

A GUIDE TO SELECTING A TECHNOLOGY DEVELOPMENT PARTNER

JULY 2023



The Digital Advisory Support Services for Accelerated Rural Transformation (DAS) Program is a facility funded by a grant from the International Fund for Agricultural Development (IFAD). The DAS consortium of partners includes Development Gateway: an IREX Venture, TechChange, and JengaLab.

This document has been produced with the financial assistance of IFAD. The findings, opinions, interpretations and conclusions expressed in this publication are those of the authors and do not necessarily reflect the views of IFAD, its Executive Board, its Members, or any Member State they represent. IFAD does not guarantee the accuracy of the data included in this work. The boundaries, colours, denominations, and other information shown on any map in this work do not imply any judgement on the part of IFAD concerning the legal status of any territory or the endorsement or acceptance of such boundaries.

Authors:

Development Gateway: An IREX Vanture

Lindsey Fincham

Vanessa Goas

Mihai Postelnicu

TABLE OF CONTENTS

Introduction and Background	5
Steps to Selection	5
Initial Considerations	6
What is the Problem?	6
Who Are the Users?	7
Questions to Ask Yourself	8
Additional Resources	9
Understanding the Current Market	10
What is a Market Scan?	10
Additional Resources	11
Getting the Internal Team Together	12
Internal Team Needs	12
Questions to Ask Yourself	12
Understanding Timelines	14
Developing a Timeline	14
Questions to Ask Yourself	15
Defining the Budget	16
A Car vs. a Bicycle	16
Developing a Budget	16
Other Considerations	18
Questions to Ask Yourself	18
Additional Resources	18
Writing Terms of Reference and a Scope of Work	19
ToR Components	19
A Selection Rubric	20
Personnel Requirements	20
Other Considerations	20
Questions to Ask Yourself	21
Annex 1: Resources	23
Annex 2: Example Selection Criteria	24

INTRODUCTION AND BACKGROUND

A technology development partner is an organization or business with a background in technology that works with a client (you) to create a new digital tool, system, or process. Selecting a technology development partner may seem like a relatively straightforward task, but many options and considerations at each stage will create a solid foundation for project success. The goal of this guide is to provide information and advice for selecting a technology development partner, including questions to ask yourself throughout the process. Each technology product and organization is different, and their related needs will be different as well. The goal of this guide is not to prescribe specific answers, but rather to give general guidance about options that will help you understand your own needs.

STEPS TO SELECTION

There are six primary steps to define success, prepare terms of reference, and equip yourself to select a tech development partner. We suggest this order, but you may find that some information may already be known or others fall into place at different times.

1. Initial considerations
Before starting, consider your project needs, who the users and stakeholders are, and how you plan to approach the solution.

4. Develop a timeline
Being realistic about how long a project will take is part of designing for project success. This should include time for meetings, feedback, and several rounds of iteration.

2. Identify your team
Specify who from your team will be working on the project, who will be the decision maker, and how much time this internal team will need to work on the project.

5. Define the budget
Identify available and needed resources and personnel to complete the project. Combined with the timeline, consider a phased approach to project development.

3. Learn about the current market
Understanding the current landscape and market for the potential solution or tool will help you define the actual need and find potential partners.

6. Write the terms of reference and scope of work
Using information from the previous five steps, create a written document that provides the necessary information to potential tech partners.

INITIAL CONSIDERATIONS

Getting prepared and thinking through the full process is a crucial step at the beginning of any technical development project. This section will help you analyze your own needs, write a well-defined scope of work, and plan for the work ahead.

WHAT IS THE PROBLEM?

Before identifying a tech partner or even defining the product, the first step in any project is to define the problem. The more explicitly you can define the problem, the easier it will be to connect with the right technical partner for your desired product. For example, your problem statement should be able to answer:

- What or who are you targeting?
- What gaps and pain points are you trying to solve?
- How big or pressing is the problem?
- What ways do you want your tool to help expand your reach?

From there, you can understand and identify potential solutions.

Note: While you want to answer these questions clearly, being overly prescriptive can add time and expense to your project. At this point, define the problem, but be open to the wide variety of solutions available. A primary benefit of working with a tech partner is their expertise and experience solving these types of problems.

Example Problems & Potential Solutions

Example 1: We want farmers to come to us for crop-specific information.

