on Next Generation ERP development for go live 2023)	200,000 – 300,000	\$ 3.0 – 4.0 Billion

Financial Systems

Next-Gen ERP Cloud Systems

UNHCR uses Oracle's Peoplesoft application (internally termed MSRP) as a central suite of applications that is used globally to facilitate finance, supply chain and human resource management. Going forward, Oracle Cloud will be the Next-gen ERP and will integrate with the DHoTS for payment transmission to the FSPs.

Currently, Oracle Peoplesoft ERP (9.2) provides the various pay, receipt and bank settlement transaction files: Accounts Payable, Account Receivables, Payroll, Cash Management and Treasury functionalities, e.g. bank account, cash, settlement, through the Financial Gateway (FG) which is interfaced with financial service providers' systems. Transactions from Treasury Management System (TMS) for settlement and receipt applications are routed to the FG and transmitted to/from the FSPs.

UNHCR's NextGen ERP requires bespoke TMS applications to be implemented with full cloud accessibility and integration layers, thus the need to acquire a professional Treasury & Risk Management System (TMS) with core capabilities for: i) bank account (e-wallets); ii) cash flow forecasting and cash positioning; iii) liquidity; iv) foreign exchange; v) investment; vi) treasury risk management; vii) treasury accounting and reporting.

Cash Assist system for digital cash humanitarian assistance

As part of its mandate, UNHCR provides cash assistance to Persons of Concerns (PoCs). These are millions of low value payments to PoCs for basic needs that are delivered to them through a variety of value transfer mechanisms and modalities as disbursement device, e.g. to bank

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account, disbursement at the ATM through using biometric authentication, prepaid cards, mobile money, etc. This direct cash delivery modality of assistance is termed Cash-Based Interventions (CBI).

UNHCR uses a cloud-enabled system called CashAssist, which is based on the Microsoft Dynamics 365 platform to manage the payment records generation, payment authorization and pay file dispatch. It allows UNHCR and partners to deliver and track cash assistance to PoCs straight through to the dedicated Financial Service Providers (FSPs).

CashAssist provides a list of beneficiaries and payment amounts triggering distribution of cash either from one of UNHCR's own bank accounts or from a funded account/wallet at the FSP, which has been interfaced with a number of FSPs (either via direct API or through the PeopleSoft ERP Financial Gateway) for secure exchange of payment instructions and payment confirmation with traceability and accountability.

UNHCR Communication Protocols - used for Value Transfer

Existing UNHCR communication protocols are described below. There are known benefits and limitations of each protocol and further value transfer mechanisms are being considered. UNHCR cash disbursement and collection require agnostic communication capabilities to enhance standardization using latest information technologies for efficiencies and effectiveness.

SFTP/EBICS/H2H

UNHCR's current Peoplesoft ERP, MSRP's Financial Gateway (FG), handles a significant share of UNHCR's payment volumes serving as a single secure gateway using SFTP/Host to host connectivity to FSPs/banks. Additionally, the FG manages centralized payment release and the DOAP (Delegation Of Authority Plan) for users.

Direct API Connectivity

In addition to the FG, UNHCR also uses API connectivity directly from Cash Assist (with the release of transactions outside the MSRP environment) but allowing for real time transmission of data and reconciliations. Although MSRP FG is used for handling a large proportion of payment volumes, the development of direct API connectivity is increasing in importance worldwide and UNHCR intends to exploit the growth opportunities in this space.

212.2 Envisaged Future State for Connectivity and Collaboration Opportunities

The envisaged future state will feature DHoTS – digital connectivity hub as the central connectivity platform interfacing from the internal UNHCR financial ecosystem through a UNHCR integration platform and accessing external FSPs. To harness further UN collaboration opportunities, additional UN agencies may be participating in the Connectivity Hub, each agency will be

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connected via its own integration hub. In order to provide connectivity to a broader network of local and international FSPs, the key functional components and integrations are depicted and further elaborated in subsequent Activity expectations and Appendix diagrams.

