TERMS OF REFERENCE
FOR THE PROCUREMENT OF SERVICES OF A FIRM
FOR
"#NextGenUNDP - Web Development and Design Services -
Global Rollout Project #2"

1. **About UNDP**

UNDP works in nearly 170 countries and territories. UNDP is the knowledge frontier organization of experts for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). Anchored in the 2030 Agenda for Sustainable Development and committed to the principles of universality, equality and leaving no one behind, UNDP's priorities are set in its Strategic Plan (2018-2021), aiming to help countries achieve sustainable development by eradicating poverty in all its forms and dimensions, and accelerating structural transformations for sustainable development. The Strategic Plan sets out a vision for the evolution of UNDP over four years, responding to a changing development landscape and the evolving needs of our partners. UNDP's policy work carried out at HQ, Regional and Country Office levels, forms a contiguous spectrum of deep local knowledge to cutting-edge global perspectives and advocacy.

2. **About the Corporate Web Project**

Background:

We are in the process of redesigning and replacing our 200+ corporate websites. Recently, we completed the first phase of our atomic design system resulting in 70 components and 11 page templates.

We also began building the new environment in Drupal/Acquia using Acquia Site Studio (formerly Cohesion), and have migrated and launched an initial iteration of our global website in English (www.undp.org).

Next, we're preparing to develop the front-end architecture for the design system by creating modular components and publishing it through Frontify and StorybookJS for use by developers.

Furthermore, we also aim to improve upon our content management environments in Drupal/Acquia Site Studio, in order to deliver a user-friendly experience to UNDP web editors across the world

Lastly, we aim to relaunch the global site in 3 languages (English, French and Spanish), as well as migrate all remaining corporate websites (approximately 200) before the end 2021

Objectives:

The main objectives of this next phase of the UNDP Corporate Web Project are to:

- **Enhance our [Design system](#) transforming it into an organizational asset**
- **Improve our Drupal/Acquia Site Studio implementation**
- **Provide our offices globally a top notch CMS editorial experience**

3.   Scope of work

   The following items will be in scope for this project:

Lot 1 - Front-end Development

1. **Develop the front-end architecture for [UNDP's design system](#)**
   a. Final deliverable (UI kit) should be applicable to any CMS, should contain all required dependencies, but architected in a way they can be easily replaced by CMS specific UI kits/libraries
   b. Implement modular architecture, make all elements self contained
   c. Define default state for all major HTML elements according to the UNDP design system requirements,such as: headers, blockquotes, lists, buttons, forms, media objects, iframes, tables. etc.
   d. Use semantic approach for elements definition
   e. Remove dependencies between layout and content elements, i.e. global modifiers (color accents, typography changes, alignments, animations, etc) should be decoupled from individual templates definitions
   f. Modularize javascript required for specific components implementation so it can be loaded/imported only if that component is in use
   g. Create detailed documentation for all individual elements, components and templates using [Storybook](#) and Frontify
   h. Provide styling support for RTL and LTR languages with special focus on the following language groups, including proper fonts identification and incorporation:
      i. Left-to-right languages(including Latin-based scripts, cyrillic, georgian)
      ii. Right-to-left (arabic)
      iii. East-asian (burmese, thai, vietnamese)
      iv. Hieroglyphic (japanese, chinese, korean)

i. Final implementation should be able to supply production and development versions of UNDP design system assets

j. [Optimize components for performance](#):
   i. Lazy load "below the fold" or initially hidden media files
   ii. Use appropriate media renditions based on the clients viewport
   iii. Load common/static elements asynchronously (static navigation, menus, countries list, etc)
   iv. Optimize assets loading - inline important CSS, defer bulky assets calls, preconnect to required origins, etc)
   v. Optimize transitions and animations so above-the-fold elements are always loaded first and available for viewers before the rest of the page is processed

k. Remove obsolete or reduce usage of big JS/CSS frameworks in current implementation. Optimize JS and CSS assets.

