



**CEB**  
**Chief Executives Board**  
**for Coordination**

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**High-Level Committee on Management (HLCM)**

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Virtual Session

**UN Digital ID – Project ToR**

## What is UN Digital ID?

The UN Digital ID is a transformative UN solution to provide its workforce with a universal, system wide identity. It leverages technologies to provide a service to organisations as well as to staff members alike. It has huge potential for time efficiency savings for the processes from on-boarding through to retirement with the Joint Staff Pension Fund and is currently being tested by the UN Digital Solutions Centre. This will give ownership of personal data back to employees and enable reliable, scalable and dependable HR data interaction that would be interoperable between organizations. In addition, Digital ID will provide real-time, verified data for efficient decision-making at much lower costs. It has the ability to scale to as many use cases as feasible (vaccines, relocation, security etc.) all powered by the same underlying technology investment and “engine.”

As a data exchange platform, the UN Digital ID will allow staff and consultants from participating organizations to share any of their HR and other personal information they are comfortable sharing with complete control and visibility on who is allowed to see it, with the need to provide their consent to ensure full security.

As the project progresses, the scope of the workforce may also be further expanded, as appropriate, to include other categories of non-staff, such as meeting participants or vendors, provided their addition does not deter the agility of the project. This would be undertaken in a phased approach.

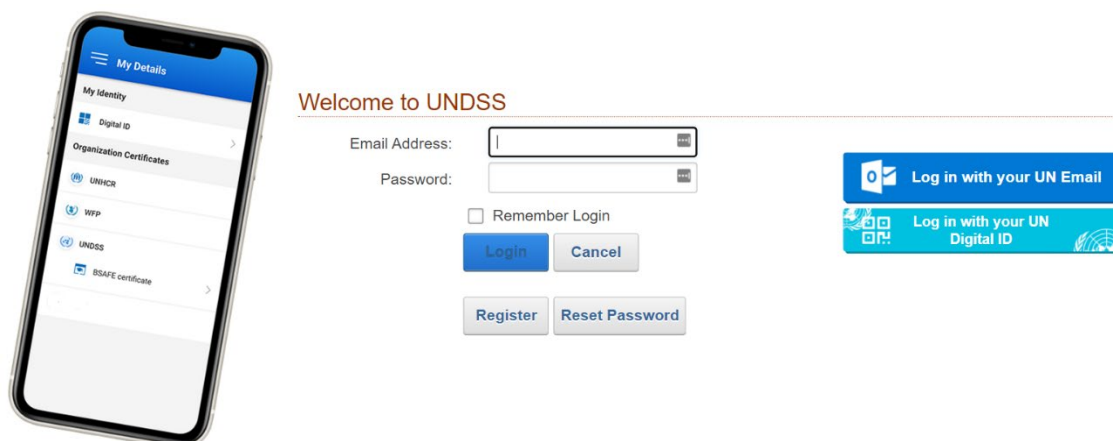
The importance the UN’s gives to increasing administrative efficiency and increasing coordination between Agencies is seen in the General Assembly (GA) resolutions 67/226 (2013) and 71/243 (2017), which establish the goals of enhancing the cost efficiency of digital service provisioning through new technologies, integrating functions across UN entities, consolidating country support services and integrating support to further the UN’s 2030 agenda for sustainable development.

## Where is Digital ID Today?

The programme is now in the pilot phase with the active participation of WFP, UNHCR, UNJSPF, UNDP and UN DSS with UN ICC providing the technology capabilities. The project has completed the following:

- Extended the Blockchain platform powering the UNJSPF Digital Certificate of Entitlement to UNHCR, WFP and soon UNDP;
- Created the UN Digital ID Wallet application for the mobile phone;
- Integrated with WFP and UNHCR (Development) ERP systems allowing agencies to send basic employee information to the Digital Wallet App;
- Employee access to the UN DSS TRIP system using Digital Identity.

Below shows the mobile app and demonstration website created to test the DSS Log-In. If the user does not have an account, the system will automatically create one based on their organizational credentials, instead of creating yet another login. The latter part demonstrates the ‘data exchange’ facilities – as UN DSS Trip system was able to ‘consume’ HR data issued by WFP/UNHCR. The Trip system can completely trust the data being supplied from the user’s mobile app – as it is digitally signed by the issuing organisation.



