

# Annex A – Terms of Reference

For the implementation of *“Board” software*  
*for Results Based Management in UNHCR*

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## List of Abbreviations

AOL	Above Operating Level
BAM	Business Activity Model
BI	Business Intelligence
BISL	Business Information Services Library
COTS	Commercial-of-the-Shelf
CRRF	Comprehensive Refugee Response Framework
DWH	Data Warehouse
DTAP	Development, Test, Acceptance and Production
ERP	Enterprise Resource Planning
ETL	Extract, Transfer, Load
GFI	Global Focus Insight
GFX	Global Focus External
HQ	Head Quarter
MDM	Master Data Management
NFR	Non-Functional Requirement
NGO	Non-governmental Organisation
OMC	Operations Management Cycle
OL	Operating Level
PPA	Project Partner Agreement
PSR	Population Statistics Reference
RACI	Responsible, Accountable, Consulted, Informed
RBM	Results Based Management
RF	Results Framework
RFP	Request for Proposal
SDG	Sustainable Development Goals
SI	System Integrator
SOP	Standard Operating Procedures
UAT	User Acceptance Testing
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
WP	Work Package

## 1. Introduction and background

The Office of the United Nations High Commissioner for Refugees (UNHCR) plans & budgets, monitors, controls and reports about their refugee protection and assistance programs according to the management concept of Results Based Management (RBM). The purpose of this request for proposal (RFP) is to solicit proposals that will allow UNHCR to select a system integrator to detail design, build, implement and roll-out a renewed RBM solution that matches the current business requirements, based on [Board](#) software platform. The System Integrator (hereafter referred to as SI), should be able to work collaboratively with UNHCR and understand the sensitive political and multi-cultural nature of the work in delivering the RBM solution.

The current version of UNHCR's Results Based Management (RBM) was implemented in 2009, with the release of a results framework and the bespoke tool *Focus*. Over the decade UNHCR has gained significant experience in operationalizing RBM, especially through the business processes within its Operations Management Cycle (OMC). *Focus* is complemented by Oracle Hyperion software for budget validation and staff positions planning.

In recognition of the changing humanitarian landscape, the need to empower its country operations with greater flexibility and proper tools to get results, and to harmonize its programming for results with other UN entities in our area of work, UNHCR is significantly revising both the business processes as well as the tools supporting RBM, through the RBM Renewal Project (hereafter referred to as the RBM Project).

The RBM Project's core team consists of a senior Project Manager, functional experts from business Divisions well experienced in the Operations Management Cycle, and technical experts experienced in current set of software that supports RBM. The core team is in turn supported by many subject matter experts from the field operations, Regional Bureaux and Headquarter Divisions. All these resources will be closely involved in shaping up the software tools supporting the revised RBM processes.

The project team has already prepared several business-related processes and decision items which are currently undergoing review and approval. These areas which directly impact the solution delivery are listed in the following appendices, which form a part of this Terms of Reference document.

List of Appendices to this Terms of Reference document:

<b>Appendix</b>	<b>Title</b>
Appendix 1	Overview of processes and scope - Results Based Management for UNHCR
Appendix 2	Preliminary new RBM Processes
Appendix 3	RBM Process Master
Appendix 4	Overview of main data elements in the Results Framework
Appendix 5	Functional and non-Functional Software Requirements
Appendix 6	Master Data requirements
Appendix 7	Overview of proposed solution architecture
Appendix 8	Integration Requirements
Appendix 9	Example use cases

These draft documents are provided in the RFP to give a prospective System Integrator a high level overview of the RBM processes and the solution needed. Many of these documents will be finalized through internal business review, while some of these documents will be finalized together with the System Integrator (SI), based on the software features capabilities.

Where a requirement cannot be met by out of the box software configuration features, system workarounds or custom extensions must be provided by the System Integrator to meet the solution gap.

This Terms of Reference document describes the requirements for the System Integrator (SI) to implement [Board](#) software, which supports the structure, framework and process as described in Appendix 1 and that meets the requirements in the above documents.

High-level scope of work is detailed as below:

- Conduct a fit-gap analysis as part of the requirements revalidation effort, propose solutions to address the gaps and document decisions and rationale;
- Design, build and implement a results-based management solution to support all phases of the Operational Management Cycle as described in Appendices 1 and 2 in an iterative development mode;
- Build necessary custom extensions to address the solution gaps in the solution requirements;
- Develop reports/dashboards using the native reporting capability the software to meet operational reporting requirements of users (analytical reports are not in scope);
- Build necessary system integrations with existing UNHCR systems and other components of the solution, as defined in Appendix 2 and 8, to meet the integrated solution design.