Solution: We need a website or mobile application.

Example 2: Our organization is having issues collecting, processing, and cleaning data from our projects.

Solution: We need an information management system.

You can see that these problems have very different technical solutions. At the same time, each example could be solved in a number of different ways. One thing to remember: Not every problem

needs a technology-based solution or can be solved exclusively with a digital tool. Looking at Example 2, the problem might be that there is no one trained as a data analyst. In that case, developing an information management system alone might not solve the problem. These problems can be surfaced via a rapid or detailed assessment. To make clear the type of technology projects that this guide is intended for, here is a non-exhaustive list of examples:

- Website
- Mobile application
- Data management system, including monitoring & evaluation (M&E) systems
- Human resource system
- Learning hub or forum
- Data dashboard

WHO ARE THE USERS?

Understanding the needs of the users is crucial to developing a sustainable product. By thinking about who the users will be and doing an assessment or survey, user needs will become clearer and can be considered at each stage of the process.

Defining the Users

During the assessment phase of your project, identifying users and stakeholders will be crucial. This is also a time to do user journey mapping to clarify how different user archetypes will interact with the final product. Depending on the resources available, there are a variety of ways to define users, roles, and user journeys. If you have:

- More resources → Conduct interviews to ask identified users specific questions about how they will interact with the product
- Some resources → Create a survey to capture feedback. This still requires some time to develop the survey and analyze the results and can be affected by low survey completion rates, but is not as much time as conducting interviews.
- Few resources → Develop user personas. This is a general grouping of theoretical users and their needs and will help the team think through how users will engage with the product.

These options are not mutually exclusive; you can mix and match to meet the needs and abilities of your specific team. Considering low, medium, and high levels of resources with these similar mix and match options will also apply to assessments and market scans.

Stakeholders vs. Users

For many projects, stakeholders and users will be the same groups of individuals, but for others there will be a distinction.

Users: These are the individuals who will directly use the final product. These individuals could, for example, be visitors to a website, employees who input data into an information management system, or decision makers who use data from the information management system to set a strategy.

Stakeholders: This is a broader group who has an interest in the final product, but are not expected to use or interact with the system regularly (or may access the information indirectly). These are often people who are necessary for project success because you or the tech partner needs their buy-in, data, or influence to create the best product possible.

Working with Users and Stakeholders

Working with both users and stakeholders from the outset of the project will provide more meaningful engagement. Users and stakeholders will primarily be providing comments and feedback throughout the process. Finding the right balance for engagement will be important. Some stakeholders or users may want to be more involved, but they will not be performing the bulk of the work and, in most cases, will not have the context for making solo decisions.

QUESTIONS TO ASK YOURSELF

- What issue are we trying to solve?
- Is there a technical solution that might help us create the solution?
- If yes, what type of technical solution will it be? Who are the users?
- Do we need to serve all possible user groups? Should we focus on a subset?
- How will they ultimately interact with the product?

- What support will users need from us to use the technical solution successfully?
 - This may include both technical solutions (e.g., building manuals or guidance into the product) or additional, related capacity-building activities around data analysis, visualization, etc.
- What are the anticipated use cases?
- Do you want to include users in the selection of a partner? If so, how?
- When and how do you want to engage users in the design process?

ADDITIONAL RESOURCES

- [Principles for Digital Development](#)
- [Ecosystem Assessment Blog](#)
- [DG's CALM Methodology](#)
- [Sunlight Foundation's Open Data User Persona Library](#)
- [Principles for Digital Development, Design with the User](#)
- [5 Whys: The Ultimate Root Cause Analysis Tool](#)

UNDERSTANDING THE CURRENT MARKET

When developing a new product, it is easy to assume that you are the first person to have the idea. Doing a market scan will help you understand what similar products are already available in the market, how to situate your product to fulfill a specific need or gap, what open source tools are available, and/or where there is potential for partnership to scale an existing tool. After the market scan, you should also have a strong understanding of the existing systems in the ecosystem which your product will need to integrate or be interoperable with or “speak” to in some way. This will be important to note as you begin the design process.

WHAT IS A MARKET SCAN?

A market scan is an assessment of existing products, partners, and/or competitors that are filling the same need or a component of the need as the product you want to develop. The goal of a market scan is to understand what similar products already exist in the market.

