



COALITION FOR HUMANITY

REQUEST FOR PROPOSAL (RFP)

Development, Configuration, Testing, Deployment and Initial Support of the CH Learning Management System

RFP Reference No.: [Insert Reference Number]

Issue Date: 01 September 2026

Closing Date and Time: 13 September 2026 05:00 pm Juba local time

Submission Email/Address: tender@ch-int.org and copy viola.brenda@ch-int.org



1. Invitation to Submit Proposals

Coalition for Humanity (CH) invites qualified IT consultants, software developers, firms, or Learning Management System (LMS) service providers to submit technical and financial proposals for the development, configuration, testing, deployment and initial support of the CH Learning Management System.

This procurement shall be conducted through a competitive Request for Proposal process. CH is not bound to accept the lowest-priced proposal and will award based on technical responsiveness, sustainability, security, value for money, and overall suitability of the proposed solution.

2. RFP Data Sheet

Parameter	CH Requirement / Input
Procurement type	Professional IT/System Development Service
Procurement method	Request for Proposal (RFP)
Unit of measure	One Service Package / Lump Sum
Assignment focus	LMS recommendation, configuration/customization, SharePoint/Microsoft 365 linkage, automation, testing, deployment, handover and initial support
Preferred delivery model	Secure, reputable cloud-based/SaaS or hosted solution. Alternatives may be proposed with clear justification, cost and sustainability implications.
Indicative duration	6-10 weeks to go-live, plus a minimum 90-calendar-day post-go-live warranty and support period
Pricing basis	Lump-sum implementation; all recurring licence, hosting, renewal, support and optional costs separately itemized, including a three-year total cost of ownership
Estimated named/active LMS users	100 users, subject to annual increase
Expected peak concurrent users	20-30 users
LMS administrators and departmental focal persons	6 users
Countries/locations/time zone	South Sudan country-wide coverage; possible future extension to other country offices
Microsoft 365 identity and SSO availability	CH uses Microsoft 365 for official email, Teams and SharePoint. SSO through Microsoft 365 is preferred where technically feasible.
Historical user/completion data to be migrated	None
Data residency, retention or donor restrictions	None currently identified
Required user-interface language	English



Expected initial course catalogue	15-20 courses; one pilot course will be used for acceptance testing
Initial licence/hosting contract term	One year, with renewal options

Bidder assumption rule: Any assumption, dependency, exclusion, product limitation or third-party cost that may affect delivery must be stated expressly in the proposal. An item reasonably necessary to meet a mandatory requirement will be treated as included unless clearly excluded and priced.

3. Background

Coalition for Humanity intends to establish a structured Learning Management System to strengthen staff learning, compliance training, onboarding, certification and training-completion tracking across head office and field locations.

CH currently conducts several training activities manually, including policy orientation, compliance refreshers, onboarding and department-specific capacity strengthening. This approach requires continuous facilitation, follow-up and manual tracking, which is time-consuming and difficult to sustain as the organization grows.

CH seeks to engage a qualified service provider to recommend, configure, test, deploy and initially support a functional LMS. The CH SharePoint Learning Hub will serve as the internal staff access point. The LMS will manage course access, assessments, certification or completion records, reminders, dashboards and reporting.

The assignment is primarily for system implementation and configuration. Full course-content development is not included. CH will provide one pilot course and relevant test data to validate the end-to-end system before production rollout.

4. Purpose of the Assignment

The purpose of this assignment is to procure a secure, user-friendly, scalable and sustainable LMS that enables CH staff to access assigned learning, complete assessments, receive certificates or completion records, and allows authorized CH personnel to monitor training compliance through reliable dashboards and exportable reports.

The assignment must leave CH with sufficient administrative control, documentation and knowledge to manage routine LMS operations independently after handover.