This solution has the potential to be extended over many HR processes to include but not be limited to:

- Rapid employee onboarding
- Seamless inter-agency transfers and loans
- Autonomous reference and academic checks
- Automated data exchange related to vaccinations with WHO
- Verification of mandatory trainings with UNDSS
- Immediate pension enrolment and eligibility with UNJSPF
- Simplified access to IT systems and UN websites
- Access to information and common services
- Authentication and granting of physical access to secured premises

The current pilot challenges include deeper business engagement to ensure the technology is in line with functional (i.e., user logs in with organizational issued username and password) and business requirements (i.e. accessible with a mobile application). In addition, socializing the technology to understand the modern technology versus mainstream (i.e., Blockchain). Communications across the impacted user base also has proven to be a slight challenge.

Success factors for a UN wide Digital ID solution to be implemented include having sponsorship from a senior executive, collaboration across the UN Common System and extensive outreach to staff. In addition, leveraging partnerships with Governments and the Private Sector will be key.

The current Digital ID Pilot, working across WFP, UNHCR, DSS and soon UNDP, anchored with the technology development of UNICCC has shown this collaboration works and has tremendous opportunity for the UN Common System.

The Digital ID Project Team has looked to take the pilot and extend to enterprise-scale solutions for the current five organizations (WFP, UNHCR, UNJSPF, UNDP, DSS). By doing so, this would establish a standard mechanism for individual ownership of identity across the UN while designing a secure and trusted platform to enhance multiple HR systems across the UN.

## Next Steps

Following HLCM's mandate at its March 2021 session to move forward with the project, the UN Secretariat and UNICEF have joined the project team, which has moved ahead to outline a scaled-up infrastructure and team composition, to move from pilot to production and make it fully sustainable and ready to include more UN entities. The extended time and budget will allow the project team to start developing other Use Cases based on the prioritization and importance dictated by the

Governance and Business Owners Board. Additional information can be found further below under the Section “Governance Model”.

A communication campaign will be established and initiated by the Inter-Agency Communication and Change Management Lead that will ensure maximum visibility is given to the Project and the upcoming extensions for new use cases. The high-level phased approach includes:

*Phase 1 (3 months)*

The UN Digital ID has identified an **Executive Sponsor** for the Project established a **Governance Model**, including establishing the **Executive Steering Committee**, and are in the process of determining the composition of a **Business Owners Board** and a **Technology Advisory Committee**. The members of the **Project Delivery Team** will be determined as the project unfolds.

Detailed Terms of Reference have been drafted, together with the Lessons Learned from the Pilot. As a last step **Critical Use Cases**, prioritization will be completed to move ahead with future Use Cases.

*Phase 2 (4-6 months)*



During Phase 2 **Regular Governing Meetings** will be held. A major deliverable of this phase will be the creation of a **Strategy for Communications and Change Management**. Within the 3 months, the **Use Case #1 Technical Requirements** will be defined, and the **development of Use Case #1** will begin. As a last deliverable, a draft will be created for the **Digital ID UN Policy Guidelines**.

*Phase 3 (4-6 months)*

Next, **definition of Use Case #2** and **Use Case #3** will be started, while the **Development of Use Case #1** will be completed. **Testing and Integration** of Use Case #1 will occupy the rest of Phase 3.

*Phase 4 (3-6 months)*

Phase 4 will be a closing period for **documenting Lessons Learned**, implement **Post-Production Support** for the different Use Cases of Digital ID and complete the **Communications and Change Management** activities.

	<b>Phase I</b>		<b>Phase II</b>		<b>Phase III</b>		<b>Phase IV</b>
(3 months)		(4-6 months)		(4-6 months)		(3-6 months)	
Programme Setup: \$55K		Programme Execution: \$177K		Programme Execution: \$177K		Programme Closure:\$100K	
Technical Preparation: \$80k		External bodies engaged: \$90K		External bodies reports: \$90K		Technical Closure: \$156K	
		Technical Builds: \$272K		Technical Builds: \$272K			

The above budget figures do not include the hosting/recurring costs and costs for additional use case(s).

## Budget

The funding required to move the UN Digital ID solution into enterprise, organizational wide capability will include (1) Inter-Agency Programme Management, (2) the technical development and then (3) the addition of new use cases when needed. Each section is detailed below:

### Total Budget Required

Line Item	Cost
Inter-Agency Programme Management	\$687,200
Technical Development, Integration and Change Management (4 Agencies)	\$879,766
Optional – Additional agencies and/or Use-case (order of magnitude estimate)	\$199,050
<b>Grand Total</b>	<b>\$1,766,016</b>

#### 1. Inter-Agency Programme Management Detail

The Inter-Agency Programme Management will oversee all coordination across the project ensuring the technical and functional teams across organizations are established, manage communications and change and the top-level critical privacy and security assessments. This team will be critical in the success of the overall project.

