

Terms of Reference

Institutional Contract for Audit of UNICEF Information Communications Technology (ICT) Governance

I. BACKGROUND

1. The United Nations Children's Fund (UNICEF) is mandated by the United Nations General Assembly to advocate for children's rights, to help meet their basic needs and to expand opportunities to reach their full potential. It conducts corporate activities at headquarters locations in New York, Florence, Geneva, Copenhagen, and Budapest. UNICEF also works in 128 other countries each reporting to one of UNICEF's seven regional offices in Nairobi, Dakar, Bangkok, Kathmandu, Panama, Geneva, and Amman.
2. ICT is a key enabler of nearly everything that UNICEF does including, for example: delivering supplies and services to the most vulnerable children around the globe; addressing the needs of children and families during crises; fundraising; advocating for the rights of children; and communicating to change social conditions that act as obstacles to the rights of children. Already, significant progress has been made towards digital transformation and the Organization has identified Digital Transformation as a key change strategy in its 2022-2025 Strategic Plan.
3. The Office of Internal Audit and Investigations (OIAI), a key component of UNICEF's independent internal oversight system, has decided to undertake this engagement to assess the effectiveness of the adequacy and effectiveness UNICEF Information Communications Technology (ICT) governance. OIAI helps UNICEF fulfill its mission by providing independent and objective assurance and advisory services designed to add value and improve the adequacy, effectiveness, and efficiency of UNICEF's operations. OIAI reports to the Executive Director and independently to the Executive Board on the results of its work.
4. For purposes of the engagement, ICT governance refers to critical ICT decision-making and key stakeholder engagement in that decision making. It is the process used to monitor and control key information technology capability decisions to ensure the delivery of value to key stakeholders of the organization. This includes:
 - IT investments and prioritisation
 - Enterprise architecture / technology selection
 - Organisation structure and sourcing
 - Financial management – desires vs constraints
 - Management of risk
 - Establishing measurement and control mechanisms to enable people to carry out their roles and responsibilities.
5. Currently, the UNICEF ICT Governance Framework includes the ICT Board, Local ICT Management Teams, ICT/digital strategy, and global information and communication technology policies, standards, and other guidance. The UNICEF Information and Communications Technology Division (ICTD) underpins this framework. ICTD's primary goal in the 2022-2025 quadrennium will be to continue scaling the digital maturity of the

organization and enable UNICEF to take the transformative next steps that will accelerate progress towards the United Nations Sustainable Development Goals (SDGs). ICTD has adopted a lower cost, multi-location decentralized operating model that includes the Digital Centre of Excellence based in Nairobi and the Digital Core based in Valencia. The ICTD Business Relationship Management Team remains in New York. As part of their accountabilities, each of the seven regional offices as well as UNICEF Global Shared Services Center based in Budapest, UNICEF Supply Division based in Copenhagen, and UNICEF Private Fundraising and Partnership Division based in Geneva has ICT support, technical assistance, quality assurance and oversight responsibilities. Starting from Q3-2021, the majority of ICTD staff will start relocating to Valencia and Nairobi.

II. DESCRIPTION AND SCOPE OF WORK

6. OIAI is seeking to engage institutional consulting firms with a solid track record for independently and objectively evaluating the adequacy and effectiveness of ICT governance for organizations with a global presence similar to UNICEF.
7. The objective of the engagement is to provide a conclusion or opinion, based on an independent and objective evaluation, on the adequacy and effectiveness of existing UNICEF ICT governance and recommend best practices to close any gaps identified.
8. With support from and under the direct supervision of OIAI, the consulting firms shall develop a comprehensive understanding and evaluate the adequacy and effectiveness of the governance arrangements in place at headquarters, regional offices and selected country offices in respect of:
 - IT investments and prioritization
 - Enterprise architecture / technology selection
 - Organisation structure and sourcing
 - Financial management – desires vs constraints
 - Management of risk
 - Establishing measurement and control mechanisms to enable people to carry out their roles and responsibilities.
9. The consulting firm shall assess the alignment of ICT governance with UNICEF's strategic objectives and with key aspects of initiatives meant to enable the Organization to attain its strategic objectives. The consulting firm shall also identify any strengths and opportunities in the existing ICT governance and assess maturity level of ICT Governance in UNICEF, appropriate division of management accountability/responsibility among the various levels and locations and provide recommendation to further enhance the ICT Governance Maturity in the whole organisation.

III. PROFESSIONAL STANDARDS

10. The selected consulting firm and its work including - planning and execution of the engagement and reporting on the results achieved - shall be governed by relevant professional standards, such as the International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors (IIA) and Information Systems Audit and Control Association (ISACA).

