MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

TERMS OF REFERENCE (TOR)

WEBSITE MIGRATION & IMPROVEMENT CONSULTANCY – MSF EASTERN AFRICA

1. TOR Information

TOR Information	Details
Procuring Entity	Doctors Without Borders /Médecins Sans Frontières Eastern Africa (MSF EA), Nairobi, Kenya
Requesting Unit	Communications / Digital Team
Assignment	Migration and improvement of the existing Drupal website to WordPress
Current / Target Platform	Drupal / WordPress
Contract / Assignment Duration	Estimated implementation: 11–16 weeks, followed by 60 calendar days of post-launch support. The agreed start date and milestone schedule will be recorded in the contract.
Type of Engagement	Website migration, configuration, performance improvement, training and post-launch support consultancy
Procurement Method / Contract Form	Website migration and improvement consultancy

2. Background

Doctors Without Borders/Médecins Sans Frontières (MSF) Eastern Africa currently operates its main website on Drupal. The requesting unit reports increasing challenges with maintenance and scalability. It intends to migrate the website to WordPress while improving the user experience, performance and long-term ability of internal staff to manage the site.

The migration is intended to preserve existing content, media, functionality and search-engine visibility, while improving site security, usability and maintainability. The consultant shall establish the technical baseline and complete integration inventory during discovery and document the scope and acceptance tests for MSF approval.

3. Objective of the TOR

To appoint a qualified consultant to plan and execute the migration of MSF Eastern Africa's website from Drupal to WordPress, deliver an operational and maintainable website aligned with MSF brand and digital requirements, and complete testing, handover and 60 days of post-launch technical support.

4. Specific Objectives

1. Migrate existing Drupal pages, posts, files, media, custom fields and relevant metadata with verified integrity and no unapproved content loss.
2. Improve website speed, responsiveness, mobile compatibility and user navigation, with measurable baseline and post-migration checks.
3. Configure WordPress in a way that MSF's designated team can manage content, users and routine updates independently.
4. Improve user experience, visual structure and accessibility within the agreed MSF branding and design scope.
5. Maintain search-engine continuity through URL mapping, permanent redirects, canonical URLs, metadata and technical SEO/GEO work.
6. Provide system documentation, practical staff training, backup and recovery guidance, and defined post-launch assistance.

5. Scope of Services

5.1 Discovery, inventory and migration planning

- Audit the existing Drupal environment, all content types, pages, posts, media, PDF files, URLs, custom fields and active functionality; identify owners and migration dependencies.
- Identify integrations, redirects, current hosting and deployment constraints, active forms, access roles, analytics arrangements and any donation-related features confirmed in scope.
- Produce a content mapping, migration method, risk register, detailed project plan, staging strategy and proposed acceptance/test plan for MSF review.

5.2 WordPress architecture, configuration and design

- Design the WordPress architecture, theme approach, taxonomy, navigation, user roles and plugin stack; document proposed dependencies, licensing and security implications.
- Configure and customise a professional mobile-responsive theme aligned with MSF-approved visual identity and approved UX/UI design.
- Configure existing plugins and required integrations within the agreed scope. Any new bespoke plugin development or customisation outside the approved scope requires separate written agreement.
- Bidders shall identify any required bespoke plugin development or changes outside standard configuration and theme customisation, and quote these separately. Such work is excluded from the core scope unless expressly authorised by MSF EA.

5.3 Content, URLs and search continuity

- Migrate existing approved content, downloadable documents, media and metadata to the agreed structure and verify completeness through reconciliation.
- Prepare a complete mapping of existing Drupal URLs to WordPress destinations, apply 301 redirects where required, and validate navigation, internal links, XML sitemaps and canonical rules.
- Establish baseline analytics and search-console evidence where available; track post-launch indexation and material SEO changes without guaranteeing an external search-engine ranking.

5.4 Security, data protection and resilience

- Configure HTTPS/SSL, administrator roles, authentication controls, updates, backup, recovery and core WordPress security protections.
- Review potential vulnerabilities, configuration exposures, plugin dependencies, user permissions and any sensitive form or donation data flows.
- Deliver a tested backup and restoration approach and a launch rollback plan; coordinate privileged access and data handling with designated MSF ICT and Data Protection focal points.

5.5 Testing, go-live and ongoing assistance

- Prepare staging and production environments; execute functional, regression, browser, mobile, accessibility, SEO, integration and performance tests against the approved test plan.
- Conduct and document final MSF user-acceptance testing, remediation of agreed defects, deployment rehearsal, launch checklist and rollback readiness.
- Provide site-management documentation, 2–3 live training sessions, optional recorded tutorials and quick-reference guides.
- Provide detailed documentation of all technical customisations made to plugins, themes, and other site components, including what was changed, why, where in the codebase or settings, and any dependencies, to enable future maintenance and handover without reliance on the developer.
- Provide 60 calendar days of post-launch technical support covering agreed issue resolution, monitoring and bug fixes.

