



Terms of Reference

Select and Implement Enterprise Document Management (EDM)

Prepared for
RFP EDM

Project
EDM Phase I

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1 EXECUTIVE SUMMARY

Provide an enterprise document management system for documents used in project management cycle and financial management process.

SECTION	DESCRIPTION
2. Introduction	<p>This section is presenting the overview of the IUCN and the purpose of this ToR. This ToR scope is:</p> <ul style="list-style-type: none"> a) selecting the document management solution; b) selecting implementation partner; c) procuring hosting and hosting management and support; d) procuring application management and support services. <p>Migration of documents is not planned as part of this ToR, even some migration requirements might emerge during project implementation.</p> <p>The Proposer is expected to provide financial estimate for migration of documents, which is not part of the overall evaluation. The financial migration estimate information will be used for planning of the optional phase of the project concerned with documents migration.</p>
3. Project Overview	<p>Project overview sections provides the background to the project Phase I. Specifically, project goal, objectives of the Phase I, with details on key activities:</p> <ul style="list-style-type: none"> a) documents discovery process; b) market research into the document management solutions; c) defining business needs and requirements; d) analysing the cost benefits of implementing the document management solution. <p>Also, this section provides the current systems architecture, what benefits document management solutions could bring to users and what are the needs of the main stakeholders.</p> <p>The project plan set in this section provides guidance to the Proposer on the timelines for implementation and rollout approach.</p>
4. Business Objectives and Functional Requirements	<p>This section provides main business objectives for document management platform and high-level functional requirements.</p> <p>The Proposer is expected to provide answers to the capability questions in the Annex 1.A.</p>
5. Implementation Requirements	<p>Focus of this section is to set the expectation for the services required for timely and efficient project implementation. The Proposer response should be submitted in Annex 1.B and in line with instructions in this ToR.</p> <p>Scope of implementation are activities related to Phase II and Phase III.</p>
6. Delivery model, hosting and application support	<p>IUCN is also looking to consider and evaluate different delivery model options:</p> <ul style="list-style-type: none"> a) subscription fee model with deployment on cloud; b) subscription fee model with deployment on-premise; c) purchase of licenses. <p>This section also lays out the IUCN integration and infrastructure requirements. The Proposer response is expected to be in line with instructions in Annex 1.C.</p>
7. Cost model	<p>Cost model provides the expectations for submitting the financial proposal and instructions to the Proposer.</p> <p>The Proposer response should be in line with instructions in Annex 2.</p>

2 INTRODUCTION

2.1 ORGANISATION OVERVIEW

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 1000 staff in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,400 Member organisations and some 18,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous people's organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

www.iucn.org

<https://twitter.com/IUCN/>

2.2 PURPOSE OF ToR

IUCN intends to select and implement an Enterprise Document Management (EDM) to manage its internal and external documents in the central repository and in line with the records retention laws.

The purpose of the Terms of Reference (ToR) is to present the project overview, business needs for implementing a document management platform, functional and non-functional requirements, implementation requirements and deployment and hosting services requirements.

The Proposer needs to provide the proposals in the following areas:

- A. EDM that responds to the IUCN's business and functional requirement specified in the section 5 of this ToR.
- B. Implementation services for implementation of EDM that provides advise and support in the implementation:
 - a. Technical architecture (including integration with relevant IUCN systems) with documentation
 - b. Improvement of the document management processes
 - c. Taxonomy definition and set up
 - d. Master data and Environment set up
 - e. UAT and Piloting
 - f. Training
 - g. After go live support

C. Delivery model, hosting and support services

Proposer is expected to provide financial proposal that will enable IUCN to review:

- a. Delivery models
- b. Hosting solution
- c. Ongoing hosting maintenance and support
- d. Ongoing support and maintenance of EDM

D. Migration of documents

Please note that migration of document is not part of the project implementation scope, even some migration requirements might emerge during project implementation.

The Proposer is expected to provide financial estimate for migration of documents, which is not part of the overall evaluation. The financial migration estimate information will be used for planning the optional phase of the project concerned with migrations.

2.3 TERMINOLOGY

Term	Definition
IUCN	International Union for Conservation of Nature and Natural Resources.
HRMS	Human Resources Management System - in house solution
NAV	Serenic Navigator ERP solution used for Financial Management
Programme and Project Portal (PP)	Portal for managing overall business projects – in house solution
PAAS	Project Appraisal and Approval System, implemented in Programme and Project Portal
E-Tendering Portal	Electronic system for the end-to-end process of selecting contractors and awarding contracts

3 PROJECT OVERVIEW

The project goal is to implement a document management platform to increase efficiency and improve documents management processes across business functions in IUCN and to contribute to the digitalisation of the document management processes.

