



ANNEX B - Terms of Reference

*These requirements represent a wish list from UNICEF. The bidders are free to suggest/propose any other solution. UNICEF welcomes new ideas and innovative approaches.

Request for Proposal for Services (RFPS) – An Operational Toolkit for Digital Public Goods

INTRODUCTION

The UNICEF Office of Innovation is looking for a vendor with extensive research, evidence generation and packaging expertise. UNICEF co-hosts the Digital Public Goods Alliance who is looking to build an operational toolkit for governments on implementing, sustaining and scaling of Digital Public Goods. The toolkit should include guidance, best practices and frameworks for implementing products at the country-level.

BACKGROUND

[The Digital Public Goods Alliance](#) was launched in 2019 by four key founders co-champions: Governments of Norway and Sierra Leone, UNICEF and [iSPIRT](#) with the aim of accelerating attainment of the Sustainable Development Goals in low- and middle-income countries by **facilitating the discovery, development, use of, and investment in digital public goods**.

Access to digital solutions today is often limited through copyright regimes and proprietary systems. Moreover, most existing digital data, content and software meant for public use is not easily accessible because they are unevenly distributed in terms of the language, content and infrastructure required to access them. Even when the relevant digital public good or open-source solution is found, support and additional investment are still required to scale them up and successfully implement them.

The Alliance, supported by the UN Secretary's Roadmap for Digital Cooperation, defines digital public goods as: "open source software, open data, open AI models, open standards and open content that adhere to privacy and other applicable best practices,

do no harm and are of high relevance for attainment of the UN’s 2030 Sustainable Development Goals (SDGs).”

DPG Alliance Approach – Creating digital public goods and services that are accessible

The Alliance is currently in a formation stage, working to develop strategies, partnerships and engagement mechanisms for key “pathfinder” countries, private sector experts and innovation groups across the UN system.

- **Identify & Source:** Through a network of partners, the Digital Public Goods Alliance is working on comprehensive ways to source digital public goods for assessment and support.
- **Increase access to solutions:** We aim to make digital public goods more accessible and easy to contribute to through an online registry and new technologies.
- **Assess & Support:** We are working closely with our networks of practitioners and experts to vet DPGs against minimum standards within the different priority sectoral areas such as Digital Health, Remote Learning and work, Financial inclusion and climate change.
- **Deploy & Use:** Working with a growing set of “pathfinder” countries, we’re experimenting with novel ways to help countries identify, deploy and implement vetted digital public goods that address their needs.

PURPOSE AND MAIN ACTIVITIES OF THE RFPS

Scope of Work

The UNICEF Office of Innovation is seeking to obtain services from a vendor with extensive research and evidence generation expertise to research and synthesize resources to produce an “Operational Toolkit” including detailed and evidence-based recommendations for implementing DPGs at the country level. As part of this process the vendor will be asked to provide the DPG Alliance with guidance, best practices and frameworks for implementing products specifically on:

- **Policy:** What are the necessary policy environments and structures that are conducive for deploying and scaling DPGs?
- **The value of DPGs:** What have other operationally successful or mature DPGs delivered? What evidence exists that we could use to advocate on the policy-level

that DPGs have contributed to indicators of economic development or innovation?
What are some tools or frameworks that governments and agencies can use to determine the value or cost-effectiveness of certain open-source solutions?

- **The sustainability of DPGs:** how could certain government agencies play a role in enabling innovative financial investment in DPGs so they are sustainable?
- **The security of DPGs:** how could certain governments align an open source software with the national legal and policy frameworks especially around cybersecurity, data privacy and ownership?
- **The readiness for nationwide use of DPGs:** how could certain governments build internal capacity to utilize, produce, run and maintain open source software, standards, content and AI models? How might governments encourage maintenance and incentivize quality for open source solutions and ensure that it is sustainable in a cost-effective way (i.e. requiring security audits)?
- **Procurement and Adoption:** What are low- and middle-income government procurement requirements, motivations for procurement, and the perceived risks for government related to adopting open source technologies? What are some recommendations for structuring a procurement process that is sustainable and equitable? What are open source projects that have been successfully adopted and what made them successful?
- **Product-Level Government Adoptability of DPGs:** How have some governments decided to deploy certain DPGs based on product-level criteria i.e. quality, maturity, security and utility?
- **Sector-specific considerations:** Are there key differences between sectors (e.g. education, health, identity, finance, etc.) regarding the questions presented above? e.g. is there a sector more conducive to the implementation of DPG? Is there a sector where DPGs are more likely to be sustained?
- **Scalability:** What are factors to consider in a DPG for a government to understand its scalability? What other specific operational efforts are needed from the government in order to scale a DPG according to the Principles of Digital Development, including partnerships, engaging citizens, and leveraging existing resources?