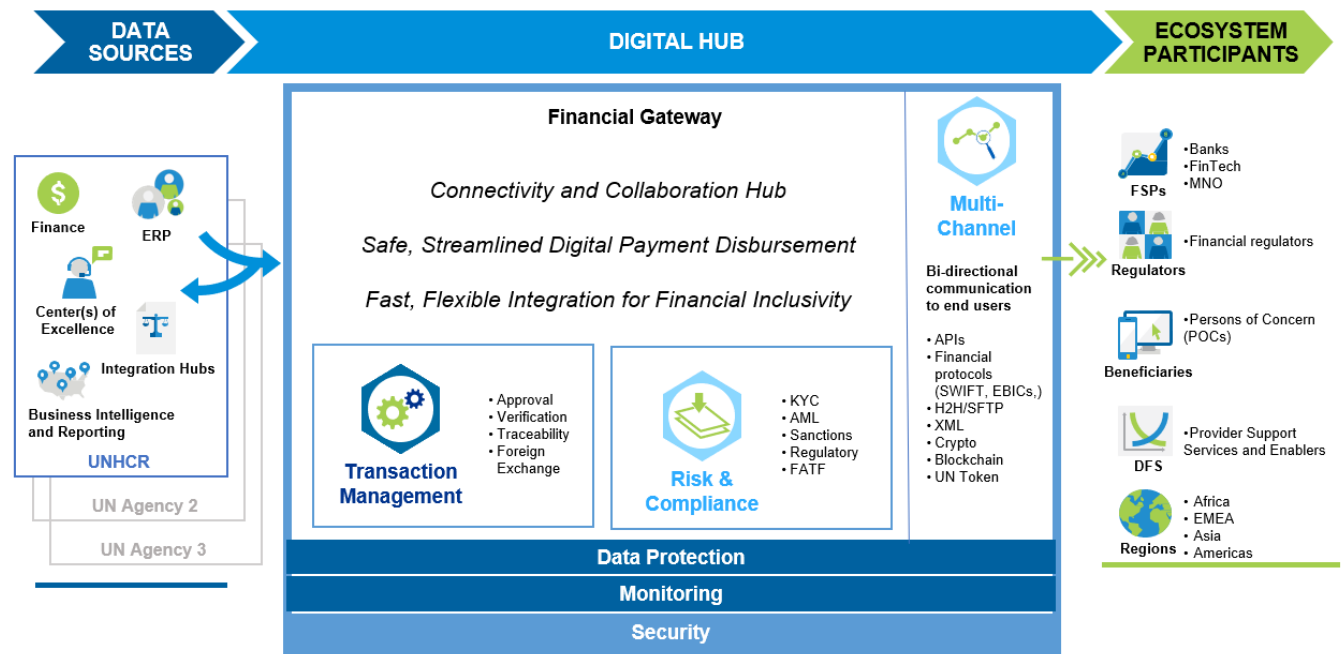


Figure 1: Envisaged DHoTS - Connectivity hub

3. REQUIREMENTS

3.1 Engagement description

As part of the engagement, the Company's activities will focus on the following main areas:

1. DHoTS connectivity hub solution refinement and detailed design
2. Implementation of a functional end-to-end DHoTS connectivity hub Pilot – Proof of Concept build
3. Development of a Target State Roadmap
4. Development of a Strategy Report

Kick-off of the project is planned for April 2021.

3.2 Scope

UNHCR operates worldwide in 130 countries and for the purpose of this engagement, the project will be managed from UNHCR HQ in Geneva, Switzerland including assessment throughout UNHCR's systems as described. Pilot implementation is expected to have country-level integration with local institutions and/or beneficiary channels. The solution will be hosted by sister agency, UNICC.

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The scope of this project is to provide a tangible, working pilot implementation of an end-to-end payment solution demonstrating principles of multi-channel connectivity, security, and financial inclusivity to PoCs and beneficiaries. Included within scope is the necessary detailed solution design and comprehensive implementation roadmap. It is anticipated that the roadmap, solution design, and pilot provide verified data and input into further substantiating the DHoTS - Connectivity hub business case into a Strategic Report.

The activities and artifacts resulting from associated activities are further defined in subsequent sections.