5. Objectives of the Assignment

- Develop, configure or customize a functional LMS suitable for CH staff across head-office and field locations.
- Link the LMS to the CH SharePoint Learning Hub and provide streamlined authentication, including Microsoft 365 SSO where technically feasible and approved by CH.
- Configure user roles, permissions, departments, locations, projects, supervisors and learner groups using least-privilege access principles.
- Enable authorized CH administrators to upload and maintain courses, create learning pathways, assign courses and monitor completion without routine vendor intervention.
- Configure quizzes, assessments, pass marks, attempt limits, feedback, completion criteria and refresher requirements.
- Configure certificate generation or auditable completion confirmation for successfully completed courses.
- Configure automated or semi-automated assignment, reminder, escalation, completion and refresher notifications.
- Develop role-appropriate dashboards and exportable reports for HR/ Admin, management, compliance, audit and donor reporting.
- Protect CH data through role-based access, secure authentication, encryption, audit logs, backup, retention and incident-management controls.
- Test the system end to end using one CH pilot course and complete formal User Acceptance Testing (UAT).
- Train designated CH staff and provide administrator, learner, configuration and support documentation.
- Provide a minimum 90-calendar-day post-go-live warranty and support period.

6. Scope of Work

6.1 Inception, Requirements Validation and Planning

- Conduct an inception meeting to confirm business objectives, user groups, workflows, reporting needs, access levels, security requirements and implementation timeline.
- Validate the RFP Data Sheet, user numbers, locations, administrator roles, course volumes, connectivity constraints and any donor or jurisdictional obligations.
- Review CH SharePoint and Microsoft 365 environment and identify technical prerequisites, identity options, licence dependencies and limitations.
- Prepare an implementation plan and requirements traceability matrix covering mandatory requirements, evidence method and acceptance testing.
- Maintain a risk, issue, decision and dependency log throughout implementation.



6.2 Platform Recommendation and Solution Design

- Confirm the proposed LMS platform and explain suitability, deployment model, scalability, usability, security, administration effort and lifecycle cost.
- Provide a solution design document and diagram showing LMS, hosting, SharePoint access point, identity/authentication flow, notifications, data flows, backups and administrative access.
- Clearly distinguish standard functionality, configuration, plug-ins/add-ons, custom development and optional modules.
- Disclose all one-time and recurring licences, hosting, storage, support, maintenance, upgrade and renewal requirements.

6.2 LMS Development and Configuration

- Develop, configure or customize the LMS in line with the approved requirements and solution design.
- Apply CH branding, including organization name, logo, approved colours, email templates and certificate templates where supported.
- Create a learner home page showing assigned courses, due dates, progress, completed courses, certificates/completion records, announcements and support information.
- Configure course categories and learning pathways including Mandatory Compliance, New Staff Onboarding, Manager/Supervisor Learning, Operations, Programmes and Field Staff, ICT/Data Protection, and Staff Care and Wellbeing.
- Configure enrolment, due dates, progress, completion criteria, scoring, certification, refresher periods, reporting and notifications.



.4 SharePoint and Microsoft 365 Linkage

- Establish an approved, branded and tested access point from the CH SharePoint Learning Hub to the LMS.
- Provide Microsoft 365 SSO through CH approved identity service where technically feasible and included in the accepted proposal; where not feasible, document the alternative login process and controls.
- Ensure authorized staff can navigate easily from SharePoint to the LMS and related CH learning resources on desktop and mobile devices.
- Document account provisioning, authentication, permissions, password/MFA and data-sharing arrangements.

.5 User Management and Access Control

- Configure user profiles using approved attributes such as name, email, department, location, project, role/category, supervisor and employment status.
- Provide a process for bulk user import and ongoing addition, update, transfer, suspension, deactivation and removal of users.
- Configure groups by department, location, project, role, supervisor and training requirement.

- Configure access levels for learners, course administrators, departmental focal persons, HR/Admin or learning focal persons, management/report viewers and system administrators.
- Apply least-privilege access and protect sensitive learner records and reports.

6.6 Course Upload, Learning Pathways and Content Management

- Enable CH administrators to upload and manage PDFs, PowerPoint files, documents, text lessons, images, audio, approved video links and other compatible learning materials.
- Support common e-learning package standards such as SCORM and/or xAPI where available, with supported versions and costs disclosed.
- Enable creation of course pages, modules, lessons, sections, quizzes, prerequisites, learning pathways and completion steps.
- Enable course assignment to all staff or selected groups based on role, department, location, project, supervisor or mandatory-training requirement.
- Upload and configure one pilot course supplied by CH. Full course-content development is out of scope unless separately agreed.

