



UNICEF, Bangkok

Requesting Section: Regional ICT section, UNICEF EAPRO

Design and develop a manual “Business Relationship Management (BRM) Playbook” to support country teams integrating technology for development (T4D) solutions into programmes, Phase I

1. Background

In a recent press release the UN Secretary-General António Guterres launched the [Roadmap for Digital Cooperation](#) citing the need for universal connectivity and promotion of digital public goods, that the pandemic has brought forth, for a sustainable and inclusive recovery. At the core of this initiative is digital capacity building for greater coherence and coordination. According to the World Bank estimates, up to 87% of large public sector Information and Communications Technology (ICT) projects fail. Most of these failures are attributed to lack of regulations and guidelines, management, context and skill gaps.

The UNICEF ICT division has documented over 1400 technology for development (T4D) and innovation initiatives across over 125 countries globally. However, UNICEF currently does not have standard processes for T4D field implementation at the project level. This can be improved upon by establishment of a strategic, scalable, and sustainable approach to guiding and streamlining digital transformation within the organization. The current proposal seeks to develop this framework to 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.

Three factors that are critical to programmatic success are (1) the area of intervention (2) the degree of engagement with the state institutions; contextual factors such as local capacity and the buy-in from all stakeholders and (3) programmatic design and management. Technology can be used as a tool in these to increase local capacity, transparency, stakeholder engagement, and reach for UNICEF projects. Having a standard process for T4D field implementation at the project level should span the project lifecycle phases while embodying the Principles for Digital Development. What is most critical is to build and sustain the capacity to operate, maintain, support, adapt, and improve the technology over the project’s lifecycle. An agile, incremental approach to designing, developing, testing and refining a T4D solution goes a long way in producing platforms that meet the needs of the users and hence, are embraced by them.

2. Objectives, Purpose & Expected results

The main objective of this assignment is to develop a standard process for UNICEF’s BRM for integrating T4D and digital innovations that embody the [Principles of Digital Development](#) into UNICEF programme designs. This standard process called the Business Relationship Management (BRM) playbook is meant to serve as an important step in mainstreaming the use of technology into programming at UNICEF. It is envisioned to be integrated into the formal onboarding and staff

development programmes to ensure that technology is leveraged at every step in a way that is contextual and sustainable. To provide this assistance, the ICT and T4D teams need to develop the skills to:

- Identify the technological solutions best suited for the programme at hand within its current ecosystem
- Identify and select field-proven technology solutions that are interoperable, scalable and sustainable, while prioritizing UNICEF's portfolio of digital global goods
- Identify the skills needed to implement, deploy, and support T4D solutions and the technical support and partnerships that can be leveraged for the purpose

The programme staff will, in turn, have support to integrate standardized yet contextual technological solutions into their implementation and monitoring, which can eventually be a key factor in reporting at a country or regional level.

3. Description of the assignment

The selected vendor will work with key UNICEF ICT and programme staff at various business levels to understand the need and ways to best incorporate technological solutions in UNICEF programming and bring together findings and existing best practises and processes in the implementation and scaling of T4D solutions in programmes such as ICTD Project Portfolio Management (PPM) and existing T4D governances in the region. The vendor guided by UNICEF will develop the content for the BRM playbook (guidelines, standard operating procedures, templates and training modules). UNICEF will provide samples of existing documentation from headquarters (HQ), regional offices (RO), and country offices (CO) that can be used to inform the development of the BRM Playbook.

The assignment will be carried out in a phased approach over a year:

- **Phase I** activities include the development of the BRM Playbook, and the associated T4D resources;
- **Phase II** include new or updated eLearning modules for the BRM Playbook, the curriculum for ICT/T4D staff as well as for programme staff capacity building, an interactive microsite for the BRM Playbook and all associated resources and training materials and finally an implementation plan and guide on onboarding ICT/T4D and programme staff on the use of the BRM Playbook. Please note that the deliverables of Phase II are subject to change based on findings and deliverables of Phase I.