This includes the following key activities:

1. Desk review to collect, compile and summarize relevant existing research and evidence.
2. Conducting key informant interviews with government officials, UN, NGOs/INGOs, Private sector and civil society organizations

3. Data collection on specific DPG Implementations
4. Developing an Operational toolkit based on the collected evidence targeting government agencies as a user group, including:
 - a. Creating frameworks, tools and best practices for areas that are lacking in guidance
 - b. Referencing existing tools where relevant
 - c. Conducting user-testing and feedback to make relevant adjustments to the toolkit

The Operational Toolkit should:

- Build on and refer to existing tools as much as possible (vs creating new elements)
- Consist of individual modules that could act as stand-alone documents including:
 - o A higher-level introduction to DPGs and success cases
 - The potential benefits that Open-Source technologies will bring citing relevant evidence
 - Case Studies of Successful DPGs implemented in countries and why they were successful
 - o A toolkit of resources that guide in the operations of deploying DPGs including 5-6 modules on:
 - Guides and recommendations for creating a policy environment and structures needed for deploying and scaling open-source solutions, including cybersecurity, data privacy and protection
 - Frameworks and Tools for evaluating the value and costs of digital public goods, including frameworks to estimate the value of a DPG such as “social return on investment”, frameworks to evaluate both the development and ongoing costs of a DPG
 - Readiness for a digital public good to be adopted at the country-level
 - Options for financing digital public goods as well as the related pros and cons
 - Guidance and frameworks for governments on developing relevant internal capacity within in order to scale DPGs, including the need to maintain quality
 - A “government adoptability” tool for governments to assess the maturity and readiness for a digital public good to be adopted at the country-level
- Be action oriented and references theory and evidence for further review
- Be written in an accessible language directed at governments, UN counterparts and other relevant agencies

- Be formatted such that it could be transformed into modular, interactive online website that will be user-friendly and easy to navigate.
- Be made open source and/or published under Creative Commons – Attribution-ShareAlike 4.0 International (CC BY-SA 4.0) where possible and unless otherwise specified

EXPECTED RESULTS (MEASURABLE RESULTS):

Deliverables	Deadline	Payment Schedule
<p>Outline of Content and Research Plan</p> <ul style="list-style-type: none"> • An outline of the Toolkit including a list of relevant content modules and pieces of the Toolkit • Research Plan consisting of key research questions, methodology, and list of key informants for interviews 	Week 1	
<p>First preliminary draft of the operational toolkit along with a Desk Review of existing evidence that includes:</p> <ul style="list-style-type: none"> • Existing evidence in terms of statistics, case studies, and interviews • Relevant publications, reports and guidance (such as maturity assessment models and valuation models) by UN Agencies, Private Sector, Government, Foundations and academia 	Week 3	

<ul style="list-style-type: none"> Identified gaps of which modules or content areas lack resources or need additional guidance and tools developed 		
A Second more complete draft of first two individual modules of the toolkit, with more defined structure, language and relevant sources	Week 4	
A more complete draft of the next two modules of the toolkit with more defined structure, language and relevant sources	Week 6	Payment 1 based on deliverables
A more complete draft of the remaining one or two modules of the toolkit (of the total 5-6), including any tools or guidance materials developed by the researcher to address gaps where guidance is lacking	Week 9	
Second Draft of the whole Operational Toolkit	Week 13	Payment 2 based on deliverables
Third Draft developed after review and input from internal UNICEF team, ready for User Testing	Week 14	

Summary of results and feedback from conducting user-testing	Week 16	
Final Draft of the Operational Toolkit	Week 18	Payment 3 based on deliverables

DURATION AND LOCATION

The duration of the resultant Institutional Contract is expected to last from December 10th, 2020 (or at the time the contract is signed) until April 15th, 2020. Throughout the duration of the Contract, the selected vendor will be expected to provide services working remotely. (The selected vendor will be expected to engage with other team members in UNICEF, and possibly government stakeholders in the performance of the Contract.)

