

LRPS-2020-9162312 Development of BRM Playbook

Clarifications to Questions from Bidders

Part 1 - 6-Nov-2020

No	Reference	Question from Bidders	Clarification from UNICEF
1	Annex B - Terms of Reference 2. Objectives, Purpose & Expected results 3. Description of the assignment 4. Deliverable	- What is the geographical scope of the current engagement , it is UNICEF global or limited to UNICEF East Asia and Pacific Region? - And is there a specific focus on a few countries in the East Asia and Pacific region for this assessment or all the countries in the region?	While the scope is global, UNICEF will be piloting in the East Asia and Pacific region and hence, a majority of the interviewees will be from this region. There will be some countries from the East Asia and Pacific Region which will be included in this assignment and some from other regions.
2	Annex B - Terms of Reference 2. Objectives, Purpose & Expected results 3. Description of the assignment 4. Deliverable	For the stakeholder interviews, - Does UNICEF have a tentative number of stakeholders across the below mentioned stakeholder categories? • Regional Chiefs of Information and Communications Technology (RCICT) • Regional Office (RO) Business Analysts (BAs) • ICT/T4D colleagues • Headquarters (HQ) Business Relationship Managers (BRMs) • Programme staff members at HQ, RO and Country Offices (CO) levels The rough estimate of interactions will help bidder defines its approach, budget and timelines for various activities proposed	<ul style="list-style-type: none"> • Regional Chiefs of Information and Communications Technology (RCICT) 2-4 • Regional Office (RO) Business Analysts (BAs)- 4-5 • ICT/T4D colleagues- 5-7 • Headquarters (HQ) Business Relationship Managers (BRMs)- 1-2 • Programme staff members at HQ, RO and Country Offices (CO) levels- 3-7
3	Annex B - Terms of Reference 2. Objectives, Purpose & Expected results 3. Description of the assignment 4. Deliverable	- Is there a specific requirement for personnel to be fluent in Thai or be based out of Bangkok?	There is no specific requirement for personnel to be fluent in Thai or to be based out of Bangkok.
4	Annex B - Terms of Reference 2. Objectives, Purpose & Expected results 3. Description of the assignment 4. Deliverable	As a part of the past experience requirements, the ToR mentions that case studies should contain Implemented Solutions (including PDFs of final deliverables). While bidder might be able to share summarized project outcomes, it might not be entirely possible to share the total value of contracts, project deliverables etc. due to confidentiality agreements with the client. - Will that result in material impact on the evaluation process?	Implemented solutions are an important metric in the evaluation process. UNICEF will need to see the quality of work delivered prior to this assignment, which can provide UNICEF a clear idea of the capabilities and expertise of the bidder. Bidder is requested to share past work experiences in Annex C - section 6 - Bidder Experience's and Expertise, and to include all relevant information as applicable. If required, a Non-Disclosure Agreement (NDA) can be signed by both parties to access confidentiality data during the evaluation stage.

No	Reference	Question from Bidders	Clarification from UNICEF
5	Annex B - Terms of Reference 1. Background (page 1) “assist UNICEF ICT/T4D staff and programme teams in harnessing the power of technology and making it integral to programme design, implementation and monitoring and evaluation”	1. How large are the ICT/T4D staff and programme teams? What % growth expected in next 3 years 2. Who are the primary service recipients in context of the BRM engagement? 3. What are the existing ICT services they are providing internally and externally? Does an IT service catalogue exist? 4. How many new ICT services are being developed?	1. The technology function is undergoing a period of transformation and UNICEF expects a positive growth in the next 3 years. The vast majority of UNICEF's workforce is Programmes (Health, Education, WASH, Child Protection etc..). 2. The primary service recipients are programme teams at UNICEF implementing technology-enabled initiatives at the country level. Please note that the development of the BRM playbook is not for operational IT or backoffice support, it is intended to guide direct support to programmes often in service to Government partners. 3. Existing T4D services include platforms such as RapidPro, U-Report, and digital public goods (DPGs) such as DHIS2, OpenCRVS, Primero etc. There is an existing T4D/ICT service catalogue that exists and is evolving with more DPGs being added to it. Please note that these are not for operational IT services- but rather for supporting programmes in their implementation and monitoring and evaluation. 4. T4D/ICT services are evolving and have recently picked up due to the current circumstances where technology highlighted by the pandemic
6	Annex B - Terms of Reference 1. Background (page 1) “most critical is to build and sustain the capacity to operate, maintain, support, adapt, and improve the technology over the project’s lifecycle”	The statement encompasses complete lifecycle including Change and Run components. For such scope, playbook for complete IT operating model should be developed. 1. It is bidder understanding that UNICEF would require a holistic IT operating model covering all the following components. Please let bidder knows UNICEF's views: a) BRM b) Service Strategy c) Service Design & Assembly d) Service Management & Operations e) IT Management f) Supplier Eco-System Management 2. Any specific reason for limiting the scope to BRM only? 3. Is there an IT Operating Model already in place? - Can UNICEF please provide more details on existing IT Operating Model?	1. The BRM playbook does not have to deliver the Operational Model- the OM is in place and the bidder would be provided with additional details of the existing ICT Operating model as part of the onboarding process. 2. The playbook will form a part of a modular approach to supporting the digital transformation of UNICEF, not just technologically but culturally. This is possible only by strengthening the relationship between technology and the business. So it is imperative for the technology teams to engage and collaborate with the business owners and programme teams to help improve programme governance and to leverage technology for operational and programmatic excellence. 3. The ICT operating model is in place. There are functions taking care of ICT operations and ICT/T4D functions taking care of programmatic aspects of technology in country offices. This assignment is more to establish a standard process for integrating technology and digital innovations into UNICEF programming.
7	Annex B - Terms of Reference 4. Deliverables (page 3) “The vendor will conduct a needs assessment through interviews”	- What is the present governance model between Regional Office (RO) and Country Office (CO) in order to understand how the contradictory needs are addressed: a) Centralized b) Federated c) Decentralized	The country offices generally lead on the programme design, implementation, monitoring and evaluation. The Regional Office (RO) provide advisory services, oversight , technical leadership and programme support to the country offices and coordinate region-wide initiatives.