Implementing the document management platform brings benefit to the business units across IUCN: administration, finance, legal, monitoring and evaluations and operations.

The project started in April 2021 until December 2021 with capturing the current practices and perform the research aiming at:

- a. Specify business needs of the key stakeholders,
- b. Perform internal documents discovery process for documents used to support financial processes,
- c. Perform market research,
- d. Capture the functional and non-functional requirements as user stories,
- e. Identify integration requirements of the current systems with documents repository components;
- f. Develop draft taxonomy procedure: documents classification and meta data;
- g. Identify the document management procedure requirement.

Main deliverable of this phase was to develop the feasibility study for implementing document management platform.

3.1 PROJECT BACKGROUND

During remote audit in 2020 and 2021, the need for the finance team to have a document management system has been emphasised. The main learnings from those remote audits are:

- Challenges with document electronic accessibility; searching and finding the desired version of document, and sharing it within and outside of the IUCN;
- Document management processes in finance are not standardised;
- Identified practices to records retention bring uncertainty on the compliance with local laws on records retention
- Assurance to the donors and other stakeholders on practices for sensitive documents which should be kept with required levels of data confidentiality (access and security of the documents)

Based on the above learnings, from April to December 2021, IUCN conducted the research aiming at assessment of the business, technical and financial benefits of implementing electronic documents managements in all IUCN offices for documents related to financial management and project management cycle.

The research comprised of:

- a. the internal documents management discovery process: referred to as document inventory
- b. market research
- c. interviews with business units and the cost benefit analysis.

The documents inventory was focused on determining which documents are used across IUCN; their volume in 2019 and also what are the local retention laws and practices on keeping documents.

The total of documents volume in **2019** is **273K** for **151 business documents** listed and grouped into **14 business process**. Important to mention is that business documents are not yet classified into document types. Some office, 15 offices, provided the estimates on the number of the pages for the documents in 2019, what is average of **3.8 pages** per document.

The average size for the document is **1.5 MB** and the 273K is estimated to 410 GB per year. This means 410 GB * 3 years = 1,20 TB.

Please note that the estimate used for the size of the documents:

- does not include any migrations of older documents (separate projects)
- it will increase with any increase of scope of implementation (including other document types or different processes)
- the cost of backup will grow over time as we accumulate more documents (this is limited by retention rules)

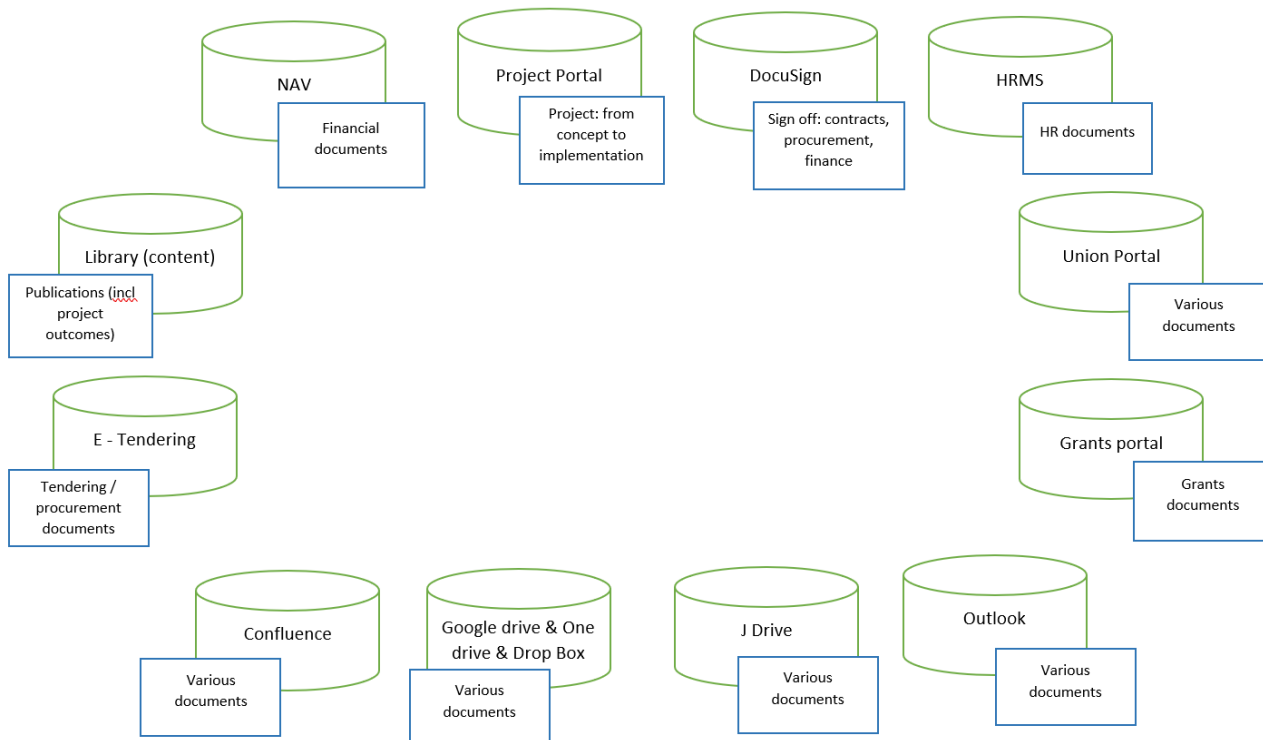
Some of the conclusions from the inventory are that:

- IUCN requires offices to keep 4% more documents in hard copy than what local laws require;
- 18.5 % of same documents are kept in 3 places: NAV, electronically and in hard copy. Volume of document is 47K, while 0.5 % in Project portal, electronically and in hard copy
- 33.6% of same document are kept in 2 places where 32% NAV and electronically. Volume of document is 89K. 1.6% are kept in Project Portal and electronically.

3.2 CURRENT DOCUMENTS REPOSITORIES

Currently, IUCN operates with multiple systems used to keep documents and there is low level of integration. There is no central document repository system.

An illustration below presents overview of the various systems used in IUCN for keeping documents. Often, the same documents are saved in multiple places: for example, in NAV, J drive, DocuSign and Union Portal, but also same document is saved multiple times within the same system.



- **NAV** is main financial application and it is used for processing the financial transactions. Users attach the documents from different project cycle stages to support the financial processing, for example, contracts; procurements documents, internal approval documents etc. Also, some documents such as invoices are produced from NAV and stored in Union Portal.

- **Project Portal** is the programme and project portfolio system used to track project from idea and concept to the contract stage. It provides the build in workflows for project appraisal and approval of the projects which is supported with uploads of the contract documents and sign off forms.
- **DocuSign** is used for documents approval and sign off. Usual practice is to save documents approved using DocuSign in some other shared location, mostly J drive.
- **Confluence, Google drive, J drive, Outlook** are optionally used for keeping project documents, procedures and policies. Also, their benefit is in sharing the documents internally or externally.
- **Union Portal:** web-based portal to allow networking, interaction and sharing of information across IUCN components (Members, National and Regional Committees, Commission members, Councillors, Council groups and Secretariat).
- **Grants portal** is created to manage the grants application process. It keeps the grants proposals, evaluation of the proposals and decision on the grants' distribution.
- **HRMS** is used to keep employee files, HR policies and procedures which are also kept in the Union Portal.
- **e-Tendering Portal** is starting implementation in 2022. It is electronic system for the end-to-end process of selecting contractors and awarding contracts for consultancies, goods and services.

3.3 PROJECT OBJECTIVES

The document management solution being sought will enable the Organisation to meet the following objectives:

- Online and easy to use central documents repository with user friendly search capabilities
- Efficient records management and governance
- Effective and timely document collaboration
- Easy to set up workflows
- Integration with financial system (NAV), Programme portfolio system (Programme and Project Portal), e-Tendering, Grants Portal and potentially HR system (HRMS)

Example of various systems integration with document management platform is illustrated below. The arrows show how the document management platform could become the central repository for storing documents automatically from business application (blue arrows), but also how the business applications can use documents.

The interfaces in the diagram below include the following business processes:

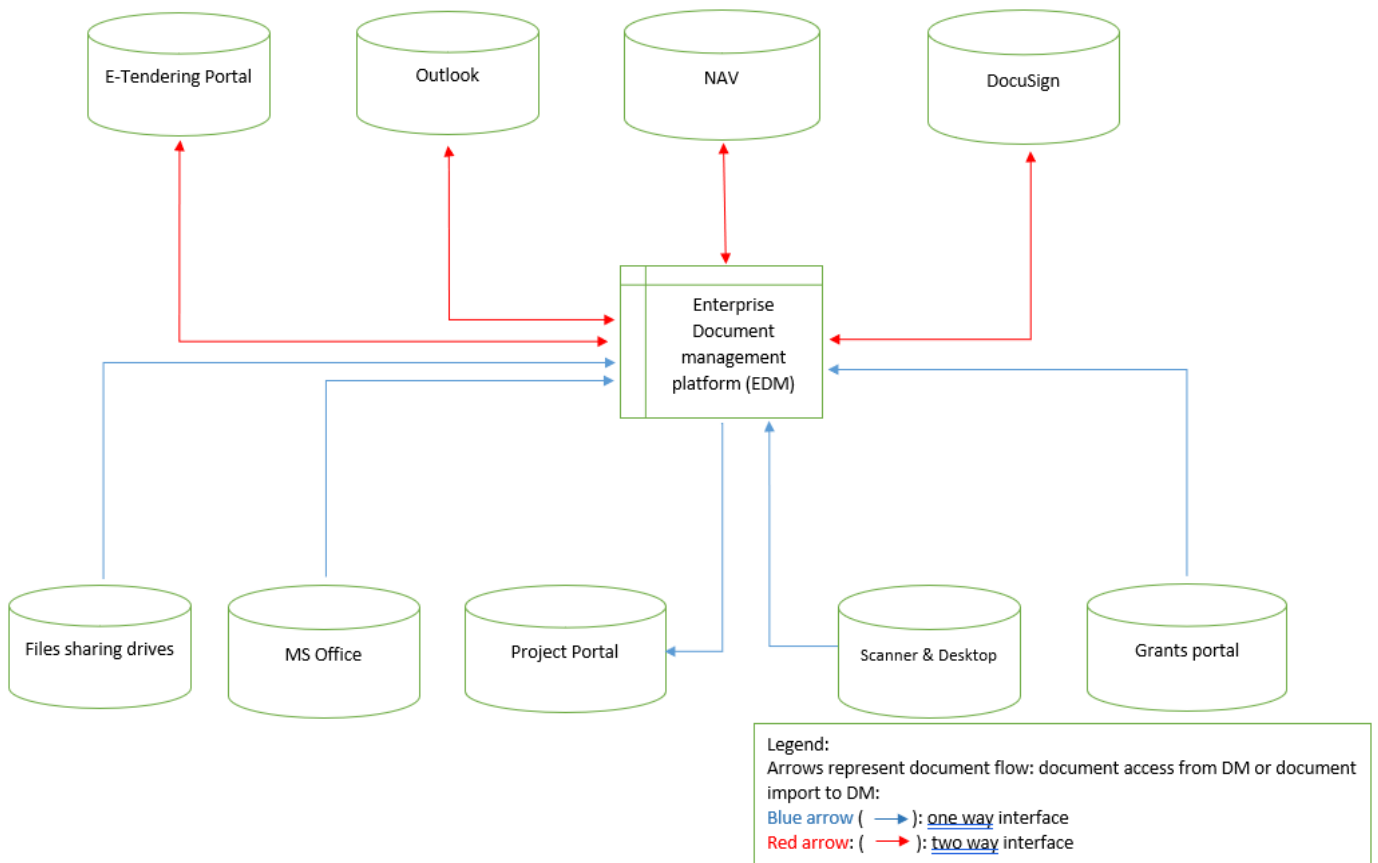
1. Outlook: capturing messages and attachments into the EDM and using documents from EDM as attachments to outlook
2. NAV is creating documents that need to be stored in document management platform, and also NAV users need to access documents that are stored in the document management platform as support for transaction processing.
3. DocuSign is mainly used for documents approval. The intention is to capture the approved documents in the EDM. Also, the document from EDM could be used in the DocuSign approval.
4. MS office suite integration for saving files in EDM
5. File sharing drives: The most commonly used is J :drive along with Google documents, Drop box, Confluence etc. The scope of the integration will be clarified during the implementation. Currently, the intention is to discontinue using these drives for the certain type of documents and use EDM.

- 6. E-Tendering integration is planned for procurement documents to be saved in and retrieved from EDM.
- 7. Project Portal has workflow for project appraisal and approvals for contracts which should be used from the EDM. Mostly, these documents are uploaded to Project Portal.
- 8. Scanner and desktop integration is for easier capture of documents in EDM
- 9. Grants portal integration is for saving documents to EDM.

Please note that below diagram might be adjusted during the implementation based on the decision for the architecture design.

For reference for the integrations, please look at the integration requirements in section 6.

Enterprise document management platform Interfaces



3.4 KEY STAKEHOLDERS

The following table provides a description of the key stakeholders and what business need would be fulfilled.

It is important to note that the start of use of the document management platform will vary for different stakeholders. The list below shows all stakeholders and their needs and high-level business objectives.

The stages of a document's lifecycle include creation, storage, categorising, metadata tagging, sharing, review and reporting, archiving and disposal.