PROJECT MANAGEMENT/CONTRACT SUPERVISOR AND OTHER STAKEHOLDERS

The selected vendor will work under the supervision of the (Programme Funding Manager, UNICEF Office of Innovation) ("Contract Supervisor"). All project management will be done by the UNICEF Office of Innovation.

PAYMENT

In line with good standards and practices, payment will be provided upon successful submission and formal approval of the deliverables by the Contract Supervisor. UNICEF's policy is not to grant advance payments except in unusual situations where the potential contractor, whether a private firm, CSO or a government or other entity, specifies in the bid that there are special circumstances warranting an advance payment.

ADMINISTRATIVE ISSUES

Prior to submitting their offer, institutions are strongly encouraged to:

- Review the standard UNICEF Contractual Provisions and the UNICEF General Terms and Conditions of Contract (Services) for the supply of services publicly available on the UNICEF Supply website:
http://www.unicef.org/supply/index_procurement_policies.html;
- Review the UNICEF policies publicly available on the UNICEF Supply website: http://www.unicef.org/supply/index_procurement_policies.html

Proposers should familiarize themselves with the obligations imposed on suppliers and their personnel and sub-contractors under the *UNICEF Policy Prohibiting and Combatting Fraud and Corruption* and the *UNICEF Policy on Conduct Promoting the Protection and Safeguarding of Children*.

KEY SKILLS, TECHNICAL BACKGROUND AND EXPERIENCE REQUIRED

The vendor should have the following qualifications:

- Proven satisfactory track record and sufficient capacity in the research and evidence collection projects.
- Experience creating knowledge reports, frameworks and/or toolkits related to technology for development, open source software, or and/or digital transformation especially for government audiences
- Experience in user-testing content and recommendations, and collecting input from government audiences
- Experience working in or with governments in emerging markets
- Experience in data collection and research projects in a developing country
- Portfolio-proven experience in creating infographics and visualizing complex information (preferable)
- Excellent time management and organizational skills
- Professional approach to time, costs and deadlines
- Demonstrates initiative, sound judgment and ability to work in harmony with persons of different national and cultural backgrounds.
- Strong organizational skills and ability to handle multiple tasks under tight deadlines

ELIGIBLE PROPOSALS WILL BE ASSESSED AGAINST THE FOLLOWING CRITERIA

Technical evaluation:

The technical evaluation will evaluate the proposals against criteria as shown in the table below. The total amount of points allocated for the technical review are 80 points.

Only proposals that obtain a minimum score of 55 will be considered for the Financial Evaluation. All other proposals will be disqualified from further consideration.

Technical Evaluation - Desk Review	Max points
Relevance of Bidder Profile (including mission, background, experience and geographic footprint) to the technical qualifications stated above	10
Relevance of Team bios and CVs and areas of expertise to technical qualifications	10
Proposed methodology and course of action for services provided	25
Quality and Relevance of samples of work provided	20
References	15
TOTAL POINTS TECHNICAL EVALUATION	80

Financial Evaluation:

	Max points
Financial Proposal	20

The financial proposals should be prepared in US Dollars (USD) only. The proposals will be evaluated only for those offers that meet the minimum passing score of 55 points in the technical evaluation. The financial proposals will be graded on a scale of 0-20. The highest number of points will be awarded to the proposal with the lowest financial value. Other financial proposals will be scored on a relative scale, with points determined based on the percentage of difference with the lowest score.