5.6 Exclusions

- Content copywriting or substantive rewriting of existing website copy.
- Standalone graphic-design production beyond agreed WordPress theme customisation.
- Cloud hosting and domain registration fees.
- Indefinite maintenance or technical support beyond the initial 60 days.
- New bespoke plugin development beyond configuration and agreed customisation of existing plugins.

6. Technical and Operational Requirements

Requirement	Minimum requirement / evidence to be submitted	Applies to
Drupal content inventory	Exportable inventory of content types, records, language versions where present, media and functionality; record excluded or problematic records.	All migration phases
Migration integrity	Reconciliation of content counts, media links, metadata and key user journeys; documentary evidence of exceptions and approved fixes.	Content migration
WordPress build	Documented theme, architecture, permissions, installed plugin inventory, versions, configurations, licences and support dependencies.	Setup and handover

Requirement	Minimum requirement / evidence to be submitted	Applies to
SEO/GEO continuity	Complete relevant URL map, verified redirects, sitemap, canonical rules, metadata transfer and checks for broken links or indexing errors.	Migration and launch
UX/UI and responsive design	Approved layouts, mobile and desktop testing, navigation assessment and accessibility checks. State the WCAG level supported and propose objective evidence for acceptance.	Design and testing
Performance	Provide baseline and post-migration speed and availability measurements on comparable terms; propose measurable targets and verification methods for MSF acceptance.	QA and launch
Security and backups	HTTPS, roles/access review, security hardening, documented backup/restore test, and rollback plan.	Prior to launch
Integrations	List of each existing email, analytics, fundraising or other system integration, its owner, required behaviour and acceptance evidence.	Discovery and QA
Handover	Full administrator access, documentation, configuration inventory, reusable code/files and training material; pre-existing third-party licence rights disclosed.	Completion
Support	60-day support window, severity classification, response commitments and issue log.	After launch

7. Security, Data Protection and Service Continuity Requirements

Area	Expected evidence / requirement	Supplier evidence / arrangements
Access to live systems	Access via MSF-approved accounts and principle of least privilege; credentials, secrets and backups handled securely.	Describe privileged access controls, MFA use, secure credential exchange and staff access restrictions.
Personal and donor data	Identify any personal-data collection, payment or donation flows; define access, retention, transfers and responsibilities before migration.	Describe relevant personal-data or payment flows, roles, sub-processors, cross-border transfers and safeguards.
Backups and recovery	Pre-migration Drupal archive, WordPress backups, restore test and documented recovery procedure.	Provide backup frequency, recovery procedure, restoration test method and named recovery responsibility.
Go-live controls	Final approval, tested redirect mapping, deployment and rollback plan, communication and incident escalation contacts.	Submit go-live approval checklist, deployment plan, downtime assumptions, rollback steps and incident contacts.
Plugins, code and licences	Disclose all paid third-party elements and renewal costs; document licence ownership, updates and dependencies.	Identify each third-party component, licence holder, duration, renewal cost, update policy and dependency.
Post-launch security	Security findings, prioritised remediation, maintenance boundary and handover of identified risks.	State coverage hours, security-related support process and residual risk handover after the 60-day period.

8. Expected Deliverables

8.1 Project phases and indicative duration

Phase	Indicative duration	Activities / expected result
Discovery & Planning	1–2 weeks	Drupal audit, requirements and architecture proposal, migration workplan.
Setup & Configuration	1–2 weeks	WordPress installation, staging, theme and plugins.
Content Migration	3–4 weeks	Content/media migration, URL mapping and integrity review.
Testing & QA	1–2 weeks	Functional, accessibility, SEO, performance and security testing.
Training & Documentation	1–2 weeks	Team training, documentation and handover readiness.
Launch Preparation	1 week	Final approvals, deployment and rollback checks.
Post-Launch Support	60 days	Monitoring, incident resolution and bug fixes.

The indicative implementation period is 11–16 weeks. The 60-calendar-day support period begins after go-live and is additional to implementation. Bidders must submit a detailed milestone schedule and identify any phase overlaps or dependencies.