How to Conduct a Market Scan

There are a range of ways to conduct market scans, which will vary depending on the amount of time and resources you can dedicate to the process. A market scan is scalable. For a very basic market scan, start with the following:

- Internet search: Use some of the key words, your location, user personas, and/or goals to return results related to your project.
- Demos: For products similar to yours or that meet some of the user needs, request demos.
- Ask: Ask peer organizations about products they use, know, or have heard of as a starting point.

We have created an in-depth guide to market scanning, which goes into more detail.

My Product Is Not New

After conducting a market scan, you may learn that the problem you are trying to solve is already being addressed, either in full or partially. That is not necessarily a deadend:

- It could be an opportunity to partner in product expansion to meet your needs better with the added advantages such as lower cost and stronger partnerships.
- You may find that the existing solution is proprietary, while your goal is to create an open-source solution.

ADDITIONAL RESOURCES

- [How to Conduct a Market Scan of Digital Agriculture Solutions: A Toolkit for IFAD-Financed Partners](#)

GETTING THE INTERNAL TEAM TOGETHER

Before requesting quotations or proposals, you need to ensure you are organized internally and develop a clear scope of work. Most technology product development projects require regular meetings, providing feedback (ideally from clearly appointed focal point[s]) and ultimately making decisions. Much of this process will be guided by the tech partner, but some of it will require internal discussion throughout the process, from Request for Proposal (RFP) development to final product. In many cases, including this information in the RFP will benefit the technical team as well.

INTERNAL TEAM NEEDS

The following should be considered before the RFP is posted. Making these decisions prior to the project start will help ensure a smooth product development process.

Time and staff requirements – Many tech partners will use the agile methodology for project development. Agile requires regular check-ins and significant levels of feedback from you (the client) and, sometimes, potential users. Before finalizing the RFP, consider who from the internal team will be involved in the project and how much time they will need for this project. Not selecting individuals with enough time can cause delays and sometimes increase costs.

Develop a RACI chart – In a similar vein, understanding the decision-making process for the project upfront is crucial to project success. Completing [a RACI chart](#) will identify who is responsible, accountable, consulted, and informed at each stage of the project. Similarly, identify the ultimate decision maker on the project and how those decisions should be made.

What is success? – Success goes beyond “the tool is developed.” Before putting out the RFP, your team should discuss what success looks like. Understanding what metrics will be used and how you are defining success could be particularly helpful to include in the RFP, as setting expectations early will help attract technical partners who understand the outcomes you are looking for.

QUESTIONS TO ASK YOURSELF

- What is a reasonable amount of time each week for internal team members to anticipate spending on a given project?
- What should be finalized and in place at this point (e.g., policies, staff positions, or other ways of working necessary to support the development process)?

- What should the tech partner know upfront?
- What steps should the internal team take to make sure the project is successful?
- What does a RACI chart look like for the project?
- How do we make sure we prioritize this work and give feedback and milestone approvals at an appropriate time/speed?

UNDERSTANDING TIMELINES

Technical development takes time, specifically when you iterate on user feedback and take other sustainability factors into consideration. Understanding what goes into development is useful for setting realistic expectations for yourself and your users.

DEVELOPING A TIMELINE

The best way to approach the development of a timeline is to break the project into several larger goals, then break those into smaller milestones. Looking at the milestones should make it easier to understand how long each component will take to complete and, ultimately, how much time should be planned for the project.

Considerations for Planning a Timeline

Look at the horizon – While you can develop the perfect timeline, there are external factors that could impact how long development takes, for example, holidays, elections, etc.

Your team's time – Your goal may be to select an outside tech partner to complete this project, but you will also need to dedicate time to meetings, review, feedback, and iteration. This should be included in the planning timeline.

Customized or off-the-shelf – In some cases it could be useful to consider the tradeoffs in using an open source solution, an off the shelf solution, developing a customized product, or some combination. Each of these options come with their own time implications, which can increase or shorten the timeline.

More resources can help... sometimes – There are certain activities and tasks that more resources can speed up. You can hire more people to work on a project, but often adding more people to the same task will not make it faster. Similarly, you could potentially incentivize people to work 10% faster, but not 50% faster. Creating a [Gantt chart](#) will help you identify where bringing in additional resources can make a difference.