6.7 Assessment, Certification, Automation and Reporting

- Configure quizzes and assessments, question banks, pass marks, automatic scoring, attempt limits, retake rules, feedback and time limits where supported.
- Configure certificates or auditable completion records containing learner name, course title, completion date, score where applicable, certificate/reference number, validity period and refresher due date where applicable.
- Configure notifications for assignment, upcoming due date, incomplete/overdue training, completion, failure, certificate issue, expiry and refresher due dates.
- Develop dashboards and reports showing completion, compliance status, due/overdue learning, pass/fail outcomes, certificates issued and refresher due dates.
- Enable exports to Excel/CSV and PDF where appropriate, with documented filters, fields and data-refresh timing.

6.8 Security, Hosting, Usability and Exit

- Protect data in transit and at rest using appropriate encryption, secure authentication, role-based access, administrator MFA/SSO where available and audit logs.
- Disclose data-hosting locations, subprocessors, retention, deletion arrangements, backup practices, availability commitments, RPO/RTO and incident-response arrangements.
- Provide a responsive, accessible and low-bandwidth-conscious interface suitable for mainstream desktop and mobile browsers.
- Provide an exit plan allowing CH to export user profiles, enrolments, progress, assessment results, certificates, reports and available course/configuration data in usable formats.



6.9 Testing, Training, Handover and Support

- Prepare test plan, test scripts, test data and acceptance checklist covering functional, integration, roles/permissions, notifications, reports, performance and security scenarios.
- Support UAT with representative learners, administrators, focal persons and report viewers from head-office and field contexts.
- Train selected CH administrators and focal persons on user management, course upload, assignments, quizzes, certificates, notifications, dashboards, reports, audit logs, data export and basic troubleshooting.
- Provide learner and administrator guides, quick-reference materials, configuration register, solution design, report catalogue, licence/dependency register and support procedures.
- Provide at least 90 calendar days of warranty and post-deployment support, including troubleshooting, defect correction, minor configuration adjustments and guidance to CH administrators.



7. Minimum Functional and Non-Functional Requirements

All requirements marked Mandatory (M) must be addressed. Desirable (D) requirements will be evaluated where offered. Bidders should reproduce and complete this schedule in their proposal using Comply, Partially Comply or Do Not Comply, with proposal reference and any limitation, dependency or additional cost.

ID	Requirement	Priority	Bidder Response / Proposal Reference
GEN-01	Named, production-ready LMS platform with clear deployment model, product edition/version, licence basis and support ownership.	M	
GEN-02	Separate test/staging and production environments, or approved equivalent release-control process.	M	
INT-01	Branded and tested access from CH SharePoint Learning Hub, with documented navigation and limitations.	M	
IAM-01	Microsoft 365 SSO where feasible; otherwise a secure, documented authentication alternative.	M	
USR-01	User profiles, bulk import, lifecycle management, groups and RBAC by department, location, project, role and supervisor.	M	
ADM-01	CH administrators can manage users, courses, assignments, quizzes, certificates, notifications and reports without vendor intervention.	M	
CRS-01	Course pages, modules, pathways, prerequisites, mandatory/optional assignments, due dates, refreshers and status	M	

	tracking.		
CRS-02	Upload and manage PDF, PowerPoint, document, text, image, audio and approved video-link content.	M	
CRS-03	SCORM and/or xAPI package support, with versions and costs disclosed.	D	
ASM-01	Quizzes, question banks, scoring, pass marks, attempts, retakes, feedback and assessment reports.	M	
CER-01	Certificates or completion records with approved fields, validity/refresher information and export capability.	M	
AUT-01	Configurable assignment, pending, overdue, completion, expiry and refresher notifications.	M	
REP-01	Role-based dashboards and reports by learner, department, location, project, role, course, date and status.	M	
REP-02	Export to Excel/CSV and PDF, with documented fields, filters, data refresh and export limits.	M	
SEC-01	Least-privilege RBAC, privileged-account protection, secure session/password controls and MFA/SSO for administrators where available.	M	
SEC-02	Encryption in transit and at rest, patching, vulnerability management, incident response and audit logging.	M	
PRV-01	Disclosure of data locations, subprocessors, retention/deletion arrangements and privacy/security terms.	M	
OPS-01	Availability SLA, monitoring, maintenance, backup, retention, tested restore, RPO and RTO.	M	
DAT-01	Export/exit capability for user, enrolment, progress, assessment, certificate, reporting and available course/configuration data.	M	
UX-01	Responsive interface for mainstream desktop/mobile browsers, clear navigation and low-bandwidth-conscious operation.	M	
ACC-01	Accessibility approach and target standard.	M	
TST-01	Approved test plan, pilot course, UAT support, defect management, traceability matrix and readiness report.	M	
TRN-01	Administrator and learner training plus complete editable/PDF handover documentation.	M	
SUP-01	Minimum 90-calendar-day post-go-live warranty/support with named channels,	M	



	escalation and service levels.		
CST-01	Transparent one-time and recurring pricing, including licences, hosting, storage, support, optional modules, growth assumptions and three-year TCO.	M	