Under this solicitation, UNICEF EAPRO will contract Phase I. While Phase II will be contracted after completion of Phase I, bidders are welcome to include Phase II in their technical and financial proposals. While it is not a mandatory requirement, it is of advantage if a bidder can provide services for both Phases. Bidders who wish to submit a proposal for Phase I only are welcome to do so. For further details kindly refer to Section 8 of this TOR (Evaluation).

If the scope of work and / or deliverables for Phase II will be amended during or after completion of Phase I, there will be an opportunity for contractors to submit a revised proposal for Phase II.

4. Deliverables

KEY TASKS BY DELIVERABLE UNDER PHASE I

Needs Assessment Plan

The needs assessment plan will include the scope and the frame factors for the assessment, data collection and analysis techniques.

Needs Assessment Report

The vendor will conduct a needs assessment through interviews with key Regional Chiefs of Information and Communications Technology (RCICT), Regional Office(RO) Business Analysts(BAs), ICT/T4D colleagues, Headquarters(HQ) Business Relationship Managers(BRMs) and programme staff members at HQ, RO and Country Offices(CO) levels. UNICEF will provide samples of existing documentation and best practices for reference. The desk review will complement the needs assessment interviews and support the development of the inception report.

Inception Report

The inception report will include revised deliverables to reflect the broader understanding of specific requirements across the different business levels, details on activities and timelines. The inception report will be reviewed by UNICEF to validate the revised deliverables, timelines and the assignment methodology.

BRM Playbook

The BRM Playbook will document the governance process for the exploration and adoption of T4D solutions for programmes as well as the standard procedure for the development of T4D and Digital Innovation solutions.

The standard procedure will guide any section in COs as well as ICT and T4D teams to assess programmatic needs, explore, identify potential solutions, assist with implementation and eventual handover. The procedure will be aligned to UNICEF T4D phases and stage gates that will assess expected deliverables at key stages for completeness prior to transition to the next phases. The procedure should also include a well-defined responsible, accountable, consulted and informed (RACI) matrix to outline the roles and responsibilities of different teams supporting the development of a T4D solution. It will also detail the resources (financial, time and human capital) required to implement and sustain the T4D solutions. Practical examples and templates will form a part of the BRM Playbook.

Eventually it will be a reusable and replicable process that reinforces cross-sectoral linkages, as well as standards and quality assurance across all the technology solutions implemented at UNICEF.

T4D Resources

T4D resources will include, but not be limited to, the following: Job Descriptions, Portfolio Management, Project Management (including in-house and externally owned platforms), governance, service design, business process optimization, functional / non-functional requirements, system architecture, business case, investment case, risk assessment, security and privacy plan, monitoring and evaluation plans, vendor management, and partnerships (Government, Private Sector, Public Sector), which should be packaged as Standard Operating Procedures (SOPs), Terms of Reference (TORs), and templates for policies, guidelines and other resources identified through the needs assessment.

TIMELINE

The expected deliverables for Phase I and the timeframe for completion of deliverables during the contract period are provided in the table below.

Please note that the timeframe includes feedback from UNICEF, so the draft of the deliverables will need to be submitted to UNICEF before the final deadline mentioned to provide enough time for key UNICEF staff members to provide feedback to the selected vendor, and for the resulting changes.

Tasks	End Product/Deliverable	Schedule
Kickoff meeting: Establish overall communication and engagement strategy and set parameters for the needs assessment including identifying UNICEF staff members to be interviewed	Needs assessment plan	In Week 1 of the assignment
Needs Assessment: Conduct Needs assessment with the UNICEF staff identified in the kickoff meeting	Needs Assessment Report Inception Report	January 15, 2021
BRM Playbook	BRM Playbook Scheduled Webinars	April 30, 2021
T4D Resources	Collection of T4D resources for the BRM Playbook (details above)	May 31, 2021

5. Reporting requirements

- Weekly stand-ups with contractor presenting progress on each milestone, challenges and next activity to UNICEF focal points.
- Monthly reports summarizing progress of activities. Where applicable, progress reports will include wireframes for products being developed.
- Deliverables submitted in both electronic and hard copy form, using UNICEF templates, providing clear documentation (with screen shots, links to software code, etc.) of all work completed, as described under each Deliverable.

6. Location and Duration

Duration:

Phase I: 1st December 2020 to 31st May 2021

Phase II will be contracted after completion of Phase I. Tentative timeline is June to December 2021.