STAKEHOLDER	DESCRIPTION	NEED	BUSINESS OUTCOME
Finance	Finance team in the IUCN HQ and country and regional offices.	Document management processes and retention management completed timely and efficiently: a. keep documents from hard or soft copies into central place, b. find documents easily, c. reference to the document as reference to the financial transaction in NAV d. retention management e. share documents externally	More efficient and effective audit process (less time on finding documents and less time on communication between different offices) Process efficiency: Multiple documents storing locations and processes made redundant All finance teams skilled and committed in using EDM for finance documents management All documents secured and easily accessible. Improved protection of the sensitive documents
Legal	Legal team in HQ	Efficiently collaborate on the document (contract): a. keep document versioning with comments and edits, b. share documents internally, c. simple workflow document review and approval	Reliable and efficient documents collaboration and document review workflow for contracts

STAKEHOLDER	DESCRIPTION	NEED	BUSINESS OUTCOME
Operations / Programme	Programme staff in HQ and country and regional offices.	Document management processes timely and efficiently executed and document collaboration done efficiently: a. keep documents from hard or soft copies into central place, b. find documents easily, c. collaborate on the document, d. keep document versioning with comments and edits, e. share documents internally, f. simple workflow document review and approval, g. share documents externally	Applicable as above for operations document types
Project Monitoring and Evaluation	PPME team in HQ and country and regional offices	a. keep documents on M&E and risk assessment in central repository	Applicable as above for M&E documents
Procurement	Procurement team in HQ and regional offices	a. find documents easily b. collaborate on the documents	Applicable as above for procurement document types
HR (planned as part of the scale up)	HR team in HQ and regional offices		Applicable as above for HR document types

3.5 PROJECT TIMELINE

Below is planned project timeline for Implementation and rollout. In this section, details on the roles for the IUCN and Proposer are outlined.

PHASE	MILESTONE	PLANNED COMPLETION DATE
Phase I (current): RFP process	RFP process and provider selection	31/08/2022
Phase II: Implementation and piloting	EDM set up finalised Systems architecture finalised	31/12/2022
	Piloting completed	31/03/2023
Phase III: Rollout to Finance	All finance departments in all IUCN offices use EDM	31/07/2023
Phase IV: Rollout to operations and other business units	Programme staff and other business units' staff use EDM	31/12/2023

4 BUSINESS OBJECTIVES AND FUNCTIONAL REQUIREMENTS

This section outlines business and functional requirements and expectations for EDM.

Proposer should demonstrate that the product offered meets the business goals and functional requirements.

Please complete the Annex 1.A 'Functional requirements questionnaire'.

4.1 BUSINESS OBJECTIVES

IUCN is world's largest and most diverse environmental network with over 1,400 government, non-government and indigenous peoples organisation members, more than 18,000 volunteer experts, and hundreds of partners in the public and private sector.

IUCN operates with offices in over 50 countries and has around 1,000 employees.

The main strategic benefits from the implementation of EDM would be:

- Contribute and support the digital transformation of the IUCN processes across multiple business units
- Further enhance donors' confidence in IUCN processes and procedures for documents a records governance
- Reduce negative environmental impact of keeping hard copies

The high-level business objectives are:

1. Improved and standardised document management processes and procedures across all IUCN offices
2. Storing documents in the EDM should be result from the high level of systems integrations for document management (financial system, Programme portfolio system, E-tendering, MS Office, Internal drive and potentially HR system)
3. Improved system auditability and compliance with the national legal documents and records retention regulation
4. Reduced risks of income loss by improved documents and records management processes and procedures
5. Reduced risk of documents' loss by improved security and access of documents in the centralise, easily accessible online document management platform
6. Improved user experience with document management processes: high level of system usability (intuitiveness and user friendliness) and improved documents accessibility

4.2 FUNCTIONAL REQUIREMENTS

The functional requirements for document management platform reflect the business need to implement the secured and auditable central document repository, meta data driven and user-friendly search, efficient document collaboration and retention management and workflow processes.

Detailed functional requirements are presented below and details are in the attachment Annex 1.A 'Capability questionnaire'. Please complete the questionnaire.

Requirement 1: Capture and maintain documents in the central platform

Business needs to have all relevant information accessible from one platform to mitigate risk of missing or lost records. That would require capturing documents from various sources: hard copies and electronic document, and storing them into the

central platform. Document management system needs to capture hard copies using scanners. Any document has to be automatically indexed during document intake.

Requirement 2: Ability to define document types and its meta data

Business needs to be able to automatically and easily identify document types with predefined level of security and access control. Document management platform should have ability to define the document types with their meta data model. Meta data could be used to determine different rules within the system. For example, documents that are sensitive and confidential should have restricted access. Once documents are captured within the document management platform they need to have meta data updated for that document based on the document type.

Requirement 3: Improved records management and governance to ensure compliance with any necessary regulatory requirements

Document management platform needs to efficiently enforce compliance and manage national legal retention regulations, donor requirements and IUCN requirements. The retention processes need to be triggered based on the predefined system rules related to national records regulations for retention and disposal. Also, it needs to be ensured that data collection and usage is in line with the GDPR.

Requirement 4: Enable efficient documents collaboration

Business needs a platform that would enable efficient document collaboration with simultaneous editing where desirable, automatic versioning control and document internal and external sharing.