IV. EXPECTED DELIBERABLES

11. The consulting firm shall provide the below deliverables/ services described in the following table for review and approval of the Office of Internal Audit and Investigations (OIAI)

Deliverable	Description	Milestone
Engagement plan	<p>The plan shall describe, amongst others the consulting firm's evaluation of ICT-Governance and residual risk, scope of the work to be performed, engagement objectives, engagement programme including descriptions of the engagement procedures and tools or techniques to be used, and an estimated timeline for providing each deliverable. The plan shall also set out the engagement team and skills of team members that will undertake specific aspects of the engagement and milestones.</p> <p>The plan shall also set out the locations to be covered and how these locations will be covered. If needed and logistically feasible, key engagement team members may be required to meet relevant leadership and management across UNICEF. The successful firm will be expected to leverage its global network to undertake specific engagement procedures at other UNICEF locations.</p>	The engagement plan shall be provided to and approved by OIAI at least a week before the commencement of field work.
Draft report	The draft report shall be prepared in a format to be agreed with OIAI and include, at a minimum: strengths identified in the existing ICT governance framework; identify weaknesses in the in the ICT governance framework as well as what is found to be wrong; consequence / impact of what weaknesses and/or found to be wrong and/or the residual risk to the organization if the issues identified are not addressed; the actual / proximate cause of the issues identified; and a proposed action to mitigate the residual risk identified.	The draft report shall be provided to OIAI a week after the completion of field work.
Final report	The report shall reflect the feedback on the draft report from various stakeholders in UNICEF.	The final report shall be provided to OIAI a week after UNICEF comments have been formally provided to the institutional consultant.
Working papers	The consulting firm shall prepare engagement working papers in accordance with the International Standards for the Professional	The engagement working papers shall be provided in soft copies to OIAI at the

	Practice of Internal Auditing of the Institute of Internal Auditors.	same time the final report is provided.
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V. TIME AND DURATION OF THE ENGAGEMENT

12. The engagement shall be conducted over a period of not more than 8 weeks starting the Fourth Quarter of 2021.

VI. LOCATIONS OF THE ENGAGEMENT – CONSIDERATION OF TRAVEL

13. We expect that the engagements will be conducted mainly remotely. If needed and logistically feasible, key engagement team members may be required to visit UNICEF New York headquarters and the successful firm will be required to leverage its network to undertake specific engagement procedures at other UNICEF locations away from New York.

VII. KEY SKILLS, TECHNICAL BACKGROUND, AND EXPERIENCE REQUIRED

14. This engagement calls for a consulting firm with a global presence. The criteria will include the following:
- Experience in undertaking similar activities and proven experience of conducting similar engagements within the United Nations or similar organizations with significant global presence.
 - Evidence of engagement team possessing relevant skills and expertise and a proven track record in successfully completing projects of this nature, on time and within the cost agreed.
 - Evidence of the ability to transfer knowledge and documentation such as risk assessment methodology and questionnaires, improvement areas and ideas for internal audits in the future.

IX. PROJECT MANAGEMENT

15. Under the overall direction of the Deputy Director, staff member(s) within OIAI will manage the engagement and coordinate and oversee the work of the consulting firm.

X. UNICEF RESPONSIBILITIES

16. UNICEF will:
- Oversee and supervise the work of the consulting firm.
 - Facilitate, if necessary, visits to or calls with offices.
 - Provide contacts of, and introduce where necessary, key stakeholders including personnel.
 - Provide access to relevant systems, networks, etc.
17. The consulting firm shall:
- Assign an engagement team comprising personnel with relevant skills and expertise and a proven track record in successfully completing projects of this nature.

- Oversee and supervise engagement team.
- Equip all engagement team members with the necessary technological tools (computers, laptops or tablets and printers).

XI. PROFESSIONAL FEE, TRAVEL COSTS

18. The quote for professional fee shall be made in U.S. Dollars in accordance with the submission of the expected deliverables specified in the table above. The vendor will be responsible for administering its own travel. The vendor will be responsible for all travel costs - flights, daily subsistence allowance etc. Travel expenses will be reimbursed separately upon presentation of receipts based on actual cost or as per UN rates (<http://icsc.un.org/rootindex.asp> and/or <https://icsc.un.org/Home/DailySubsistence>) whichever is lower. Travel expenses shall be calculated based on economy class travel, regardless of the length of travel and costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC). The consultant must travel on UNICEF approved airlines All prices/rates shall be exclusive of all taxes as UNICEF is a tax-exempt organization.