4. ACTIVITIES

4.1 DHoTS Solution Refinement and Detailed Design

1. Develop Digital Hub solution with UNHCR and UNICC technical teams and complete detailed solution design, specifically:
 - a. Solution architecture
 - b. Security
 - c. Risk and compliance, including monitoring, fraud detection
 - d. Transaction management (approval, fulfillment, settlement, traceability, reporting) and straight through processing (STP)
 - e. Data protection
 - f. Source system integration and communication protocols approach
2. Define approach and identify accelerators enabling payment disbursement in UNHCR to prioritized target locations and representative of delivery mechanisms (e.g., Greece, Ethiopia, Rwanda, Kenya, Uganda, Tanzania, Jordan, Lebanon, Afghanistan via mobile and/or leveraging biometric authentication)
3. *Connectivity – flexibility for various communication protocols; standardization modular approach*
4. Demonstrate execution based understanding and experience closing the “last mile” of UN beneficiaries and target communities to promote financial inclusion with a specific focus on low value/high volume payments (e.g. CBI, payroll, travel, entitlements, petty cash, etc.)
5. Define solution scalability and performance (across geographies, additional UN agencies, and participants to the wider financial ecosystem)
6. Define operationalization plan and ongoing maintenance approach, including SOPs, SLAs, and KPIs.
7. Define opportunities to leverage Analytics (predictive analytics, AI/ML)
8. Define cloud strategy, data segregation, and security approach when onboarding multiple UN agencies

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9. Define opportunities for operational efficiencies/economies of scale based on potential total volumes and UN agency onboarding; articulate savings opportunities based on current costs and spend
10. Define Total Cost of Ownership (TCO) estimate, inclusive of calculation model and methodology

4.2 DHoTS – Connectivity Hub Pilot

11. Recommend implementation feasibility of high impact business use cases that demonstrate end-to-end DHoTS – Connectivity hub solution in prioritized UNHCR countries
12. Develop core components of hub demonstrating security, data protection/segregation, transaction management, monitoring, data source integration, and successful payment disbursement
13. Demonstrate principles in service design, agile development, automated testing, continuous build, and DevOps best practices for pilot implementation
14. Employ accelerators to establish connectivity in desired regions/countries and channels (mobile, FSPs/Banks).
15. Develop re-usable framework/patterns for assessment, integration, and scaling of pilot to other UN agencies, regions/countries, and/or protocols
16. Complete execution of DHoTS– Connectivity hub Pilot by 3rd Quarter - 2021.

4.3 Target State Roadmap

17. Perform gap analysis of existing capabilities, architecture, systems and processes to desired future state.
18. Prioritize and recommend enhancements to the existing capabilities, architecture, interface, business processes and applications to fit the gap to implement the future state DHoTS.
19. Identify accelerators toward achieving DHoTS - Connectivity hub objectives, including but not limited to, existing financial gateways, third party products, etc.
20. Define comprehensive prioritized functional and technical backlog driving time-to-value
21. Define detailed full solution implementation plan, including resources, methodology, governance, key milestones and deliverables. Approach should assume complete DHoTS - Connectivity hub implementation and operationalization across targeted 50 financial ecosystems (regions/countries) by mid-2022
22. Highlight any required process, capability, or technical training or change management requirements as well as high-level communication plan
23. Identify underlying roles, technical skillsets, third party providers, interdependencies and all risks and assumptions in proposed implementation plan
24. Provide comprehensive and detailed financial implementation estimate for the proposed roadmap. Include Supplier costs and any and all costs associated to projected fees and/or transactional costs anticipated with potential consumers

4.4 Strategic Report

25. Leverage quantifiable and qualitative Pilot findings as input into feasibility, effort, and cost – benefit
26. Conduct market analysis to provide data substantiating value proposition of DHoTS - Connectivity hub
27. Elicit strategic business vision, business case and requirements from key stakeholders to inform opportunities for scalability and efficiencies.

5. KEY DELIVERABLES

The following list of deliverables is included in the scope but is not exhaustive:

5.1 DHoTS - Connectivity Hub Detailed Design

The Company will provide a comprehensive detailed solution architecture design, inclusive of, but not limited to, the data flow, security, monitoring, transaction management aspects outlined in the prior Activities section.