There are two major functional milestones envisioned for the solution. The first milestone will focus on addressing a multi-year high-level programme and budget planning and the second milestone is a further detailing of the programme and budget for the subsequent year.

It is very important to UNHCR that the software implementation shall take an iterative approach to development/configurations of the solution as well as for all reports (though less essential for deeper technical areas e.g. integrations). The approach shall involve repeated build and demonstration of system design, software configuration and requirements analysis sessions with UNHCR business colleagues, whereby the feedback from the previous configuration shall be incorporated in the next iteration. These iterations shall proceed through the Design phase of the project, culminating in one or more comprehensive workshops, and shall continue through the Build phase. UNHCR believes this iterative methodology will decrease time, and therefore costs, and will serve to strengthen the organization's acceptance of the solution. This approach could also affect the formal sign-off and project technical documentation: these can be delivered by the SI for the configured components prior to Go Live<sup>1</sup>.

In view of the time available for the implementation, we foresee the following development workstreams, which the SI can review and provide feedback if any:

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<sup>1</sup> The "Go-Live" is when UNHCR accepts that the production application is ready after successful UAT and it is released to end users for day to day regular operation.

- Programme: e.g. Overall Plans structure, Results Frameworks management and Indicators
- Financials: e.g. Organization Structure, Position Management and Budgeting
- General Components: e.g. Workflows, Operational reporting embedded within the tool
- Technical: e.g. Integrations, System Administration, User and access Management

The change management effort is not part of the scope of this RFP, and it is not expected that there will be a separate Change Manager provided by the selected vendor. However, it is expected that the SI team and UNHCR Lead(s) will contribute to the identification and resolution of Change Impacts and support the outreach to the user community to explain these changes. In particular, it is expected that, upon request from UNHCR, the SI will provide necessary inputs to inform the design of change management artefacts such as user guides and trainings.

The RBM Renewal Project Initiation Document (PID), which has been approved by the Project Steering Committee, sets the parameters for the project and its governance. Hence it is not necessary for the selected SI to build the project structure from 'zero'. Instead, the SI is expected to work with the RBM project team to define the details of a joint project plan and agree on how to operate within the established project structure.

## 2. Work Specification

The SI shall execute the following activities during the implementation of the RBM solution. Although the points A-D below are to some extent steps in a process, it must be underlined that given the iterative model of design, development and testing (not "waterfall") and use of parallel work streams, activities under point A, and B will run in parallel leading up to the final comprehensive User Acceptance Testing:

### A. Design and build the solution:

- Prepare a first cut configuration (with out of the box features) and conduct first cut detailed review/training on [Board](#) software for key UNHCR staff (about 15 staff).
- Understand the UNHCR's business processes, systems and business requirements, as well as UNHCR system landscape and technical architecture;
- Understand the proposed overall solution architecture (where the RBM software is part) and associated solution components, and suggest improvements if any;
- Assist UNHCR in evaluating business processes that need to be changed to align with the functionality to be delivered;
- Validate and update the business requirements documentation and integration platform with an analysis of how to meet the requirements (input to fit gap analysis) in consultation with business representatives by organizing and conducting structured interviews and revalidation sessions;
- Review and propose updates to Level 4 process flows, and create the RBM Process Master to level 5 processes (lowest level process steps including responsibilities) in consultation with business representatives to ensure that we are leveraging the tool appropriately;

- Document fit/gap analysis and justifications for the solution option pursued;
- Define and document functional specifications to address any solution gaps, integrations and operational reports (e.g. reports required to facilitate the end users to execute the business process e.g.. overview of results chains, position listing, budget snapshot overview, operational reporting dashboards etc.);
- Configure/develop iteratively software components for agreed use cases (in line with the process master) covering multiple end-to-end scenarios to validate the solution design fit across functional areas and tool modules. During this process demonstrate the solution prototype to UNHCR Project leads, subject matter experts, process owners and other business representatives, to capture feedback and improve the solution in the next iteration. At least three iterations of such workshops will have to be conducted with business users for each functional component(s). Due to the volume of business representatives, it is anticipated that each iteration of a workshop with key stakeholders may need to be presented more than once;
- Create software artefacts that may be needed to manage the system environments (DEV, Test, Training and Production) and promote the software configuration through various project instances e.g. Development, Test, Training and Production (we propose to use Azure DevOps environment for managing the software artefacts);
- Provide comprehensive document that gives traceability between business and technical requirements, and the solution detailed design; and
- Provide a final updated document of all requirements, solution design, technical design, integration details and specification documents for the entire solution including any custom components, after the completion of the software deliverables (as noted above, prior to Go Live).