8.2 Deliverable schedule and acceptance evidence

No.	Deliverable	Evidence / minimum content	Indicative due date
D1	Inception and content audit	Inventory, scope assumptions, dependencies and agreed workplan.	Discovery phase
D2	WordPress architecture and configuration	Documented staging environment, solution design, theme/plugin stack and integration register.	Setup phase
D3	Migration and redirect mapping	Migrated test site, count reconciliation, media and metadata review, redirect map.	Migration phase
D4	UX, SEO, performance and security testing	QA test results, baseline/comparison metrics, security findings, defects and remediation evidence.	Before launch
D5	Go-live approval and production site	Approved launch checklist, rollback plan, working production site and monitored release.	Go-live milestone
D6	Administration, plugin and integration documentation	Admin, plugin, troubleshooting, content, backup/recovery and integration guides; code/configuration handover.	Before final handover
D7	Training and knowledge transfer	Minimum 2–3 live sessions, attendance, practical demonstration; reference guides; videos if agreed.	Handover
D8	Post-launch support and close-out	60-day ticket/issue log, fixes, monitoring summary and end-of-support report.	60 days after go-live

8.3 Additional donation & Events Website linking

Ensure reliable links, tracking continuity and consistent user experience between the migrated main website and the existing WordPress donation and events platform. Migration or replacement of that separate platform or its payment gateway is not included unless separately specified in the agreed scope.

9. Requirements of the Service Provider

9.1 Essential skills and experience

- Minimum five years of professional WordPress development and site-management experience.
- Demonstrated migration experience from Drupal or other CMS platforms to WordPress at comparable scale.
- Strong PHP, MySQL, WordPress database, theme and plugin skills, including configuration and customisation.
- Knowledge of technical SEO/GEO, redirects, sitemaps, canonical URLs and basic search continuity.
- WordPress security, user authentication, SSL, backup and performance-optimisation experience.
- Ability to explain technical decisions to non-technical stakeholders and manage approvals and delivery risks.

9.2 Desirable experience and qualification evidence

- Past work for nonprofit, humanitarian or development organisations, and relevant Drupal knowledge.
- Experience with multilingual websites, donation/fundraising platform integrations and accessibility practices.
- Portfolio or case studies, client references for completed projects and evidence of relevant technical training/certification.
- Capacity to coordinate with the East Africa time zone or demonstrate practical local availability.

9.3 Professional conduct and independence

The consultant shall declare any material subcontractors, licences, conflicts of interest, third-party commissions and dependencies. No change to the approved scope or third-party expenditure may be committed without authorised MSF approval. The consultant shall maintain confidentiality and secure MSF systems and information in accordance with the signed agreement.

10. Reporting and Coordination

Party / mechanism	Responsibility / service requirement
MSF Digital Manager	Main operational contact for requirements, reviews and documented implementation approvals.
Head of Communications	Escalation contact for material project issues and communications-related decisions.
MSF ICT / Data Protection	Review system access, security, infrastructure, interfaces and applicable personal-data processing.
Fundraising / relevant system owners	Confirm existing donation/events links and the operation of any in-scope integrations.

Party / mechanism	Responsibility / service requirement
Consultant	Deliver project plan, migration, QA, weekly progress and risk reports, handover materials and issue log.
Procurement / Finance	Coordinate contractual matters, accepted deliverables and compliant invoicing.
Coordination cadence	Biweekly project check-in calls of 30–60 minutes, weekly status reporting and monthly summary reports.
Support response commitments	Critical: 4 hours; High: 24 hours; Medium: 48 hours; Low: 5 business days. Bidders shall state support coverage hours and response channels.

The consultant shall maintain a shared issue log, report progress at the end of each phase, and communicate through the channels agreed with MSF EA. Formal approval of milestones and changes must be obtained from the authorised MSF representative.

11. Deliverable Review and Acceptance

- MSF's designated Digital Manager, supported by ICT and applicable functional owners, shall review the submitted outputs against the approved scope and documented acceptance checklist.
- Testing shall cover representative content, media links, URL redirects, access permissions, mobile/browser behaviour, forms, integrations, performance and the security findings identified by MSF.
- Critical defects and material content losses must be reported and resolved before go-live, unless expressly accepted by MSF in writing. The project plan shall define defect severity levels and acceptance deadlines.
- The consultant shall provide the final migration reconciliation, complete technical and administration handover, training evidence and privileged-access transfer before final implementation acceptance.
- Post-launch support acceptance shall be separately documented after the full 60-day period and resolution or approved treatment of outstanding issues.
- Commercial payments shall be linked to agreed contractual milestones and accepted evidence; invoices alone do not constitute proof of delivery.