8. Exclusions and Boundaries

- Full development of course content, manuals, scripts, case studies, illustrations, videos or policy-learning modules, except minor formatting/configuration needed for the single pilot course.
- Facilitation of staff training beyond agreed administrator, focal-person and learner handover/orientation sessions.
- Procurement of computers, mobile devices, connectivity, network equipment or other end-user hardware.
- Translation of course materials or creation of multilingual content, unless separately requested and priced.
- Ongoing course-content updates after handover, except minor changes expressly included in the warranty/support period.
- Large-scale historical data cleansing or migration beyond agreed initial user import.
- Major custom integrations, native mobile application development, offline-learning development or bespoke analytics not included in the accepted scope.
- Licence, hosting, subscription or support charges beyond the contract term, except where clearly itemized and approved as recurring costs.



9. CH Responsibilities

- Appoint a project sponsor/focal person and provide timely access to relevant stakeholders.
- Provide available SharePoint/Microsoft 365 technical information, approved access, test accounts and required permissions, subject to CH security controls.
- Provide branding assets, one pilot course, approved certificate wording, notification wording, report priorities and representative test data.
- Approve user attributes and lawful staff data needed for initial configuration and testing.
- Nominate representative users for testing and UAT and review deliverables within agreed review periods.
- Provide end-user devices and internet connectivity and manage internal staff communication not assigned to the service provider.

10. Expected Deliverables and Acceptance Evidence

No.	Deliverable	Minimum Contents / Acceptance Evidence
1	Inception report and implementation plan	Validated data sheet, traceability matrix, work plan, governance, risks/issues/dependencies and change-control process.
2	Approved solution recommendation and design	Platform justification, architecture/data-flow diagram, hosting, identity, SharePoint, security, backup, licensing, TCO and exit arrangements.
3	Configured test/staging LMS	Branding, roles, users/groups, learning pathways, course, assessment, certificate, automation, dashboard and report configuration.
4	SharePoint/Microsoft 365 access and identity setup	Working Learning Hub access; SSO or approved alternative; documented authentication/provisioning and tested permissions/navigation.
5	Security, privacy and operations package	Security controls, data-processing locations, access matrix, audit-log approach, backup/RPO/RTO, availability/SLA, incident and exit procedures.
6	Pilot course configured and tested	One CH pilot course demonstrating assignments, assessment, scoring, completion, certificate, notifications, dashboards, reports and exports.
7	Testing and UAT package	Approved test scripts, executed results, defect log, retest evidence, traceability matrix, UAT sign-off and readiness checklist.
8	Production deployment and go-live	Production configuration, final user import, go-live/rollback plan, backup confirmation, support channels and stable access.
9	Training, documentation and handover	Administrator/learner training, guides, solution design, configuration register, report catalogue, licence/dependency register and secure administrative access.
10	Warranty/support and final completion report	At least 90 days of support, ticket/SLA record, defect closure, configuration-change record and final completion report.

11. Proposed Implementation Timeline

Phase	Stage	Indicative Activities	Timing
Phase 1	Inception and validation	Requirements/data sheet, solution confirmation; traceability; plan; risks; prerequisites	Week 1
Phase 2	Design and core setup	Architecture; environments; branding; roles; users/groups; SharePoint/identity foundation	Weeks 2-4
Phase 3	Functional and operational configuration	Courses; assessments; certificates; automation; dashboards; reports; security; backup/operations	Weeks 4-6
Phase 4	Pilot, testing and corrections	Pilot course; functional/integration/security tests; defect correction; UAT	Weeks 6-8

Phase 5	Training, handover and go-live	Training; documentation; production deployment; readiness and provisional acceptance	Weeks 8-10
Phase 6	Warranty and support	Stabilization; ticket support; SLA reporting; defect closure; final completion report	90 days after go-live