Requirement 5: Efficient and user-friendly records search

Business need quick, reliable and flexible way to find document with capabilities to search documents based on the meta data and other defined criteria with user friendly display of the search data.

Requirement 6: Ability to define the workflows for documents review and approval

Ability to handle workflow processes based on the events and rules defined in the system. As this is not identified as the high priority requirement it will not be in the range of the higher scored requirements. However, selected system must demonstrate ability to integrate well with add on workflow product.

Requirement 7: Integrate with other software solutions being used: NAV, Project Portal, DocuSign, e-Tendering Portal, Outlook.

Business need automated interfaces between different system to create efficient working environment with digitalised processes. Inbound and outbound integration with the NAV ERP, Project Portal, e-Tendering Portal, Outlook and other systems as might be appropriate.

Requirement 8: Provide a mechanism of securing the documents, controlled access and security

Business need to ensure documents access is controlled in the secure environment. Define different access and permission levels to the system and high level of the document security.

Requirement 9: Supply audit data and platform administration

Business need the system should be easy to audit for any system changes. Also, should be able to provide the history of the changes to the document.

Requirement 10: Productivity capabilities and analytics reports

Define the analytical reports and ensure synchronisation to enhance the system productivity. Flexible and user-friendly dashboard management.

Requirement 11: Platform that supports integration, security, back up and support

High level data security and protection.

5 IMPLEMENTATION REQUIREMENTS

This section is used to outline all critical elements of the IUCN's environment and expectations for consultancy services for document management solution.

Based on the implementation requirement section the expectation from Proposer is to complete the questions in the Annex 1.B 'Implementation Proposal questions'.

5.1 MIGRATION REQUIREMENTS

Systematic, large scale and programmed migration of the historical documents is not planned as part of the scope of this project phase. Migration of the documents will be decided by major stakeholder leaders.

Hence, migration of document is not part of the project implementation scope, even some migration requirements might emerge during project implementation.

The Proposer is expected to provide financial estimate for migration of documents based on the one year statistics, 2019. The migration financial quote will not be calculated as part of the Financial proposal and will not be part of the evaluation or will not form any commitment from IUCN part. The financial migration estimate information will be used for planning the optional phase of the project concerned with migrations.

The 2019 documents statistics, number and migration sources are in the table below:

Total number of the documents to be migrated is 273K.

SOURCE OF DOCUMENTS	NUMBER OF DOCUMENTS 2019	NOTE
NAV	65K	Based on the NAV report
Project Portal	33K	Based on the documents inventory
J drive folders, Google drive	123K	Could be some other electronic folders
Hard copies	52K	

5.2 IMPLEMENTATION REQUIREMENTS

IUCN has agreed on the implementation strategy with gradual and phased approach with carefully obtained users buy in and senior leadership support.

The implementation approach entails:

1. Focus on the early wins and success examples
2. Pilot prior to rollout to finance. Piloting scope is finance units: 1 Regional and 1 Country finance units
3. Rollout in stages: start with finance and scale up to other business units.

During the implementation, it is expected that the Proposer perform the following work:

REF	PHASE	PROPOSER ROLE	ITEM TO PERFORM	DELIVERABLES
IR.1	Phase II - Implementation	Planning	Develop development implementation plan	Plan has to be aligned with overall project plan presented in the ToR and need to include: development activities; environment set up; testing; prototyping; piloting; rollout; go live.

IR.2	Phase II - Implementation	Process Adviser	Identify improvements to the IUCN main document management processes and procedures to ensure the most efficient use of the document management platform	Approved document management process for effectively using the document management platform
IR.3	Phase II - Implementation	Taxonomy Adviser	Advice on the taxonomy: document classifications, definitions, meta data per document type. Note: not approved taxonomy draft will be provided to the selected Provider	Approved taxonomy document
IR.4	Phase II - Implementation	Architecture Adviser	Advise an initial system architecture design providing the integration points and interfaces between IUCN systems with document management platform	Approved system architecture design Deliver the system architecture design material
IR.5	Phase II - Implementation	Architecture Set up	Set up environment: TEST, DEV, and PROD, as required	Environments set up
IR.6	Phase II - Implementation	Product delivery	Product acceptance criteria Note: the acceptance methodology and approach need to be agreed with IUCN	Product Acceptance
IR.7	Phase II - Implementation	UAT Support	Provide support during UAT	Document UAT results
IR.8	Phase II - Piloting	Pilot Support	Prepare piloting environment and support IUCN during piloting	Approved piloting environment Adjust the system architecture and master data set up based on the piloting results
IR.9	Phase III – Rollout to Finance	PROD Architecture Set up	Prepare PROD environment for 'go live'	Approved PROD environment Deliver the system architecture design material Application support post 'go live'
IR.10	Training	Trainer	Train system administrators in setting up the master data and use of the system. Technical team training	Trainings concluded: Administrators Technical team End users Training materials: Admin and User manual Self- help guides Technical manuals