Location:

The assignment will be completed at the contractor's premises. The contractor will be responsible for acquiring resources and facilities required for its completion. Please note that if travel is expected as part of the assignment, it must be approved by UNICEF in advance. For further details kindly refer to Section 9 (Administrative Issues).

7. Qualification requirements or Specialized skills/Experience Required:

The bidder should demonstrate the capacity to deliver the assignment deliverables as detailed in section 4 above. Specifically, the bidder shall have:

- Minimum of 6 years' experience at national and international levels focusing on ICT and digital innovation including experience in needs assessment, developing frameworks/ guidelines based on assessments, and curriculum
- Hybrid background combining technical skills, strong conceptual ability to integrate the capabilities of available technology, the organizational needs and functions that technology can best support
- Experience in product management including relevant systems and tools and development of product roadmaps
- Experience with professional software engineering practises and best practises for the full software development life cycle
- Experience with agile software development methodologies like scrum, rapid prototyping, and evaluation of user feedback
- Experience in developing documentation, report writing, and performing end-user training
- Excellent written and verbal communication skills in English required; ability to translate complex concepts in a simple manner for a non-technical audience
- Experience working with multi-cultural and multi-disciplinary stakeholders simultaneously whose commitment and availability vary greatly
- Relevant work experience related to knowledge management, development of training programmes/materials focusing on ICT and digital innovation
- Extensive experience in development of web-based tools or intranets, specifically a strong understanding of the O365 and SharePoint online environment
- Experience working with the social impact and international development space
- Adequate personnel to support achievement of deliverables

While this solicitation is for institutional contracts, UNICEF EAPRO encourages also individuals to submit a proposal, if applicable. Kindly note that for individual contractors, different contractual terms and conditions apply (see **Annex E**).

8. Evaluation process and methods

The evaluation panel will first review each response for compliance with the mandatory requirements of this RFPS. Failure to comply with any of the terms and conditions contained in this RFPS, including provision of all required information, may result in a response or proposal being disqualified from further consideration. Kindly also refer to the detailed instructions in the main LRPS document.

Each valid proposal will be assessed by an evaluation panel first on its technical merits and subsequently on its price. For this RFPS, the weight allocated to the technical proposal is 70% (i.e. 70 out of 100 points). To be further considered for the financial evaluation a minimum score of 49 points is required. Only proposals with a score of 49 or more points in the technical evaluation will be

financially evaluated (i.e. the financial proposal will be opened). For further details and the distribution of points kindly refer to **table 1** below.

NB. While this solicitation will result in a contract for Phase I, bidders are welcome to mention their interest in Phase II and provide proof of their expertise for the identified Phase II deliverables in the technical proposal (please refer to Section 3 of this TOR). Out of the 70 points for the technical evaluation, 5 points are allocated for a bidder's suitability to Phase II. Phase II will be contracted at a later stage, at which the bidders will be requested to submit a revised proposal.

The weight allocated to the financial proposal is 30% as per the following: the maximum number of 30 points will be allotted to the lowest technically compliant proposal. All other price proposals will receive points in inverse proportion to the lowest price. Commercial proposals should be submitted on an all-inclusive basis for providing the contracted deliverables as described in the TOR.

The proposal(s) obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money and will be recommended for award of the contract.

Table 1: Evaluation Criteria and distribution of points

CATEGORY	Max. Points
1. OVERALL RESPONSE <ul style="list-style-type: none"> Understanding of, and responsiveness to the requirements (10) Understanding of scope, objectives and completeness of response (10) 	20
2. METHODOLOGY <ul style="list-style-type: none"> Quality of the proposed approach and methodology (10) Quality of proposed implementation plan, i.e. how the bidder will undertake each task, and time-schedules (5) Quality assurance mechanism and risk mitigation measures put in place- recognition of the peripheral problems and methods to prevent and manage peripheral problems / quality controls (5) 	20
3. PROPOSED TEAM and ORGANISATIONAL CAPACITY <ul style="list-style-type: none"> Team members - relevant experience, skills & competencies (10) Details of the Proposed Team for the assignment including the following information <ul style="list-style-type: none"> Title/Designation of each team member on the project Educational qualifications and professional experiences Experience in working on similar project and assignment – List all similar projects they worked on and their roles on the project Availability of personnel in the Bangkok time zone 	25