Line Item	Cost
Partnership Eco-System Management/ Project Director	\$192,000
Communications and Change Management	\$115,200
Privacy Review and Compliance with Best Practices (Inc. Certifications)	\$100,000
Information Security Assessment (Inc. Certifications)	\$80,000
Develop Advocacy Collateral	\$40,000
Business Support (\$40K Per Org)	\$160,000
<b>Sub-Total</b>	<b>\$687,200</b>

#### 2. Pilot Development and Go-Live Readiness (Technical)

This includes the full technology build for the enterprise Digital ID Solution. Led by a technical project manager and supported by a technical team. It will also include training, technical change management and then integration support for each of the included organizations (building the access and interfaces to their current systems).

Line Item	Cost
Project Management	\$47,520
Technical Lead	\$54,240
Communication and Training	\$30,740
Technology- Mobile App	\$64,640
Identity Orchestration System, Blockchain and Integration Layer Development	\$241,660
4 x Organisation Integration	\$240,000
Security Review and Testing	\$31,000
Service Support for Pilot and Go-live Readiness	\$50,000
<b>Sub-total: One-Off</b>	<b>\$759,800</b>
<b>Infrastructure: Recurring</b>	
Business Pilot (2x Months – Sep and Oct 2021: @\$20,192 Monthly Recurring Charge)	\$40,384
Production (2x Months – Nov and Dec 2021: @\$39,791 Monthly Recurring Charge)	\$79,582
<b>Sub-total: 4 months Infra</b>	<b>\$119,966</b>

### 3. Additional Use-Cases and Agencies

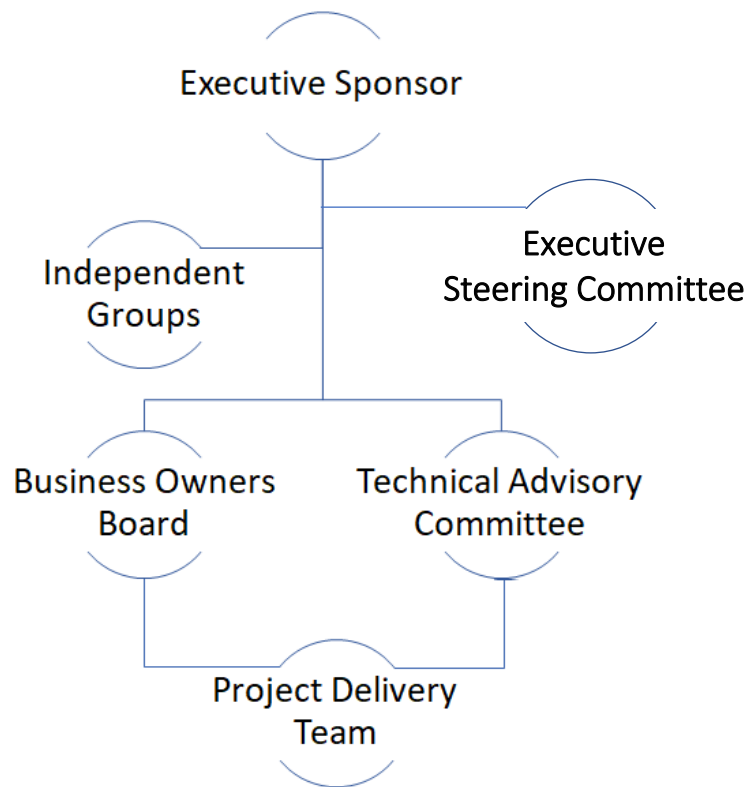
As mentioned above, there are a breadth of use cases that can be added to the core Digital ID platform. With each new use case, from any organization, below would be the estimated additional cost.