The total score for the financial offer (TS_{FO}) will be calculated in the following manner (rounded to one decimal):

$$TS_{FO} = \frac{\text{Lowest offer}}{\text{Actual Offer}} \times 20$$

The total combined score (TS) for the proposal will then be calculated by adding the scores for the technical and financial proposal within the service area.

FAQs:

1). What is the Digital Public Goods Alliance?

The Digital Public Goods Alliance is a multi-stakeholder initiative to accelerate the attainment of the sustainable development goals in low- and middle-income countries by facilitating the discovery, development, use of, and investment in digital public goods.

The Digital Public Goods Alliance is a network of partners from different sectors who contribute to the identification, support and scale-up of digital public goods, and the software, data, content and algorithms that drive them, in order to advance humanity. Incubated by Norway and The United Nations Children’s Fund (UNICEF), the DPGA relies on engagement and leadership from key pathfinder countries, private sector technology experts, government and philanthropic donors, implementing organizations and innovation groups across the UN system.

2). How does an open-source solution qualify for a Digital Public Good? What standards would they have to meet?

The [Digital Public Goods Standard](#) is a set of specifications and guidelines designed to maximize consensus about whether something conforms to the definition of digital public goods laid out by the UN Secretary General in the [2020 Roadmap to Digital Cooperation](#): *digital public goods must be open source software, open data, open AI models, open standards and open content that adhere to privacy and other applicable laws and best practices, do no harm, and help attain the SDGs.*

This standard establishes a baseline of alignment with the definition which must be met in order to be considered a digital public good by the DPGA and broader community. As an open source project itself, the standard is [open to contribution](#) and we invite anyone who uses and benefits from the standard to [join our growing list of endorsers](#).

[Digital Public Goods Standard 1.0 lists 9 indicators](#) and requirements that must be met in order for a nominated software, data, AI models, standards and/or content (described in the standard below as the “project”) to be considered a digital public good.

3). What is the process for how a potential Digital Public Good is assessed?

Once a potential Digital Public Good gives information pertaining to the 9 indicators and criteria through the [submission form](#), an internal screening is conducted to see whether they meet the definition of a Digital Public Good.

Recognized DPGs will appear on the Registry and other connected lists and catalogues. They are also eligible to be included in additional assessments by communities of experts

seeking to make recommendations specifically to government procurers and funding bodies.

4). What does it mean for a country to be a “Pathfinder Country”?

Pathfinders are countries that show leadership in developing, scaling, and investing in DPGs with a commitment to highlight and share these experiences with other countries and the broader Alliance. Pathfinder countries work with the Interim Strategy Group and the broader alliance members and act as representatives in their regions receiving technical and financial assistance to complement their own investments to create enabling environments locally and producing and sharing knowledge to inform a global approach to leveraging DPGs for digital transformation.

The DPGA is currently in dialogue with several potential pathfinder countries in different regions of the world. Pathfinder countries must be eligible for receiving overseas development assistance (ODA) to be considered.

5). Why is the Alliance focused on open-source?

Many types of digital technologies and content – from data to apps, data visualisation tools to educational curricula – could accelerate achievement of the SDGs. When they are freely and openly available, with minimal restrictions on how they can be distributed, adapted and reused, we can think of them as “digital public goods”. In economics, a “public good” is something which anyone can use without charge and without preventing others from using it. Digital content and technologies lend themselves to being public goods in this respect. In respect to the Report of the UN Secretary General’s High-Level Panel on Digital Cooperation, the guidance necessitates that software, content and data must be possible to use independently of any particular vendor to be considered as digital public goods. Open licensing is a necessary, albeit not always sufficient, precondition for ensuring this. The minimum criteria for digital public goods also include other aspects, such as interoperability.

6). Why is the work outlined in this TOR needed? Why now?

While there are many resources that exist on how to implement digital products, few of them give focus on open-source solutions and the intricate processes needed to build and sustain them. The Operational Toolkit we are proposing will package many of the existing resources, curated in a way so that government actors and related stakeholders can navigate and access the information they need easily. In addition, there are also some tools that may be missing that we are seeking expertise on developing.