l. Final product should comply with following requirements:
   i. Accessibility: [WCAG 2.1 AA](#)
   ii. Coding: adhere to [Google HTML/CSS Style Guide](#)
   iii. UX: layout must be responsive to desktop, mobile and tablet viewports
   iv. Browser support: UNDP web traffic share > 1%. This includes Chrome, Safari, Edge, Firefox, Samsung Internet, Android Webview, Opera, IE 11

2. **Documentation**
   a. Provide online documentation for the full range of deliverables listed above

Lot 2 - Web Development Services

- Creation Drupal versions of all [additional components](#) and 1 template (People), including implementation in Acquia Site Studio and development of all necessary functionality for editorial experience. The frontend code (HTML/CSS/JS) for the components have been delivered by our UX Design partner.
- People Page Template (To be provided by UNDP team)
- Migration of *30k+ pages, some in multiple languages.* from AEM 6.1 SP2 to Drupal on Acquia (Country office sites, regional hub sites, representation sites, microsites). THis is includes all binary assets (images, documents) linked from those pages and maintained in our current system
- Implement UNDP Design system UI kit in Drupal using [Acquia Site Studio](#) framework

- ○ Create individual Site Studio components and helpers necessary to use the entire Design system UI kit. Example of implementation: https://cohesiondocs.acquia.com/user-guide/site-studio-uikit
- ○ Reuse existing Acquia Site Studio elements for constructing UNDP components to minimize production overhead - grid, media elements, paragraphs, headings, etc.
- ○ Use Acquia Site Studio built-in functionality for content in-view detection, animations, parallax effect, etc. Adapt UNDP Design system UI kit for that library and remove dependencies necessary for standalone implementation
- ○ Organize components into categories according to their applicability to various templates and/or their nature (layout, content, 3rd-party service, etc)
- ○ Define the exact Site Studio template for each content type and enable it by default. It should contain default set of components already pre-populated and configured appropriately:
  - ■ Blog
  - ■ Content Landing page
  - ■ Country Home page
  - ■ Event
  - ■ Generic page
  - ■ Global Home page
  - ■ News
  - ■ People
  - ■ Press release
  - ■ Project
  - ■ Publication
  - ■ SDG landing page
  - ■ Speech
  - ■ Story
- ○ Optimize components bearing heavy load (videos, images, embeds)
  - ■ Leverage lazy-loading provided by Site Studio framework
  - ■ Use drupal image styles to supply properly sized images for responsive components
  - ■ For dynamic views or content lists - reuse metadata from existing nodes instead of uploading new assets when referencing them
- **Enhance UNDP Drupal experience on Acquia**

- - Update core Drupal to 9.1 (or the most recent at the time of assignment) as well as all contributed modules, especially provided by Acquia (ACSF, DAM, Site Studio, etc)
    - Transition from Acquia Lightning to [Acquia CMS](#)
    - Migrate development workflow from Acquia BLT to Acquia Cloud IDE and document it appropriately
    - Implement Drupal [Focal Point](#) module for all image fields
    - Fully integrate Acquia DAM into editing experience by providing its assets as image sources together with internal Drupal media library
    - Unify Drupal experience for similar fields - use the same media library interface for all image fields, use the same WYSIWYG config for all text field, etc
    - Apply UNDP Design system styling to WYSIWYG editors and make use its global modifiers through respective UI elements, e.g. inline styles for application of global modifiers
    - Enable [visual page builder](#) module in Acquia Site Studio
  - **Documentation**
    - Provide online documentation for the full range of products and processes listed above
- **Tune up Drupal 9 instance using Acquia Site Factory subscription with all necessary addons**
  - SSO (Azure AD)
  - Acquia Site Studio
  - Multilingual support – 3 languages (English, Spanish, French). However, system should be able to handle 30+ more, including RTL.
  - Search engine with facets and multilingual support
  - Content moderation workflow
  - URL Redirects
  - CDN integration with per-page cache purging

Agencies can decide to bid for work in Lot 1 and/or Lot 2.