12. Required Qualifications and Experience

- Proven experience implementing, configuring or administering production LMS platforms, supported by at least two comparable assignments and client references.
- Strong IT, software development, system configuration, cloud/SaaS implementation or LMS product expertise appropriate to the proposed solution.
- Demonstrated experience with quizzes, assessments, certificates, automation, dashboards, reporting, data export and learner administration.
- Experience with Microsoft 365, SharePoint and enterprise identity/authentication arrangements relevant to the proposed linkage.
- Practical capability in role-based access, data protection, secure configuration, backup/recovery and support operations.
- Ability to train non-technical administrators, transfer knowledge and produce clear user and technical documentation.
- Experience working with NGOs, humanitarian organizations, training institutions or compliance-learning environments is an advantage.
- A qualified team covering project management/business analysis, LMS configuration, Microsoft 365/SharePoint, security/data protection, testing, training and support.



13. Proposal Submission Requirements

13.1 Technical Proposal

- Executive summary and understanding of CH requirements, constraints and intended outcomes.
- Proposed LMS platform, product edition, deployment model and justification for suitability and sustainability.
- Completed compliance schedule from Section 7, with evidence, proposal references, limitations, dependencies and additional costs.
- Methodology, solution design, SharePoint/identity approach, security/privacy approach, data flows, hosting, backup/recovery and exit strategy.
- Detailed work plan, timeline, team structure, level of effort, responsibilities, dependencies, risk management and change-control approach.
- Description of delivered functionality, including administration, content, assessment, certification, automation, dashboards, reports, data export, mobile/accessibility and low-bandwidth operation.
- Testing and UAT approach, go-live approach, training, handover, warranty and post-deployment support terms.

- Experience with similar assignments, including client names, scope, dates, platform used, sample screenshots or links where permitted, and at least two references.
- CVs/profiles of key personnel and clear allocation of roles; any subcontractor and its responsibilities.
- Assumptions, exclusions, deviations, third-party terms, CH inputs and matters requiring clarification.
- Proposal validity period and confirmation of authority to offer, implement and support the proposed product.

13.2 Financial Proposal

- One-time implementation/configuration, integration, migration, testing, training and handover costs.
- Licence, hosting, storage, email/notification, domain/certificate and support costs for the initial contract term.
- Annual renewal costs for years two and three, including assumptions for users, storage, modules and support level.
- Optional modules, integrations, mobile/offline features, historical data migration, custom development and extended support, priced separately.
- Unit rates for additional users, storage, administrator accounts, courses, environments, training days and professional services where applicable.
- Taxes, duties, currency, payment assumptions, travel and reimbursable expenses, clearly identifying inclusive/exclusive amounts.
- Three-year total cost of ownership and a list of any cost that could reasonably arise but is not included.



No hidden-cost rule: An undisclosed recurring, third-party or mandatory cost required for the proposed solution to meet an accepted requirement may be treated as included in the evaluated price.

14. Evaluation Method and Criteria

Before detailed scoring, CH will confirm bidder eligibility, completeness of proposal, signed submission, identified solution, completed compliance schedule, disclosed recurring costs, references, and acceptance of CH data ownership, confidentiality, security, audit and exit requirements. A materially non-responsive proposal may be rejected.

Criterion	Weight	Evaluation Focus
Understanding of the assignment and proposed methodology	15%	Clarity of understanding; practical implementation approach; requirements traceability; risks, dependencies and change control.
Functional and non-functional compliance, including demonstration	25%	Evidence against mandatory requirements; usability; administration; assessment; certification; automation; reporting; accessibility; data export.

Architecture, SharePoint/Microsoft 365 linkage, security and sustainability	20%	Integration; identity; hosting; privacy; backup/recovery; auditability; scalability; vendor viability; exit and lock-in risk.
Relevant experience, references and key personnel	15%	Comparable deployments; NGO/humanitarian relevance; platform expertise; team capacity; references and support capability.
Implementation plan, testing, training, handover and warranty/support	15%	Realism of timeline; QA/UAT; documentation; knowledge transfer; SLA and post-go-live arrangements.
Three-year total cost of ownership and value for money	10%	Evaluated lifecycle price, cost transparency, reasonableness, sustainability and commercial risk.