Professionals can help – If creating a timeline feels too daunting or you do not have enough information, there are companies that specialize in this activity. Potential technical providers can also help suggest timelines based on their prior experience with other clients.

QUESTIONS TO ASK YOURSELF

- When does this project need to be finished? Can it be phased? Are there any events, particularly externally facing, we are preparing for that depend on the project's completion?
- What happens if it gets delayed?
- What steps can the organization take to ensure the project will stay on track?
 - Who will be responsible from the organization's side for making sure the project stays on track?
 - Do we have the time and resources (people) ready to commit to this project?

DEFINING THE BUDGET

Understanding the resources available for developing the project will help the project run smoothly during the development process. At this stage, it could be useful to think of product development in terms of “musts” and “nice-to-haves” as well as potential product phases.

A CAR VS. A BICYCLE

“Nothing can be all three: good, pretty, and cheap”

– A wise proverb

Often we talk about tool development in terms of a bicycle or a car. Both get you from point A to point B, but they take different methods to do so. The same is true for the budget of a project. Each option requires tradeoffs in terms of time, quality, interface, or features. If we look at the option of a car, the outcome will be a more complex tool, which, in some cases, is what the project needs, but it also will come with more maintenance costs. Any expensive requirement should also include a performance criteria to ensure it will be used.

DEVELOPING A BUDGET

Certain clear categories should be included in a budget. Some of these are internal considerations and some should be external and included in the RFP.

- **Tech partner personnel** – The personnel required to complete the project. Often an RFP specifies which types of positions, expertise, and education you expect the tech partner to include in the submission. Sometimes this is helpful guidance, but sometimes it can unintentionally lead to a more expensive project overall. For example, if an RFP states that they are expecting a developer to have a PhD, that requirement can be both difficult to meet and expensive.
- **Internal team personnel** – As the client, you will be responsible for attending meetings, providing information, giving feedback, and approving deliverables. This requires time (and therefore funding) for your own staff. This component should be included in your internal budget for the project.

- **Licenses, hosting, and other fees** – Depending on the product you are developing, there may be licenses or fees associated with their use. In most cases, hosting fees should also be anticipated unless on-premises hosting is preferred, in which case costs related to local hosting such as server rooms and systems administration should be provisioned.
- **Technology Access Infrastructure** – Depending on location, project and needs, infrastructure may need to be considered in the project budget. For example, recurring internet connectivity charges and acquisition costs for devices could be required. These needs should have been identified in the assessment phase of the project and reflected in the RFP. Frequently in agriculture, technical tools are used in low or no internet/mobile data environments. Your RFP may need to reflect the need for limited capability, offline modes, or the need for mobile responsiveness.
- **Training** – Depending on the project, training may be required at specified times during project development, but will definitely be needed at project completion. This should include training for the individuals who will be responsible for using the product, but should also consider the individuals who will be maintaining the product and anyone who will need to train others in the future. Training should also be accompanied by relevant manuals, material, and documentation of the tool. It is good to include these needs in the RFP (and budget time for their creation) to support knowledge transfer and sustainability after the project concludes.
- **Maintenance** – The budget does not end at product development or deployment. Ongoing maintenance, licensing, fees, training, and other costs will be recurring. In some cases, this cost for a specified time could be included in the RFP.

Developing the budget for an RFP is a crucial part of the project. As mentioned earlier, talking to professionals and/or others who have developed similar tools is one way to start building your budget.

Ways to Lower the Budget

There are some ways to lower the budget, some of which can be combined and some that cannot:

1. **Consider a phased approach** – In a phased or pilot approach, ask yourself what parts of the tool need to be completed immediately and which could be included in a second or third phase of the project. In some cases, putting this information into the RFP can help the tech partner provide a firm foundation for the following phases. A phased approach does take longer, but it allows you to better manage a large budget.
2. **Open-source tools** – Open-source tools can be a cheaper option than proprietary tools. These tools come with a community of users and high-quality documentation. Sometimes this can reduce the cost of development and maintenance, but customization and ongoing support may add to the budget.
3. **Flexibility** – Less prescriptive RFPs can help give potential tech partners more flexibility to meet your stated problems/needs. Areas where you might be flexible include what kinds of tools and languages the platform should be built on, how you should work together, and education

requirements for the tech partner that can be pricey. Knowing the end goal of your tool and trusting the tech partner to make decisions with you can reduce the cost of the budget as well.