Key Dates:

The migration of different office sites will need to be completed by the following dates:

- Representation Sites - Q3 2021
- Regional hub sites - Q3 2021
- Country office sites - Q3 2021

4. Institutional Arrangement

1. The selected agency(s) will work in close collaboration with the Project Manager and designated project team (UX Designer, Tech Leads and/or other Corporate Web Project team members) at UNDP Headquarters, New York, USA. The Project Manager will directly supervise the work of the agency, and the agency will be directly responsible to, reporting to, seeking approval from, and obtaining certificate of acceptance of output from him/her.

2. Frequency of progress reporting, will be as and when required by the project manager.

5. Duration of the Work

The project team anticipates the projects to begin in June 2021 and be finalized in December 2021. Agencies will have the opportunity to provide inputs on this timeline.

6. Location of Work

The agency will be required to operate from its home location with exclusive visits to the project office at UNDP Headquarters, New York, USA as and when required. Furthermore, the implementation team will be required to be available during UNDP Headquarters business hours - EDT/EST, 9am - 6pm.

7. Qualifications of the Agencies

Agencies can decide to bid for work in Lot 1 and/or 2.

Agencies bidding for *Lot 1* Activities shall have:

1. A minimum of eight (8) years of experience designing and developing complex digital products, with special focus on building design systems, pattern libraries, UI kits.
2. Extensive experience with building UI kits and components libraries based on complex design system

3. Experience developing websites with extensive language support (e.g. Latin, Arabic, Burmese, Chinese, etc.)
4. Strong background in and ability to collaborate effectively with clients and partners to implement similar projects.
5. Excellent mechanism within the firm for quality assurance of the assigned deliverables.

Agencies bidding for *Lot 2* Activities shall have:

1. Eight years of experience in web development, with special focus on Content Management Systems implementations;
2. Extensive experience of working with Drupal 9 and Acquia hosting platform and their services (DAM, Site Factory, Site Studio, Cloud IDE, etc);
3. Proven track of projects implementing user interfaces and DX management using Acquia Site Factory (Cohesion) framework.
4. Minimum eight years experience building large websites and web applications for global organizations/businesses with complex structures in Drupal. Acquia specific experience is highly desirable.
5. Strong background in and ability to collaborate effectively with clients and partners to implement the complex multi-faceted projects.
6. Excellent mechanism within the firm for quality assurance of the assigned deliverables.
7. Vendor should be registered as an Acquia Certified Partner

8. Selection Criteria

Our evaluation will consist of a two-step process.

1. Pre-qualification: All interested agencies will be invited to a presentation session consisting of a 45 min presentation and a 15 minute Q/A session with the objective of understanding the firm's area of expertise as it relates to this project, learning about similar case studies they've worked on, learning more about the specific skills and experience of the team we'd be potentially working with, and finally getting a preliminary sense of the methodology they would apply to tacking this project.

2. RFP process: Agencies obtaining a "Pass" during the pre-qualification call will then be invited to participate in the actual RFP process, which will consist of submitting a technical proposal and financial proposal, along with other required documentation.

Prequalification - Presentation/Project Discussion	Weight
Presentation/Project Discussion - 60 min	Pass/Fail
TOTAL	**Pass/Fail**

The following criteria will be used to assess whether an agency will pass the pre-qualification exercise:

Criteria used to evaluate agencies during the Pre-Qualification exercise:

1. Expertise of Firm/Organization – details regarding management structure of the organization, organizational capability/resources, and experience of organization/firm - particularly as it relates to similar projects.

2. Tentative proposed methodology and approach– we'd like to hear more of how you would tentatively tackle a project like ours.

3. Management Structure and Key Personnel – In this section, we'd like to learn more about the skills and experience of key personnel that would be potentially assigned to this project.

4. Proposed schedule/Timeline – In this section, we'd like to learn more about the firm's proposed schedule for this project.

5. Relevant case studies – At least 2 relevant case studies; ideally with projects of similar scope and size.

Only firms obtaining a "Pass" during the pre-qualification call will be invited to participate in the actual RFP process, which will consist of submitting a technical and financial proposal.

Timeline of events for the Pre-qualification phase:

Agencies Receive Terms of Reference from UNDP	May 26
Conference call to address any questions	June 4
Prequalification Presentations	June 14-15
Launch RFP Process for agencies that receive a "Pass"	June 15
Technical Proposals Due	June 22