VIII. PAYMENTS

19. The consulting firm shall bill and be paid by UNICEF in U.S. dollars for services provided under the contract in accordance with the requirements of the ToR.

XII. EVALUATION PROCESS AND AWARDS

20. Proposals will be reviewed following a three-step process:

- a) An initial administrative check for completeness and compliance. Refer to Annex II below for details of information to be provided
- b) Technical evaluation (70 points)
- c) Financial evaluation (30 points)

A maximum of 70 points will be allocated to the technical aspects of the bids, with a further 30 points for the price component, for a maximum possible score of 100 points.

1. Administrative check

Proposals will first be reviewed for their completeness in terms of the information requested in the TOR and their compliance with the requirements for submission of proposals. Only proposals that successfully pass the administrative check will be subject to technical evaluation.

2. Technical evaluation (70 points)

The technical proposal should address all aspects and criteria outlined in this TOR. However, all these requirements represent general provisions from UNICEF. The bidders are free to suggest/propose other solutions. UNICEF welcomes new ideas and innovative approaches.

Technical proposals will be evaluated against the evaluation criteria as below.

Technical Criteria	Technical Sub-criteria	Maximum Points
Overall Response	<ul style="list-style-type: none"> The understanding of the assignment and the alignment of the proposal submitted with the ToR. Overall completeness of proposal including understanding of the assignment The alignment of the proposal submitted with the ToR 	
Maximum Points		15
Company and Key Personnel	<ul style="list-style-type: none"> Range and depth of firm's experience with similar projects within the United Nations or similar organizations with significant global presence. Examples of similar tasks performed. Number of customers, size of projects, number of staff per project At least three client references as per details in Annex I below Key personnel allotted to this engagement including their levels of experience, educational qualifications and professional certification, and their proposed hours/days on the engagement 	
Maximum Points		30
Proposed Project Methodology and Approach	<ul style="list-style-type: none"> Proposed approach of implementation of the tasks as per the ToR Implementation strategies, monitoring and evaluation, quality control mechanism Technologies techniques, and tools 	
Maximum Points		25
Total Maximum obtained for Technical Criteria	(Note: the total maximum score must be equivalent to the weight assigned to the technical score)	70
Minimum score for technical compliance		50

Only those proposals that score the minimum of **50** points and above will be considered technically compliant and will proceed to Phase 2. All other proposals will be disqualified.

3. Financial evaluation (30 points)

Proposers must use Annex C- Financial Proposal Template, attached to the RFPS, to prepare and submit their financial proposals. 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 50 points in the technical evaluation. The financial proposals will be graded on a scale of 0-30. 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):

$$TS_{FO} = \frac{\text{Lowest offer}}{\text{Actual Offer}} \times 30$$

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.

4. Awards

The proposal obtaining the highest cumulative score after adding the scores for the technical and financial offers is the proposal that offers best value for money and will be recommended for award of the contract based on the results of the reference checks and financial stability of the vendors(s).

Annex I

Please provide the following contact information for each client reference submitted:

(Please expand the form if needed)

Company Name:	
Contact Name and Title:	
Phone:	
E-mail:	
Address:	
Industry/Market Sector (private, public, non-for profit).	
Detailed description of the actual services provided by your company (i.e. types, geographical coverage etc).	
Duration of the services (months):	
Start date (month/year):	
Completion date (month/year):	
Protocol to follow by UNICEF for making contact.	

Note: UNICEF reserves the right to contact each client reference provided by the bidder. It is bidder's responsibility to ensure that the contact details provided above are accurate and to ensure that the client will be responsive to UNICEF's inquires.

Note: Failure to include all the requested information may result in bidder's submission being viewed less favorably. Please provide additional documentation if required.

Annex II - Administrative Check

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)

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REGIONS WHERE YOU WORK IN

List all regions and countries where you have already carried out related work including details of such work. (max 150 words)
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GEOGRAPHIC PRESENCE

List all countries where you have offices and staff in – location & number of employees per region, etc. (max 150 words)
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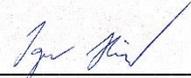
ADDITIONAL INFORMATION

Company established in (year):	
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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 or similar organizations with significant global presence over the last 5 years	<input type="checkbox"/> No <input type="checkbox"/> Yes. If yes, briefly mention the UN agencies / organization and the type of work done

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

PROPOSED BY: Igor Hirsch, Internal Audit Manager, Internal Audit & Investigation

Signature and date:  14 July 2021

APPROVED BY: Bolton Nyema, Deputy Director, Internal Audit & Investigation


Signature and date: 14 July 2021