The Company will produce:

- Detailed Solution Design
- Multi-agency approach and design
- Accelerator and optimization opportunities
- Operationalization approach
- Total Cost of Ownership (TCO)

5.2 DHoTS - Connectivity Hub Pilot

The Company will provide a fully operational proof of concept that delivers the functional and technical requirements as outlined in this RFP.

The Company will:

- Develop, integrate, and implement a digital connectivity platform with different connectivity options (API, SFTP, SWIFT etc.) that fits each context and FSP to connect and disburse cash payments to POC in each of the targeted regions and countries.
- Conduct relevant research / assess internal and external capabilities to optimise or evolve the architecture / model as proposed;
- Design and implement all relevant tools and resources needed to support DHoTS
- Conduct assessment and test the existing capabilities, design and develop an integrated digital approach for UNHCR, with expanded optionality for partners to directly access DHoTS infrastructure as well

5.3 Future State Roadmap

The Company will develop and deliver an Implementation Summary Report so that UNHCR can make informed decisions about subsequent programs.

The Implementation Summary Report will provide the following:

- **Comparative summary analysis** of the following as a means of assessing program complexity:
 - Initial and actual time schedule
 - Planned and actual resources
 - Expected and actual results
- **Evaluation of the project management/implementation process**
 - Positive aspects/opportunities
 - Internal and external difficulties encountered
 - Partnership/core project group cooperation
 - Comments on value added
 - Lessons learnt and possible improvements
- **Presentation of the technical results and deliverables** including an overview of the architecture and connectivity platforms, features and functionality such that UNHCR could take over delivery and development of the solution. The overview should speak to the following aspects:
 - Discussion of the rationale used in the development of implementation options and the selection of the pathway(s)
 - General lessons learnt
 - Strengths of the selected solution
 - Possible challenges and/or improvements to be tackled through further action
- **Overview of future development considerations:**
 - Recommended implementation roadmap that could be used to guide the integration of additional UN financial ecosystems highlighting the objectives of both short- and long-term goals
 - Overview of viable development alternatives including a description of their conditions
 - Outline of implications and opportunities for future development
 - Outline of any identified business processes and systems impacted by the project Overview of anticipated/actual implementation inhibitors that need to be addressed through further action
 - Identification of the cost of a full solution (development and maintenance)
 - Recommendations to future stakeholders (engineers, business partners, and sponsors)

It is anticipated that the development of the DHoTS Roadmap will not arise from development and implementation efforts alone. The Company will need to undertake extensive consultation

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with business stakeholders in order to understand the future landscape and broader business context.

5.4 Strategy Report

Working closely with UNHCR, the Company will develop and provide a professional report that can be used by UNHCR in the acquisition of additional implementation partners and financial funding for Phase 2. The report must be supported by visuals graphics and illustrate in use non-technical language that is easily understood by executives who need to understand the merits of this project so that they are able to make a more data-informed decision about investment.

The following elements provide an overview of the anticipated inclusions, however, the Company should not be restricted to just these:

- **Business context:** An overview of why DHoTS - Connectivity hub has been created
- **Objectives / Benefits:** An (ideally) quantifiable summary of the business benefits that are anticipated. Where possible, the business case should utilise metrics collected from the development and implementation of the pilot (transaction throughput and speed, actual/ anticipated integration time and effort, etc)
- **Elevator pitch:** Creation of a “1-minute pitch” that can be used to describe the value of DHoTS - Connectivity hub
- **Overview of DHoTS:** Simplified overview of the architecture that conveys principles of connectivity between internal and external financial systems.
- **Return on Investment:** An overview of the cost structure of full scale development and implementation. A probabilistic ROI model is needed.
- **Implementation Plan:** Overview of an iterative implementation pathway with an early indication of major deliverables.

It is anticipated that content can / will be used in both the DHoTS Roadmap and the Strategy Report.

The direct recipient of all deliverables shall be UNICC HQ.

Deliverables shall be submitted electronically and in English.