Our work with the pathfinder countries is accelerating and we would like to provide high-level guidance and gain some traction so that resources are available as soon as possible. Because the toolkit is meant to be a living product, that is iterative and can be frequently built upon, we are aiming to start broad and fill in more content as our work with Pathfinder countries continues to inform our work.

Please find more information and carefully consider the detailed instruction provided in the RFPS.

What to Submit

Applicants will need to provide a 1) Technical Proposal and 2) Financial Proposal. Applicants should provide the information in their bids using the following structure and templates.

Technical and financial proposal must be submitted in separate emails!

1) TECHNICAL PROPOSAL REQUIREMENTS

The list below explains the technical proposal requirements. Your submission should address all aspects and criteria outlined in the Request for Proposal and include the following:

1. Title Page:

- a. This should clearly indicate the name of the bidding entity and contact person

2. Bidder profile:

- a. Please complete **AnnexB.1**
- b. Include a description of your mission, background and focuses with emphasis on relevant experience and services.
- c. Include curriculum vitae/resumes or bios of key personnel, which demonstrate qualifications in areas relevant to the scope of work.
- d. Include any other information which exemplifies your qualifications.

3. **Qualifications and technical background:**

- a. Please complete the technical proposal template in **Annex B.2**
- b. Proposed methodology, course of action and solutions to be provided for each of the main services / activities. This text (included in Annex B.2) should provide enough information for UNICEF to judge whether the proposer has the skills and personnel profile(s) required to carry out the category of work, as well as the vision and forethought to lead on new and innovative learning design solutions.
- c. Share samples of work related to the specific services which demonstrate a diversity of styles and skills in your portfolio. Any file / email must be no more than 10MB or will not be accepted.
- d. Provide a list of software or tools being used and level of expertise where relevant.
- e. Provide a list of previous UN contracts carried out in related fields of work, if any.
- f. At least three (3) reference letters or evaluation forms from previous contracts of a similar nature. Note that letters that do not explicitly refer to the name of the contracted entity will not be considered.

4. **Other:** Clarifications the proposer would like to make that are not expressed elsewhere, in support of their proposal. Innovative, out-of-the-box ideas are welcome.

***No price information should be contained in the technical proposal.**

2) **FINANCIAL PROPOSAL REQUIREMENTS**

1. **Budget proposal:** Please complete Annex B.3 - Financial proposal template
2. **Signed Request for Proposals for Services Form:** included in the RFPS

ANNEX B.1: Bidder Profile

GENERAL INFORMATION

Please check the box when appropriate.

Full name of entity:	
Address:	
Country:	
Contact Person, Position Title:	
E-mail address:	
Website:	
Telephone:	
Fax:	
Alternative Contact person, Position Title:	
E-mail address:	
Type of Entity:	<input type="checkbox"/> Private Sector <input type="checkbox"/> NGO <input type="checkbox"/> Foundation <input type="checkbox"/> Other: (please indicate)

MAIN SERVICES

Briefly describe your entity's main services and areas of expertise (max 150 words)

GEOGRAPHIC FOOTPRINT & PRESENCE

List all countries where you have already carried out related work including details of such work. List any country offices, number of employees per country, etc. (where applicable). (max 150 words)

ADDITIONAL INFORMATION

Company established in (year):	
Years of experience providing similar service(s):	
Number of employees (if any):	
Annual turnover (USD):	
Registration with UNGM[1]	<input type="checkbox"/> If so, provide registration number:
Experience working with UN Agencies over the last 5 years	<input type="checkbox"/> No <input type="checkbox"/> Yes. If yes, briefly mention the UN agencies and the type of work done, including the details of referees

[1] United Nations Market Place (www.ungm.org)

ANNEX B.2: Technical Proposal Template

Proposed roles and expertise	Information for Technical Evaluation (proofing Company's relevant capacity and previous experience and outlining implementation details for the following deliverables) (max. 350 words per service)
XXXXXX	XXXXXX

ANNEX B.3: Financial Proposal Template

Service / Activity	TOTAL (USD)	Information for Financial Evaluation
XXXXX		XXXXXX
XXXXXX		XXXXXX