Line Item	Cost
Project Management	\$30,000
Tech. Lead	\$20,040
Communication and Training	\$10,250
Organisation ERP Integration	\$40,520
Organisation Blockchain On-boarding	\$10,520
<b>Total Per Org</b>	<b>\$111,330</b>
<b>New Use-Cases</b>	
Project Management	\$15,040
Tech. Lead	\$12,040
Use-Case analysis	\$20,560
System implementation	\$40,080
<b>Total Per New Use-Case</b>	<b>\$87,720</b>

## Governance Model

A key for success of the Digital ID project is its proper governance. It cannot be an IT-driven project but must be driven by the Business community led by an Executive Sponsor with collaboration across business, technology, independent groups and the project delivery team. This model will be supported and collaborate with the relevant HLCM networks to include the Human Resource Network, the Inter-Agency Security Management Network, the Finance and Budget Network and the Digital and

Technology Network. The roles and responsibilities are outlined further below. This is a rough draft structure, which will be further elaborated on once a Project Director is on board.



## Roles and Responsibilities

It is critical to have clear roles and responsibilities for every participating group within the Governance Model. Below is an overall outline and additional details are in Annex I.

<p><b>Executive Sponsor</b></p> <ul style="list-style-type: none"> <li>• Overall oversight and accountability for the project.</li> <li>• Provide strategic guidance and placement of the UN Digital ID Project across the UN Common System.</li> <li>• Champion the project and advocate for securing cross-functional support at the highest level.</li> <li>• Support securing resource capacity, funding and project prioritization within the UN system.</li> <li>• Oversee the Business Owners Board and the Technology Advisory Committee.</li> <li>• Decision-making on matters beyond the authority of the Board and the Committee.</li> </ul>	<p><b>Business Owners Board</b></p> <ul style="list-style-type: none"> <li>• Support the Executive Steering Committee as applicable.</li> <li>• Provide strategic advice, oversight, direction and decision-making as applicable on key project matters, opportunities and risks related to the project from a business perspective, among other matters.</li> <li>• Determine key strategic and impactful use cases along with prioritization.</li> <li>• Ensure Business value is being delivered for the investment.</li> <li>• Coordinate with the Inter-Agency Security Management (IASMN) Network Sub-group for 'overlapping' and/or other use-cases.</li> <li>• Champions adoption and implementation of UN Digital ID within their organisations and relevant stakeholders.</li> <li>• Decision-making and resolution on project-related matters in alignment with project objectives.</li> <li>• Champion the alignment from business to technology.</li> </ul>	<p><b>Technology Advisory Committee</b></p> <ul style="list-style-type: none"> <li>• Define the technical use-cases / product features.</li> <li>• Define the success KPI / measures.</li> <li>• Coordinate with applicable Chief Executive Board networks, Business Owners Board and working groups on use-cases.</li> <li>• Consults and informs about all technology matters as they arise.</li> <li>• Drives forward the technical implementation of the UN Digital ID Project within their respective organisations.</li> <li>• Ensure synchronisation and strategic alignment on different technology platforms and solutions being implemented in their respective organisations, to interact with the Digital ID.</li> <li>• Coordinate with relevant technology partners on the strategic direction as needed.</li> <li>• With the support of the UN Digital ID Project and technical project implementation teams, supports understanding and adoption of modern blockchain technology within their respective organisations.</li> </ul>	<p><b>Independent Advisors</b></p> <ul style="list-style-type: none"> <li>• Data Privacy - assess the privacy aspects of the solution and give recommendations to the Executive and Business Owners Board</li> <li>• Info Sec - assess the info sec aspects of the solution and give recommendations to the Executive and the BOB</li> </ul>
<p><b>Independent Groups</b></p> <ul style="list-style-type: none"> <li>• Informed of the project objectives and progress</li> <li>• Responsible for communicating with the broader staff of impacted organisations</li> <li>• Provide inputs to address any staff concerns</li> </ul>	<p><b>Programme Director</b></p> <ul style="list-style-type: none"> <li>• Overall programme coordination between multiple stakeholders</li> <li>• Responsible for ensuring training and change management teams deliver across multiple organisations - to HR and IT teams</li> <li>• Responsible for external communications collateral and delivery</li> <li>• Works in collaboration with the BOB and Project team</li> </ul>	<p><b>Project Technical team</b></p> <ul style="list-style-type: none"> <li>• Inter-agency team to work in agile product delivery mode</li> <li>• Responsible for product delivery</li> </ul>	<p><b>Communications Training and Change Management</b></p> <ul style="list-style-type: none"> <li>• Produces material based on the technical solution</li> <li>• Supports the Programme Director with stakeholder management</li> <li>• Delivery of the training material produced.</li> </ul>

## Annex I: ToR for UN Digital ID Governance Bodies



## Executive Steering Committee

### Chair

- The Under-Secretary-General for Management Strategy, Policy and Compliance and Chair of the HLCM Task Force on the Future of the UN System Workforce is the Executive Sponsor for the UN Digital ID Project and Chair of the Executive Steering Committee.