B. Test the solution that shall include the following:

- Develop the test strategy and plans for the various testing phases – we currently use Azure DevOps to coordinate testing and capturing results;
- Conduct the unit test of custom components developed as well as the system configuration implemented;
- Conduct the business process testing to validate that the solution meets the design and handover to UNHCR for business process testing;
- Support UNHCR in business process testing by setting up the system configuration and master data needed to do the business testing;
- Develop the integration test scripts (including end to end functional tests);
- Conduct the integration testing along with legacy system teams;
- Develop and conduct performance and load testing through automated test scripts to ensure appropriate sizing of solution;
- Develop business process test scripts for user acceptance testing;
- Conduct internal security testing and, as required, support testing by third parties related to security;
- Support User Acceptance Testing and help users perform user acceptance;
- Update the system configuration and/or custom components based on input from tests to secure acceptance.

C. Deploy the solution into production that shall include the following:

- Develop and document production deployment approach, detailed steps, responsibilities and schedule;
- Develop production cut-over procedures including any code deployment scripts that may be needed as necessary;

- Conduct production dry runs on a non-production instance e.g. training and perform course correction as necessary;
- Deploy/release the full solution as accepted by business users, upon authorisation from a UNHCR Release Manager;
- Enable access provisioning to end users (approx. 5000 users) based on roles and responsibility matrix agreed;
- Deliver administrator trainings to key administrators identified (about 10 staff) along with admin guides and job aids;
- The SI should develop a detailed knowledge transfer plan to UNHCR operations support team based on these documents and operating procedures to enable UNHCR operations (including any third party vendors contracted by UNHCR) to manage the applications and the relationship with the software vendor post-handover.

D. Support the solution that shall include the following:

- During the initial six months of Go Live, conduct daily full day physical / virtual walk-in sessions to clarify and resolve user queries, and targeted virtual meetings with bureaux (around the world) and HQ divisions to address business issues and user training issues;
- Resolve all application issues for the implemented solution identified during initial six months of Go Live;
- Provide an enhanced support and bug fixes / change requests delivery mechanism during the immediate six months after go live, to resolve user issues;
- Support the release management process and participate in change control throughout the implementation and six months post Go Live;
- Provide knowledge transfer on the implemented solution to UNHCR's support team to enable smooth transition to operations; and
- Develop initial helpdesk knowledge base and anticipated FAQs.

E. Provide technology services for the solution that shall include the following:

- Develop sizing and environment requirements to meet the project and production needs;
- If applicable, the exact version of individual software components shall be mutually agreed during the design phase taking into consideration the available software versions on the market at that time;
- Coordinate with the application and platform services provider/s for day to day administration and management of the software instances and support;
- In addition to the performance and security testing noted above, also actively contribute to and support any non-functional testing required and validate technical readiness for deployment;
- Coordinate, provision and manage all required instances – Development, Testing, Training and Production environments up to six months after Go Live;
- Be responsible for the systems' instances used throughout the duration of the project, including setup, configuration and package releases for all environments; and
- The SI shall provide configuration and, as required, deployment documentation, as well as an operations guide for all components that make up the solution (see deliverables list).

F. Change Management, Communication and Training Support that shall include the following:



- Support UNHCR or any third party provider engaged by UNHCR, in the preparation of user guides/job aids or training materials for end users, by providing necessary inputs upon request and by providing access to the environment, preparing master data and/or transaction data based on the configuration agreed;
- Setup and manage training environment and its configuration until six months after all components of the solutions are live;
- Ensure readiness of training environment in preparation for training (configured solution, users, data, workflows, etc.);
- Participate and input into various change management activities happening as a part of the project, especially input into newsletters, joining various change management workshops, user feedback sessions and provide system related inputs;
- Support preparation of a change catalogue, highlighting key changes from current business baseline and help in assessing the impact;
- Support detailed roles and responsibilities mapping of users to the new RBM solution; and
- Provide visibility to stakeholders on project's progress and quality of deliverables.

G. Be responsible for Project Management for the implementation that shall include the following:

- Develop and maintain a comprehensive and detailed project management plan in coordination with RBM Project Management including the description of the governance, change control processes for executing the scope of work under the contract;
- Develop weekly status reports highlighting progress against plans, tasks and deliverables, issues and risks and necessary mitigation actions;
- Conduct periodic team meetings as per an agreed schedule, to monitor progress of tasks against the schedule;
- SI is expected to use UNHCR's project portal for all project management aspects such as document management, reporting, issue management, risk management and change control;
- Provide necessary inputs for reporting to UNHCR senior management and project board meetings as may be requested by RBM Project Manager;
- Provide periodical key metrics which will help measure the project progress;
- Develop and maintain a quality management plan to assure each deliverable is of high quality (software, documentation etc.) before submission to UNHCR for review and approval; and
- Ensure timely quality assurance, review, revision and acceptance of all deliverables including document and software artefacts.