OTHER CONSIDERATIONS

In an ideal world, you can include a budget range in the RFP. This helps tech partners understand what is possible given the limitations and perhaps even submit budgets that include the core work to be done, plus additional services, depending on your needs. One scenario that is somewhat common is a funder who puts out an RFP but does not include an anticipated budget. As a result, all tech partners submit proposals well above the anticipated budget and the funder has to cancel the RFP and start again. This is wasted time and money for both the funder and the tech partners bidding.

QUESTIONS TO ASK YOURSELF

- What is non-negotiable for the project's success?
- What parts of the project could be added (and/or financed) in a second or third phase?
- Where can we be flexible?

ADDITIONAL RESOURCES

- Revenue Stream Models for Sustainability Planning

WRITING TERMS OF REFERENCE AND A SCOPE OF WORK

The terms of reference (ToR) and scope of work (SoW) help a tech partner understand the expectations for the project and create a useful proposal. The ToR should include the anticipated work to be done, considerations about the experience and skill of the partner, anticipated timeline, and budget. Ideally, the thought and consideration put into the previous sections will translate into a useful ToR.

TOR COMPONENTS

A successful ToR will make it clear exactly what you need from a technology development partner. A ToR should include:

- **An overview of the problem** – Define the problem the tool or platform will address. Including some information from the market scan, including needs for interoperability, could be helpful. In some cases, it will also be useful at this point to establish the project’s approach to data sharing and protection.
- **Information about users and stakeholders** – Identify end users and stakeholders. Provide any useful information that will help the tech partner understand how they should approach the development process.
- **Timeline** – Provide a timeline for working on the tool. This should include a potential launch date, when you expect the partner to start working, when you anticipate making the partner selection, and any other relevant time-related information.
- **The type of skills the partner should possess** – Note any languages, certifications, or other credentials that you are expecting. Remember that being too prescriptive at this point could add to the budget.
- **A budget range** – This could be written just as an expected range or could include more detailed information with an expected range for different project components.
- **Background on your team** – It can be helpful at this stage to describe the internal team members who will be working on the project, the types of technical experience they have, and information about how decisions will be made.
- **Selection rubric** – This section should describe how you will be making the selection, specifically if there are any criteria that will have a weighted ranking (see below for more).
- **Internal success metrics** – Any information that will help the partner understand how they will be graded during project implementation. This could also include information about metrics or

indicators you will use internally to track success. For example, the number of users downloading a data set.

A SELECTION RUBRIC

Having a clear rubric or criteria for selection will make the process of narrowing down and choosing the right partner an easier process. It will also help tech partners understand what you are looking for and how you are prioritizing various components of the project. Some selection rubrics are scored quantitatively, some qualitatively, and some criteria is pass/fail. [Annex 2 includes a sample rubric used by UNDP.](#)

PERSONNEL REQUIREMENTS

Many organizations struggle with personnel requirements. As previously mentioned, this can include being too prescriptive on educational requirements. Education requirements are an extra burden in lower-resource environments where tech skills can be gained through experience, but where few educational institutions have specialized programs at the university level. In this scenario, experience is a more important factor than education.

Another common pitfall is the number of required personnel on one project. For example, if your project requires a GIS specialist for four hours of work over a two-month period, including a GIS specialist on the list of required personnel is not ideal. Rather, this should be included as part of general skills a successful tech partner should possess.

OTHER CONSIDERATIONS

Partnering, mentoring, and more – Not all potential partners have the exact combination of experience, capacity, and skill that you might be looking for. This is especially true if you are developing a project for a specific local context or a low-resource environment. In that case, it might be useful to consider how you can supplement their skillset to get what you need. A hybrid approach to selecting a partner could be a helpful approach. In this case, a local tech partner will work with an international firm, which would include mentorship and skills transfer. Although this can add cost to the budget, it can also increase sustainability and local ownership. This will also require additional time considerations. One step in the direction of localization could be a requirement for the contractor to include a local developer on the team.