5.2.1 Implementation Scope

Geographical scope: the document management platform is to be used in:

1. IUCN HQ
2. IUCN 52 Offices

Business scope: Implementation is planned to start with finance team with scale up to operations and other business units

1. Finance users in HQ and Offices. Approximately 90 frequent users
2. Programme users scale up. Approximately 400 frequent and occasional users

Content scope: Documents only. Other contents such as images, videos, publications are not in scope.

5.2.2 Implementation Skills requirement

IUCN is seeking a partner to implement the solution in a joint team composed of the IUCN staff and Proposer's staff will be key to the success of this implementation.

Proposer needs to demonstrate the skills to deliver the requirements in the ToR by providing the CVs of the staff and with specifying their roles in the project and skills they bring to each role.

Please note that the question on the staff skills is in two proposals Annex 1.B 'Implementation Proposal questions', question reference IPQ.6 and Annex 1.C 'System Proposal questions', question SPQ.8, and will be evaluated by Implementation evaluation team and System evaluation team.

Each team will review the CVs of the Proposer's team, their role and competencies required for completing implementation of non-technical and technical tasks.

The Proposer team and staff CVs and team composition needs to be submitted only in Annex 1.B. The CVs need to be attached to the Annex 1.B.

6 DELIVERY MODEL, HOSTING AND APPLICATION SUPPORT REQUIREMENTS

In this section, IUCN specifies the requirements related to the following area:

- a. Delivery model: licence model and deployment options
- b. Hosting proposal and hosting support
- c. Application support and maintenance.

Proposer should provide the responses in the Annex 1.C ‘System Proposal questions’.

6.1 DELIVERY MODEL

Proposers need to provide proposals for all of the following licence models:

- A. Subscription fee:
 - a) Cloud deployment including hosting
 - b) On premise deployment
- B. Licence purchase

6.1.1 Integration requirements

IUCN uses the following information sources that are relevant to for integration requirements.

A description of the software and its role is included in table below:

Information Source (Technology Name and Version)	Description	Implementation Phase
Active Directory (ADFS 2.0), on premise	EDM authenticates internal users against AD. EDM can retrieve user information, including location, business units, title, staff id and other active directory attributes (including extended attributes). EDM can retrieve Group membership for access control and other functional purposes.	Phase II
ERP: MS Dynamics NAV 2017 (also needs support for future versions: Dynamics 365 Business Central), on premise	Native connector allowing MS Dynamics NAV to create, retrieve, index and search documents from EDM with full metadata support and fully linked with NAV records. EDM can scan documents and create relevant and linked MS Dynamcis NAV records with full metadata support.	Phase II
DocuSign	Native connector allowing EDM to sign documents using DocuSign service and that allows DocuSign to store signed contract in EDM with full metadata support.	Phase II
Outlook/Exchange, on premise	Native connector for Outlook to create, retrieve, index and search file attachments and e-mails with full metadata support.	Phase II
Network folders	Native client to create, retrieve, index and search documents through the network file system mapping of the EDM.	Phase II

Information Source (Technology Name and Version)	Description	Implementation Phase
Programme and Project Portal (custom built .NET application), on premise	Custom application, will need integration through API. Custom application needs to create, retrieve, index and search documents with full metadata support.	Phase IV
Grants Portal (custom built .NET application), hosted	Custom application, will need integration through API. Custom application needs to create, retrieve, index and search documents with full metadata support	Phase IV
E-Tendering, cloud	Connector allowing E-tendering system to create, retrieve and search documents related to the tendering process in EDM.	Phase II

In case there is no native connector for any of the integrations, please describe the approach and technology for user friendly integration in detail.

All integrations should be implemented using highest industry standards for security and maintain Active Directory based identity and authentication for internal users.

Access for external users should be provided, where applicable, using different authentication methods configured by document rules and requiring different level of authentication and identity management and maintaining full access audit logs.

6.1.2 Infrastructure Requirements

The IUCN Data Center is located in Gland with a disaster recovery in Geneva.

All servers are virtualized running on VMware hypervisor

Storage is based on netapp products. IUCN has a replication in place between the two Data center to have a disaster recovery in case of need.

Our network is running on 10G ethernet backbone and a cluster of Firewall. IUCN has 1 main internet line (200Mb/s) with public ip pool available. On top of this, we have 2 other internet lines used for Site to Site VPNs.

IUCN has on premise active directory, ADFS and Azure synchronization in place.