### Composition

- The Executive Committee would have membership from the Head of Management (HLCM Member Level) of the participating agencies committed to Phase 1 (UN, WFP, UNHCR, UNJSPF, UNDP and UNICEF). The co-chairs of the Business Owners Board and the Technology Advisory Committee will also be invited as required by the Executive Sponsor.

### Roles and responsibilities

- Overall oversight and accountability for the project.
- Provide strategic guidance and placement of the UN Digital ID Project across the UN Common System.
- Champion the project and advocate for securing cross-functional support at the highest level.
- Support securing resource capacity, funding and project prioritization within the UN system.
- Oversee the Business Owners Board and the Technology Advisory Committee.
- Decision-making on matters beyond the authority of the Board and the Committee.

### Support structure

- Supported by the Business Owners Board and the Technology Advisory Committee.
- The UN Digital ID Project Team headed by the Programme Director for the UN Digital ID serves as the Secretariat for the Executive Steering Committee supported by a P-3 resource in the Office of the Under-Secretary-General for Management Strategy, Policy and Compliance.

### Meeting frequency

- Meets quarterly or as determined by the Chair.

## Business Owners Board

## Co-Chairs

- ASG for Human Resources and Deputy Executive Director (ASG) of one other participating UN Agencies, Funds and Programmes (*could also be one of HR Directors from agency – TBD*)
- The Co-Chairs are selected by the Executive Sponsor.

## Composition

- ASG for Human Resources (UN) plus Human Resource Directors of UNHCR, WFP, UNJSPF and UNDP
- Additional representatives (business transformation teams, Finance and Budget Network, etc.) may be added, as appropriate.
- Additional participating entities may be added to the Business Owners Board by the Co-Chairs or Executive Sponsor.

## Roles and responsibilities

- Support the Executive Steering Committee as applicable.
- Provide strategic advice, oversight, direction and decision-making as applicable on key project matters, opportunities and risks related to the project from a business perspective, among other matters.
- Determine key strategic and impactful use cases along with prioritization.
- Ensure Business value is being delivered for the investment.
- Coordinate with the Inter-Agency Security Management (IASMN) Network Sub-group for 'overlapping' and/or other use-cases.
- Champions adoption and implementation of UN Digital ID within their organisations and relevant stakeholders.
- Decision-making and resolution on project-related matters in alignment with project objectives.
- Champion the alignment from business to technology.

## Reporting and support structure

- Reports to the Executive Sponsor.
- Supported by the UN Digital ID Project Team and the Technology Advisory Committee as applicable.

## Meeting frequency

- Meets every other month or as determined by the Co-Chairs in consultation with the Executive Sponsor.
- Meets with the Technology Advisory Committee on an ad hoc basis as determined by the Co-Chairs.

## Technology Advisory Committee

## Co-Chairs

- ASG of the Office of Information and Communications Technology and the UN Chief Information Technology Officer (CITO) and Deputy Executive Director (ASG) of one of the participating UN Agencies, Funds and Programmes. (*could also be one of IT Directors from agency – WFP essentially as key driver may be good chair*)
- The Co-Chairs are selected by the Executive Sponsor.

## Composition

- ASG/CITO (UN) plus Chief Information Officers of UNHCR, WFP, UNJSPF and UNDP
- The UNICC Director
- Additional participating entities may be added to the Technology Advisory Board by the Executive Sponsor.

## Roles and responsibilities

- Define the technical use-cases / product features.
- Define the success KPI / measures.
- Coordinate with applicable Chief Executive Board networks, Business Owners Board and working groups on use-cases.
- Consults and informs about all technology matters as they arise.
- Drives forward the technical implementation of the UN Digital ID Project within their respective organisations.
- Ensure synchronisation and strategic alignment on different technology platforms and solutions being implemented in their respective organisations, to interact with the Digital ID.
- Coordinate with relevant technology partners on the strategic direction as needed.
- With the support of the UN Digital ID Project and technical project implementation teams, supports understanding and adoption of modern blockchain technology within their respective organisations.

## Reporting structure

- Reports to the Executive Sponsor.
- Dotted functional line for informational purposes to the Business Owners Board.
- Oversees the UN Digital ID Project Team together with the Business Owners Board.

## Meeting frequency

- Meets every other month or as determined by the Co-Chairs in consultation with the Executive Sponsor.