Tech stack – Some tech partners will want to use their own technologies and know-how as a vendor, which could lock you in place. Try to use mainstream or more popular or open-source tech stacks, as they will be better maintained and documented and have a larger pool of knowledgeable users and specialists. Requesting too niche of a tech stack could increase project cost. At the same time, using technologies your own team is familiar with could save you in maintenance costs in the future. Including this preference in the RFP will help tech partners understand your needs.

EXAMPLES OF POPULAR AND OPEN-SOURCE TECH STACKS

Note: We are not suggesting these will fit your specific needs, but are rather providing context for understanding what “popular” or “open-source” means in this context.

Popular Tech Stacks

Tech stacks that are well-documented, well-maintained, and have a large base of users and experts.

Open-Source Tech Stacks

Open-source tools refer to those where the developer gives users the rights to use and update the software for any purpose

Example:

- Microsoft Stack
- MSSQL as a database
- C# as a programming language

Example:

- Wordpress with MySQL
- ReactJS with Node.js and MongoDB
- Spring framework with postgresql
- Apache Wicket with Spring Framework and MySQL or PostgreSQL

Not everything fits in a ToR – At this point, you should have a strong understanding of the context based on your assessment, market scan, definition of users, etc. Some of that can make a ToR more clear, but the rest should be put into a brief and given to the partner once you have made a selection.

Be flexible – You may come to the ToR with a language, database, tool, or other specific criteria in mind, but being flexible is crucial at this stage. The most important component is finding a company that you can trust to organize themselves, understand your needs, and provide advice that will result in a successful project.

QUESTIONS TO ASK YOURSELF

- How will people ask questions or get clarification on the ToR?
- What is a reasonable length of time to leave the ToR open?
- How will you let people know the ToR is published?
- How will people submit an application?
 - How will you confirm applications have been received?
 - If a huge number of applications is anticipated, should someone do ongoing triage?

- What happens if you start getting proposals and realize, based on the responses, that your ToR does not fully address what you were looking for? Or that you need information that you did not request in the RFP?
- What happens if you do not receive proposals?
- Who is the ultimate decision maker?
- Which considerations should be flexible and which should be firm?

ANNEX 1: RESOURCES

This is a collection of all the resources listed throughout the document as well as several others that may be useful from a general perspective.

GENERAL RESOURCES

- [Principles for Digital Development](#)
- [Digital Services Playbook](#)
- [How to Use the Digital Principles to Evaluate ICT4D Solutions](#)
- [How to Weigh the Risks and Rewards of Partnering with Tech Firms](#)

INITIAL CONSIDERATIONS RESOURCES

- [Ecosystem Assessment Blog](#)
- [DG's CALM Methodology](#)
- [5 Whys: The Ultimate Root Cause Analysis Tool](#)
- [Sunlight Foundation's Open Data User Persona Library](#)
- [Principles for Digital Development, Design with the User](#)

UNDERSTANDING THE CURRENT MARKET RESOURCES

- [How to Conduct a Market Scan of Digital Agriculture Solutions: A Toolkit for IFAD-Financed Partners](#)

DEFINING THE BUDGET RESOURCES

- [Revenue Stream Models for Sustainability Planning](#)

ANNEX 2: EXAMPLE SELECTION CRITERIA

This example selection criteria is directly extracted from a 2022 UNDP Request for Proposals.¹

EVALUATION CRITERIA

Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- Appropriate signatures
- Power of Attorney
- Minimum documents provided
- Technical and Financial Proposals submitted separately
- Bid Validity
- Bid Security submitted as per RFP requirements with compliant validity period

Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document Submission Requirements
Eligibility		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form

¹ <https://www.ungm.org/Public/Notice/176457>

Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
Acceptance of UNDP General Conditions of Contract	Acceptance of UNDP GTC	Form A: Technical Proposal Submission Form
Qualifications		
History of Non-Performing Contracts	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Previous Experience	Minimum 5 years of relevant experience in designing Open Data Information Management systems (ODIMS) for aid management or conducting similar assignments at country and/or regional level	Form D: Qualification Form
	Minimum 2 contracts of similar value, nature and complexity implemented over the last 5 years. Prior experience working with a Pacific government agency on similar assignments, with good standing, will be preferred. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
Financial Standing	Minimum average annual turnover of USD150,000 for the last 3 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	330
2.	Proposed Methodology, Approach and Implementation Plan	220
3.	Management Structure and Key Personnel	450
	Total	1000