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8	Annex B - Terms of Reference 4. Deliverables (page 3) - BRM Playbook	As part of BRM playbook, bidders intend to cover the following aspects: 1. Functions 2. Process Model 3. Key Roles & Responsibilities 4. Governance Model 5. Metrics 6. Tools - Please let bidder know if we are missing anything specific?	Looks comprehensive. Tools would include templated documents for common implementation aspects, and to define the stage gated governance model e.g. templates for concept notes, scoping, landscape analysis, BRDs, M&E plans, migration plans, stakeholder engagement plans, UATs etc.
9	Annex B - Terms of Reference 4. Deliverables (page 3) - BRM Playbook "The standard procedure will guide"	For BRM, bidder understands the following 3 processes need to be covered: 1. Digital Strategy Formulation 2. Business Demand Management 3. Service Level Management However if bidder want to cover complete IT Operating Model total number of process could be ~25 procedures, - Please let bidder know approximately how many processes are required to be developed?	Please note that this assignment is not for Operational IT services or for digital strategy formulation for UNICEF or organisational models. UNICEF does not have standard processes designed for T4D field implementation at the programme level and that is what we are striving to do with the Playbook- to develop a standard process to guide ICT/T4D staff when liaising with the business/programme function to integrate technology and digital innovations into UNICEF programme lifecycle.
10	Annex B - Terms of Reference 4. Deliverables (page 3) - BRM Playbook "The procedure will be aligned to UNICEF T4D phases... Practical examples and templates will form a part of the BRM Playbook"	Also please let bidder know at what level of details (Level 1 to typically Level 3, some process might have L4). The processes should be defined so that bidder can estimate effort appropriately. - Requirements indicates the processes have to be fairly detailed. However, may like to limit the details to L1 and L2 for some of the not so critical processes.	UNICEF is envisioning this to be a standard process and guide for integrating technology into UNICEF programming. Since UNICEF works in a number of programmatic areas/sectors, it will be difficult to provide detailed activities for projects. However, all projects will have lifecycle phases and the Technology for Development field implementation should span the project lifecycle phases.
11	Annex B - Terms of Reference 4. Deliverables (page 3) - Needs Assessment Report "UNICEF will provide samples of existing documentation and best practices for reference"	- What are the best practices UNICEF intends to align to? - Are there any resources bidder can refer to apart from the Principles of Digital Development?	Please refer to the following documents and guides, which UNICEF considers as inspirations for the UNICEF BRM Playbook, for more information: - Humanitarian Innovation Guide - CRVS digitization guide - The OECD Going Digital Toolkit - Planning an Information Systems Project: A Toolkit for Public Health Managers - Beyond Scale (Digital Impact Alliance) - Adherence to the highest standards of Data Protection and Privacy - Digital Investment Tool: An Approach to Incorporating Digital Development Best Practices in Your Activity - Digital Implementation Investment Guide (DIIG): Integrating Digital Interventions into Health Programmes