12. Proposal / Bid Submission Requirements

- Company/consultant profile and relevant registration, tax and supplier-onboarding documentation as applicable.
- Technical proposal describing migration methodology, discovery plan, architecture approach, risks, content verification, security, QA and rollout.
- Workplan and resource allocation with implementation phases, milestones, proposed team and availability for the 60-day support period.
- CVs, relevant WordPress/Drupal portfolio, two or three recent client references and examples of comparable projects.
- List of software/plugins, existing MSF licences assumed, proposed paid licences, third-party costs, hosting dependencies and support assumptions.
- Completed financial proposal schedule in Annex A, identifying all mandatory fees, taxes and exclusions separately.
- Proposed post-launch service levels, maintenance exclusions, change-control process and professional liability coverage details.
- Written list of exceptions and clarification questions, including assumptions about linking to the existing WordPress donation and events platform and any separate payment-gateway work.

13. Evaluation Criteria

13.1 Preliminary / Mandatory Evaluation

No.	Mandatory requirement	Evidence required	Pass/Fail
1	Legal identity and eligibility	Appropriate registration, tax and required supplier information.	
2	Relevant website migration capability	At least one comparable migration reference and accessible portfolio.	
3	Core technical skills	Evidence of WordPress, PHP/MySQL, security and migration experience.	
4	Availability and acceptance of scope	Team, timeline, 60-day support availability and declared exceptions.	
5	Commercial completeness	Completed Annex A and declared third-party/licensing costs.	

Applications will be reviewed against the disclosed mandatory requirements on a pass/fail basis. Evidence must be included in the bid and is subject to verification by MSF EA.

13.2 Technical and Financial Evaluation

Evaluation criterion	Weight	Assessment basis
WordPress expertise & proven track record	35%	Years of WordPress experience, portfolio of successfully completed Drupal-to-WordPress migration projects, client references.
Technical skills (PHP, MySQL, theme/plugin development)	25%	Technical depth demonstrated through previous work, certifications, code samples.
Project management & communication	15%	Ability to manage complex projects, clear communication style, experience with similar-sized organisations.
Understanding of nonprofit/development sector	5%	Experience working with nonprofits, NGOs, or development organisations.
Cost-effectiveness and value for money	20%	Competitive pricing relative to scope and consultant's experience.
TOTAL	100%	Non-price criteria: 80%; cost-effectiveness and value for money: 20%.

The selection process may include portfolio and CV screening, technical discussion, proposal review, reference checks and a final interview. Where used, these steps will be applied consistently to eligible bidders.

13.3 Financial Assessment and Award Methodology

Cost-effectiveness and value for money accounts for 20% of the evaluation, as shown in Section 13.2. MSF EA will compare complete prices for the same mandatory scope in Annex A, including the 60-day support period. Optional services and third-party costs will be reviewed separately. The applicable price-scoring formula and any qualification threshold will be stated in the Request for Proposals.

14. Annex A – Standard Financial Proposal Schedule

Bidders must quote the complete mandatory scope on a common basis, including 60 calendar days of post-launch support. The quantities represent one project milestone or service package, not estimated labour hours. Any third-party licences, subscriptions, optional services and reimbursable expenses must be identified separately. Bidders shall provide the requested quote currency, applicable tax treatment and any exclusions.

Code	Mandatory service / deliverable	Comparison qty	Unit / lump-sum price	Total
A1	Discovery, Drupal content audit and migration plan	1 package		
A2	WordPress architecture, staging environment and configuration	1 package		
A3	Content/media/metadata migration and URL/redirect mapping	1 package		
A4	Theme adaptation, UX/UI and responsive design within agreed scope	1 package		
A5	Integration configuration, SEO and performance optimisation	1 package		
A6	Security hardening, backup/restore and recovery arrangements	1 package		
A7	QA, regression tests, remediation and go-live support	1 package		
A8	Documentation, code/configuration handover and 2–3 live trainings	1 package		
A9	60-day post-launch support, monitoring and in-scope bug fixes	1 period		
A10	Project management, meetings and reporting (if not allocated above)	1 package		
	TOTAL CORE CONSULTANCY (before tax)			

Optional / separately disclosed costs	Bidders to specify / quote
Licences and third-party subscriptions	Name, licence holder, period, number of users, renewal and tax; identify if included or excluded.
Hosting, domain, CDN and server expenses	Excluded from core consultancy fees. Declare any third-party or MSF infrastructure dependencies separately.
Additional time beyond original scope	Quote hourly or daily rate and written change-control requirements; work outside the agreed scope requires written authorisation.
Ongoing support after initial 60 days	Quote separately as an optional service; exclude from the mandatory core price.
Donation gateway / fundraising integrations	Quote separately only for additional work outside the required linking with the existing WordPress donation and events platform, if requested by MSF.
Other reimbursable expenses and tax	Identify each charge and tax treatment clearly.