Section 1. Bidder's qualification, capacity and experience		Points Obtainable
1.1	Having successfully conducted at least 2 similar assignments at country and/or regional level on open data management information systems using modern technologies or similar assignments; experience of implementing the assignments for aid coordination will be a plus. Prior experience working with a Pacific government agency on similar assignments, with good standing, will be preferred.	110
1.2	Evidence of high-quality programming and supporting documentation for end users	75
1.3	Experience and evidence of developing high quality data analytics using variety of techniques including geo-coding / GIS	75
1.4	Quality assurance procedures and risk mitigation measures	45
1.5	Organizational Commitment to Sustainability (mandatory weight) - Organization demonstrates significant commitment to sustainability through some other means- 5 points, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues	25
	Total Section 1	330

Section 2. Proposed Methodology, Approach and Implementation Plan		Points Obtainable
2.1	Appropriateness of the proposed methodology to the conditions and timelines of the RFP <ul style="list-style-type: none"> • Understanding of the requirement • Description of the offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference 	220

	• Explanation of how the vendor will plan to integrate the proposed solution into Fiji existing ICT infrastructure.	
	Total Section 2	220

Section 3. Management Structure and Key Personnel		Points Obtainable	
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? Staff with experience in Pacific preferred.		50
3.2	Qualifications of key personnel proposed		
3.2 a	Project Manager: The Project Manager shall have at least a master's degree in IT engineering or a Bachelor's degree in IT Engineering with Master's in Management or equivalent, with at least five years of general experience in Information Technology. S/he shall preferably have post-master's general experience in information technology amounting to at least five years. S/he shall have specific experience as a Project Manager/Team Leader in at least two enterprise-level financial applications. Prior experience in the Pacific region, preferred.		100
3.2 b	Other team expertise: Proposed team should include following expertise. All such team members should have hands-on experience of at least two similar assignments with Bachelor in IT engineering (Master will be preferred) and necessary Microsoft and Sun Java certifications. These can be met collectively by the proposed team. Additional criteria for each expertise is provided below		300
	- User interface design: S/he shall have worked for at least five web-based enterprise-level application as a User Interface Designer and have a solid understanding of basic front-end languages: HTML, CSS and JavaScript. S/he shall preferably have hands-on specific experience of creating wireframes, prototypes, storyboards and user flows. Prior experience in the Pacific region preferred.	30	
	- System Architect: S/he shall have worked for at least two enterprise-level information management applications as a System Architect. S/he shall preferably have experience as a System Architect in a foreign country. Prior experience in the Pacific region preferred.	40	
	- Developer: S/he shall preferably be certified in Sun/Oracle, Certified Java Programmer/Developer or equivalent – depending on the solution being offered. S/he shall have experience of at least two similar application as a Developer/Programmer. Prior experience in the Pacific region preferred.	35	
	- Quality Assurance: S/he shall have specific experience in design and implementation test scenarios, test cases, test plans, test scripts and assistance in the implementation of QA standards for at least two similar enterprise-level applications. Prior experience in the Pacific region preferred.	30	

	- Build Release Expert: S/he shall have knowledge of enterprise integration tools for at least two similar enterprise-level applications. Prior experience in the Pacific region preferred.	30	
	- Technical Documentation Expert: S/he shall have experience as Technical Documentation Expert in the documentation of User Manual and Technical Manual for at least two similar enterprise-level applications. Prior experience in the Pacific region preferred.	30	
	- GeoCoding Expert: S/he shall have a GIS certification from an accredited institution, ArcGIS I & II certifications from ESRI, or a minimum of two years of experience in GIS mapping and analysis. Prior experience in the Pacific region preferred.	35	
	- Business Intelligence Expert: S/he shall have knowledge of business intelligence tools and have worked in at least two similar enterprise-level applications. Prior experience in the Pacific region preferred.	35	
	- Database administrator: S/he shall preferably have specialization/ certification on database administration. S/he shall have experience on at least three similar enterprise-level application as a DBA with experience in performance monitoring and tuning, SQL optimization, database clustering, role and security management, database design, DC/DR replication and database backup. Prior experience in the Pacific region preferred.	35	
	Total Section 3	450	