6. TIMELINE

The elapsed timeline depends on the Company’s proposal and approach. However, the deliverables are expected to be released in their final versions no later than one month, starting from August 2021. The Target State Roadmap and the Strategy Report shall be discussed with UNICC and UNHCR before final submission to ensure alignment.

7. COSTS

The Company's proposal shall present the total cost of the engagement and the expenses breakdown for the proposed profile(s) and activities including travel costs for onsite activities if appropriate. During onsite operations, travel costs will be reimbursed by UNICC for economy class travel. The refund will be based on the actual costs submitted to UNICC as proof of payment along with the reimbursement claim.

Financial proposals are to be submitted separately from the technical proposal in order to be considered for further technical and financial assessments. Any indication of costs of this engagement to UNICC and UNHCR in the technical proposal will cause the proposal to be disqualified.

8. PROJECT MANAGEMENT

UNICC will provide project management support, engagement oversight and will facilitate coordination of the activities.

Company's proposed profile(s) will report on a regular (bi-weekly) basis about project progresses, risks and issues to the UNICC Project Manager.

9. COMPANY QUALIFICATIONS

9.1 Company Overview

The Company shall provide:

- A description of the Company with proof of the Company's capacity to perform the engagement required, including:
 - Company's full name, corporate address, telephone number and fax number
 - Brief company profile (one page)
 - Primary contact and a back-up contact. Please include title, address, telephone number, fax number and email address
- If a multi-location Company, please specify the location of the company's headquarters, and the branches that will be involved in the project work
- Provide sample (anonymised) deliverable examples of previous engagements of a similar nature conducted by the Company. Sample deliverables should include:
 - Strategic Report
 - Detailed Solution Design
 - Solution Implementation Roadmap

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- Case studies of Pilots with similar scope and scale, specifically global implementation
- Provide examples of capabilities that may be Pilot accelerators
- Present any anticipated third-party vendors, platforms, organizations the Company anticipates bringing in to support Pilot integrations in country

9.2 Company Staff Qualifications

The activities shall be carried out by one or more experienced consultants with (in combination) all the following skills:

- Significant institutional financial management experience, including industry familiarity of landscape, transactions through to settlement, and risk and regulatory compliance
- Global experience with international organizations
- Strong communication skills, including ability to synthesize and present complex concepts to audiences at multiple levels
- Strong analytical, technical and interpersonal skills
- Significant experience in Agile development best practices / frameworks (e.g. automated test, user stories, sprints)
- Experience in the enterprise integrations, communication protocols described herein
- Strong knowledge of architectural components from infrastructure through to integration required for solution
- Excellent English, both written and spoken

The proposal shall present proof of the proposed consultant's(s) skills (e.g. attached resumes). Only resumes of staff currently employed by the Company shall be submitted.

UNICC's staff and consultants' workforce consists of many diverse nationalities, cultures, languages and opinions. UNICC seeks to sustain and strengthen this diversity to ensure equal opportunities as well as an inclusive working environment for its entire workforce. Respondents to this RFP are requested to confirm, in writing, that applications for this role have been encouraged from all qualified candidates without distinction on grounds of race, color, sex, national origin, age, religion, disability, sexual orientation and gender identity.

10. CONTRACT OBJECTIVES AND WORKING ARRANGEMENTS

All suppliers responding to this RFP shall acknowledge in their Proposal that UNICC Terms and Conditions (Annex II) are acceptable. If any of UNICC Terms and Conditions are not acceptable, the bidder 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 UNICC, in the evaluation of the Proposal, including the comparative evaluation with other Proposals and might result in the rejection of the Proposal.

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10.1 Engagement Model

- For each assignment or project, UNICC will issue a Terms of Reference (ToR) and invite the selected vendor to submit a proposal based on the agreed rate card (or better).
- UNICC will evaluate the proposals and may choose to interview proposed consultants as part of the evaluation process.
- UNICC will issue an Agreement for Performance of Work (APW) contract to the selected vendor for a certain work of a project and an established amount of time, based on the agreed Rate Card.