### 3. Deliverables

The Contractor shall provide **as a minimum** the below deliverables, which is a summary of activities / deliverables mentioned in the above section. All deliverables will need to be reviewed and approved by a staff member designated by the UNHCR project manager.

Activity	Deliverable	Activity (A) or Document (D)
Design and Build	Integrated solution design architecture	D
	Conduct requirements revalidation sessions and fit-gap analysis	A
	Fit-gap analysis report with decisions and rationale	D
	Update process design documents	D
	Detailed functional configuration and setup	A
	Functional design for build components (including user interface design and configuration design)	D
	Assist legacy teams in data mapping, integration design and conversion mapping	A
	Design and deliver user workshops to demonstrate and validate solution	A
	Create Level 5 process mapping flows, by creating user stories in DevOps tool	D
	Software solution sizing	D
	Technical design for build components	D
	Develop use cases based on Process master	A
	Build system configuration for all components	A
	Build operational reports within the Board platform	A
	Build and configure custom components as per agreed design	A
	Setup, manage and maintain all application instances for the project	A
	Instance and environment management documentation (if required) and release management process documentation for handover to UNHCR operations	D
Testing	Develop testing strategy	D
	Document the Unit, System and Integration test scripts and test results in DevOps	D
	Conduct Unit, System and Integration tests for the solution	A
	Assist testing by UNHCR teams including Integration and User Acceptance Testing	A
	Co-ordinate bug fixing (including software product bugs) and retests	A
	Co-ordinate with product vendor (Board support team) for all software Service Requests including bug fixes	A

Activity	Deliverable	Activity (A) or Document (D)
Deploy	Transition and Cut-over Strategy (for all relevant environments)	D
	Provide Software deployment approach, schedule and step-by-step deployment and administration guide	D
	Deploy solutions to the instances as per Release Management processes	A
	Enable user access including role assignments	A
	Provide final updated project documents including configuration, design, custom extensions, system administration etc.	D
Training	Prepare and conduct first cut training to project staff	A
	Hands-on training sessions on the solution to project staff	D
	Create and manage training environment	A
	Support UNHCR in creating Job Aids	A
	Provide System Administration training to select staff	A
	Provide System Admin procedures document	D
	Provide knowledge transition on entire solution to identified UNHCR support resources post Go Live	A
Change Management	Provide inputs to various change management activities including workshops, newsletters, user feedback sessions	A
	Document list of changes to business processes and help impact assessment	D
Project Management	Develop detailed work plans with roles and responsibilities	D
	Input into project processes like scope change, issue, risk, configuration and deliverables management.	A
	Create and manage DevOps environment for all phases of the Project, including build planning and testing	A
	Inputs for senior management meetings including presentation slides and / or status documents	D
	Weekly project status reports	D
	Periodic issue and risk management reviews	A
	Provide periodical key metrics to measure project progress	D
	Manage the entry and exit criteria for the iterative development of the solution.	A
	Provide Go Live completion report	D
	Provide project closure report upon completion of 6 months of Post Go Live support	D

## 4. Working Model

The SI shall meet the following other requirements:

- The SI shall perform major part of the work onsite by placing its consultants at the UNHCR office in Geneva (at least 4 work days a week). This is essential for design and user workshops, integration test, user acceptance test and such other key activities where frequent interactions with UNHCR team and Subject Matter Experts is involved. During the project implementation phase, the key core team members e.g. (project manager, functional lead and technical lead) must be placed at the UNHCR office in Geneva. For the 6 months post go live support, at least one key technical resource must be based at UNHCR office in Geneva, along with adequate number of offshore resources. The proposed staffing profiles during implementation and support phases must be provided as part of your response.
- The SI is free to a deploy near-shore and off-shore model for non-user facing activities, however the SI shall be responsible for onsite and offshore co-ordination and shall bring in transparency of offshore and off-shore activities and unified reporting for the work progress at all SI's work locations;
- The SI shall lead and drive all the project activities, taking necessary inputs from UNHCR team and Subject Matter Experts as required; and
- The SI shall lead the solution design, bringing in Industry best practice experience and recommend optimal solutions for the business requirements.

## 5. Implementation Schedule

It is extremely important to deliver the RBM solution and processes by end 2020, since the new solution needs to be used for the first time during January 2021, to plan the 2022 budgets and beyond. While the design, configuration and build should be iterative, the solution will be subject to final end to end User Acceptance Tests which must be completed by November 2020, for the end user training to start.

All proposed staff for the implementation must be made available immediately upon awarding the contract. UNHCR intends to immediately start on-boarding and knowledge transition, as soon as possible.

UNHCR is open to proposals on a project implementation plan which meets these broad objectives.

The solution should also be supported for 6 months post go live, as part of this scope of work.