A bidder must achieve at least 70% of the available technical points to proceed to financial evaluation. CH may require a live demonstration, clarification meeting, reference check, security clarification or proof-of-concept before award.



15. Payment Terms

Payments shall be milestone-based and made only after written acceptance of corresponding deliverables. Indicative payment milestones are:

Indicative Payment	Acceptance Basis
15%	Approved inception report, validated requirements, traceability matrix, solution design and implementation plan.
30%	Configured test/staging LMS with core branding, users/roles/groups, course management and SharePoint/identity foundation accepted.
25%	Assessment, certification, automation, dashboards, reports, security/operations configuration and successful pilot testing completed.
20%	UAT passed; production go-live completed; training, documentation, credentials and handover accepted; provisional acceptance issued.
10%	Completion of the 90-day warranty/support period, closure of Critical/High defects and acceptance of support closure/final completion report.

No payment is due solely because time has elapsed. CH may withhold payment for incomplete or defective work, without limiting other contractual remedies.

16. Reporting and Coordination

The service provider will report to the designated CH focal person and work closely with Operations, HR and Administration, ICT, Programmes, Finance/Compliance and Management as required. The provider will submit weekly written progress updates and maintain current risk, issue, decision, dependency, defect and change logs. Major architecture, configuration, licensing, security, data, integration and reporting decisions require CH approval before implementation.

17. Ownership, Intellectual Property, Licensing, Access and Data Protection

- CH owns all CH data, user records, course content, assessment data, completion records, certificates, reports, branding, configuration documentation and CH-specific deliverables created under the assignment.
- The service provider must grant CH all licences and usage rights necessary to operate, administer, support, export and transition the accepted solution for the contracted term.
- For bespoke/custom-developed software funded under this assignment, ownership or a perpetual, transferable and sufficiently broad licence must be stated in the contract.
- For proprietary or SaaS solutions, the bidder must disclose product terms, renewal conditions, data/export limitations, configuration portability and consequences of termination or vendor change.
- The service provider must not share, sell, mine, train models on, advertise with or otherwise use CH data beyond what is necessary to deliver the contracted service.
- CH data, staff information, course records, reports, credentials and system information must be accessible only to authorized personnel bound by confidentiality obligations.
- On termination or CH request, the service provider must support data export and transition, return CH information and certify deletion in accordance with the agreed exit plan and applicable retention obligations.



18. Acceptance Criteria

- The LMS platform is available in production and accessible to designated CH users on supported devices and browsers.
- The SharePoint Learning Hub access point is established and tested, and SSO or approved authentication alternative works as documented.
- User profiles, groups, roles and permissions are configured and tested, including least-privilege access and initial user import.
- CH administrators can add, update, deactivate and group users and upload, configure, assign, update and archive courses without routine vendor intervention.
- One CH pilot course has completed the full workflow: enrolment, learning, assessment, scoring, completion, certificate, notifications, dashboards and reports.
- Quiz, pass mark, attempt/retake, completion and assessment-reporting functions operate according to approved test scripts.
- Certificates or completion records contain approved fields and can be accessed and exported by authorized users.
- Assignment, due-date, overdue, completion and refresher notifications are configured, tested and documented.
- Dashboards and reports are accurate, role-appropriate, filterable and exportable to agreed formats.
- Security, privacy, audit, backup, recovery, availability, support and exit arrangements are documented and approved.
- UAT is signed off and no Critical or High-severity defect remains open without written CH waiver.

- Administrator and learner training is completed and required guides, design, configuration, test, licence, support and handover documents are accepted.
- The 90-day warranty/support period is completed, Critical/High defects are closed and the support closure/final completion report is accepted for final acceptance.

19. Submission Instructions

- Proposals must be submitted by: 13th September 2026 at 05:00 pm
- Submission should be addressed to: Procurement Committee
- The subject line or envelope should clearly state: Proposal for Development and Configuration of CH Learning Management System.
- Bidders should submit separate technical and financial proposals
- Late submissions may not be accepted.
- Requests for clarification must be submitted in writing before: 07th September 2026



20. Disclaimer

This RFP does not constitute a commitment by CH to award a contract. CH reserves the right to accept or reject any proposal, cancel the procurement process, request clarifications, negotiate with the selected bidder where necessary and in line with CH procedures, or vary the scope based on organizational needs, budget availability and procurement approval.