<ul style="list-style-type: none"> • Professional expertise, knowledge and experience with similar projects, contracts, clients and consulting assignments (15) Bidders are requested to back up their submissions by providing at least three case studies containing the following: <ul style="list-style-type: none"> • Name of Client • Title of the Project • Year and duration of the Project • Scope of the Projects/Requirements • Implemented Solutions and Outcome (include URLs, PDFs of final deliverables) • Team members on each of the project and their specific roles • Reference /Contact person details 	
4. PHASE II DELIVERABLES <ul style="list-style-type: none"> • Inclusion of all the above for Phase II deliverables 	5
TOTAL POINTS FOR TECHNICAL PROPOSAL- as per Annex C (min. passing score = 49 points)	70
5. FINANCIAL PROPOSAL – as per Annex D Full marks are allocated to the lowest priced proposal. The financial scores of the other proposals will be in inverse proportion to the lowest price.	30
TOTAL POINTS	100

9. Administrative issues

- Bidders are requested to provide a detailed technical proposal in **Annex C**.
- Bidders are requested to provide a detailed financial proposal in **Annex D**.
- The bidder is requested to provide an all-inclusive cost in the financial proposal. The bidder is reminded to factor in all cost implications for the required service/assignment.
- Any work that falls outside the scope of this TOR, the bidder's proposal and the Final Contract shall be agreed in writing with UNICEF **before** additional work commences.
- The bidder is required to include the estimate cost of travel in the financial proposal noting that i) travel cost shall be calculated based on the most direct route and economy class travel, regardless of the length of travel and ii) costs for accommodation, meal and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, depending on the location, as promulgated by the International Civil Service Commission (<https://icsc.un.org/>).
- Unexpected travels shall be treated as above.
- The bidder will work on its own computer(s) and use its/his/her own office resources and materials in the execution of this assignment. Granting access to UNICEF ICT resources for consultants/non-staff is considered as 'exception,' and therefore shall only be granted upon authorization by the head of the office on justification/need basis. This includes creation of a UNICEF email address, as well as access to ICT equipment such as laptops and mobile devices.

- All persons engaged under a UNICEF service contract, either directly through an individual contract, or indirectly through an institutional contract, shall be subject to the UN Supplier Code of Conduct: <https://www.ungm.org/Public/CodeOfConduct>. Please also refer to UNICEF's Standard Terms and Conditions as per **Annex A** (institutions) and **Annex E** (individuals).

10. Payment Schedule (Phase I)

No.	Payment	Tentative schedule	Remarks
1.	20%	January 15, 2021	Needs Assessment and Inception Report
2.	50%	April 30, 2021	BRM Playbook
3.	30%	May 30, 2021	T4D resources for the BRM Playbook

- The payment schedule must be based on completed deliverables.
- If the bidder wishes to propose an alternative payment schedule, it must be included in the financial proposal. The final payment schedule is to be reviewed and agreed with UNICEF.
- Payment terms 30 days net upon receipt of approved invoice.

All work conducted under this contract shall be reasonably guaranteed to be devoid of any normal and reasonable defects or bugs. If such defects or bugs are identified within a six-month period, these shall be fixed free of charge and not billed for under the maintenance and support deliverable.

Payments will be made on actuals against each deliverable, not based on pre-work estimates. The deliverables must be signed off on by the UNICEF T4D focal points and UNICEF EAPRO Chief of ICT and Digital Innovation, either in writing or by email. The Vendor will be paid based on the submission of an invoice providing actuals, broken down by hours worked for all personnel, for each deliverable. Any additional work that exceeds estimates requires written preauthorization by UNICEF.

11. UNICEF recourse in case of unsatisfactory performance

In case of unsatisfactory performance, the payment will be withheld until quality deliverables are submitted. If the firm/individual is unable to complete the assignment, the contract will be terminated by notification letter sent 15 days prior to the termination date. In the meantime, UNICEF will initiate another selection process in order to identify appropriate candidate.