If the solution proposed is hosting in the cloud, authentication mechanism must support federation with our on-premise active directory (SSO).

6.1.3 Architectural Standards

Depending of the architecture, a minimum split of roles needs to be in place as:

1. Front end servers (windows 2019 at minimum)
2. Back end servers for Database (SQL Standard 2019 at minimum)

6.1.4 Security Controls and Standards

IUCN strongly recommends 2FA capable solution that will be proposed. IUCN currently uses Microsoft Authenticator for diverse services already.

If the service is exposed externally, the minimal standard security must be applied (like https traffic, TLS 1.2, etc.)

6.2 HOSTING (CLOUD SOLUTION)

The proposer should include proposal on the hosting solution for cloud deployment.

The proposer must include ongoing technical support, including fixing any bugs and analysing problems and incidents. The SLAs should be defined and monitored.

6.2.1 Hosting Management and Support requirements

Cloud Management and Support proposal should include:

- Service Management and Cost Control:
 - Accounts operational activities;
 - Billing Management, including invoicing
 - Cost Monitoring and resource expenditure control
 - Optimisation of current expenditure.
- Infrastructure Support:
 - Incident Monitoring & Resolution;
 - Change Control;
 - Provisioning & Patch Management;
 - Security & Access Management;
 - Backup & Restore;
 - Reporting;
 - Business Support.
- Security:
 - Security alerts & best practices

Detailed requirements are in Annex 1.A_ 'Capability questionnaire'

6.3 APPLICATION MANAGEMENT AND SUPPORT

The proposer must include ongoing application management and support including fixing any bugs and analysing issues and incidents. The SLAs should be defined and monitored.

The application support includes:

- a. Operational support - incident & problem management and bug fixes
- b. Management of upgrades and patches
- c. Change management for application enhancements
- d. Application Security management
- e. Application Performance planning
- f. Service monitoring and reporting

7 COST MODEL REQUIREMENTS

This section provides guidance to the Proposer on requirements for presenting pricing information.

Prices indicated have to be in CHF.

IUCN is VAT exempt.

Use the template as below in Annex 2 ' Financial proposal' under tabs: 1) Licence and Support; 2) Implementation; 3) Migration.

1) EDM licenses

Delivery models: Please indicate the price for:

- a) Subscription fee with cloud and on premise
- b) Licence purchase

Please ensure to indicate the price quotes for each licence model option. If one of the licence models is not available in your offer, please indicate that in your proposal.

If your offer would include any other delivery model, please indicate the cost model using separate sheet. Ensure to follow the rules for costs as below.

Timeframe: Please provide pricing for **5 years** for the purpose of the evaluation.

Costs: Provide the pricing of different costs ensuring that the following information is captured:

a) Licence:

- Type of licence and what services and usage refers to (for example: single licence, shared / occasional licence etc). Ensure to provide the licence definition for each licence type.
- Licence price structure: Please ensure to list the details on what the licence includes.
- Provide separately licence cost for 490 users for the purpose of the evaluation.
- Phase II and Phase III for 90 users. The implementation of Phase II and Phase III licence is in scope of this ToR
- Phase IV for 400 users. This offer will be subject to separate licence agreement with pricing indicated in this offer.

Number of users per frequency of use.

Please note that this definition is internal and used to determine the frequency of use only.

USERS	FINANCE STAFF	PROGRAMME STAFF	TOTAL
Frequent users	90	160	250
Occasional users		240	240
TOTAL	90	400	490*

*The number of users is subject to change

- Discounts applied: please add descriptive information on the price volume discount including the ranges of licences and discounts applied

b) Hosting: Include hosting cost where applicable to the delivery model

c) Support:

- Ongoing hosting maintenance and support
- Ongoing application support and maintenance

d) Hardware: Please indicate any hardware specifications and price that your solution would require

- e) Other costs: List any other costs that are not specified in the offer. Please make sure to quote any costs that IUCN must have in using EDM.

General rule:

- a) Add row to indicate any costs that are not specified in the template
 - b) Ensure to provide description to any costs
 - c) Provide clear specification of the costs
 - d) Make sure to quote all cost with different delivery models
- 2) Implementation services for implementation of EDM that provides advise and support in the implementation as per section 6.
- 3) Migration services: The migration financial quote will not be calculated as part of the total Financial proposal and will not be part of the evaluation or will not form any commitment from IUCN part.

8 ANNEXES

8.1 ANNEX 1.A_ CAPABILITIES QUESTIONNAIRE

8.2 ANNEX 1.B_ IMPLEMENTATION PROPOSAL QUESTIONS

8.3 ANNEX 1.C_ SYSTEM PROPOSAL QUESTIONS

8.4 ANNEX 2_ FINANCIAL PROPOSAL