10.2 Prime Bidder(s) Responsibility/Subcontractors

UNICC wishes to award the tender to the **prime vendor** only to fulfill all the requirements set forth in this RFP. Therefore, any contract that may result from this RFP shall specify that the prime bidder is solely responsible for the fulfillment of the contract with UNICC. UNICC will make contract payments to the prime bidder(s) only.

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

10.3 Commercial Terms and Price Validity

The purpose of this section is to provide a **complete understanding of terms and costs** associated with a vendor's proposal, in order to establish the best prices and/or volume discount schemes available to UNICC and through UNICC to UNHCR, its Partner Organization.

- UNICC expects and strongly encourages the Service Solutions providers to recognize the cumulative value of business provided by UNICC and the UN Family to the selected vendor over the life of the commercial relationship. Therefore, deeply discounted pricing, cumulative discounts schemes or upfront favored Nations pricing are expected.
- UNICC, through this engagement, strongly encourages the Proposers to maintain the same pricing also beyond the required phases of the project, for additional optional

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extensions and clearly stipulate in their financial proposal whether such commitment has been made.

- Any preferred pricing scheme to provide, UNICC or any UN agency, fund or programme accessible to the best pricing should be clearly stated.
- Proposers should provide the following in a separate document/spreadsheet: the adjusted pricing model and clear examples that are applicable, if in future, UNICC and UNHCR decide to scale up or down on its implementation by adding or reducing the number of resources, and/or other deliverables in the future.
- Where a Proposer can offer different pricing options/models (i.e. Time and Material vs fixed-price), the Proposer is encouraged to present them all for this proposal's consideration.
- As a result of this RFP process, UNICC reserves the right to award the contract in full or for the selected part of the requirements to the selected Proposer, if deemed to be in the best interest of UNICC and UNHCR.
- UNICC also reserves the right to make the following decisions and actions based on its business interest:
 - UNICC can accept or reject any proposals without disclosing details of the evaluation result to the Proposer.
 - UNICC can make an award to a Proposer without discussion with other Proposers.
 - UNICC can negotiate with one or more Proposers.
 - UNICC can choose or reject line item services or pricing elements.

Free of cost & pro-bono services:

- On the basis of its humanitarian mandate, UNICC / UN expects and encourages potential providers to offer pro-bono services to UNICC where applicable (i.e., demos and presentations, % of professional services and % training services provided free of cost) to UNICC.

11. TERMS OF PROPOSAL SUBMISSION

All proposals shall be sent to UNICC Procurement at (procurement@unicc.org) no later than Friday, 26 February 2021.

Proposal should include an outline technical approach and outline project plan.

Any questions concerning the RFP should be addressed by one email only using the Annex III - Question-Answer excel summary to procurement@unicc.org no later than COB Wednesday, 17

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February 2021. Questions will be answered by UNCC and UNHCR teams, and the consolidated response summary will be posted on UNGM and shared with all interested parties as deemed.

11.1 Evaluation Criteria

Proposals will be evaluated against the following criteria and percentage distribution:

Financial evaluation	<ul style="list-style-type: none">• Total cost of engagement	30%
Company and staff qualifications	<ul style="list-style-type: none">• References to relevant previous engagements	70%
	<ul style="list-style-type: none">• Domain and Technical staff expertise in accordance with qualifications described in Section 9.	
Proposed approach	<ul style="list-style-type: none">• Ability to deliver the four (4) deliverables described in Section 3.	
	<ul style="list-style-type: none">• Project plan and adherence to expected activities and timelines described in Section 4 and Section 6	
	<ul style="list-style-type: none">• Qualitative evaluation and robustness of proposed methodology	
TOTAL		100%

11.2 Security Requirements

Bidders are required to provide security experience and qualifications including specification of any relevant **ISO Certifications**. Additionally, bidders are required to confirm, under Company Staff Qualifications, including proven security skills and experience.

Minimum security requirements for cloud solution:
IS027001 certification and SOC II Type 2 report or equivalent.

12. CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT

The contract and the engaged Company will be subject to the terms of UNICC and UNHCR's Confidentiality and Non-Disclosure Agreement.

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13. APPENDIX

Potential Target Solution (illustrative)

