



TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

GENERAL INFORMATION

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|-----------------------------------|---|
| Services/Work Description: | Recruitment of National Consultant for Business Operation Strategy (BOS) Data Collection for the UN Agencies in Ghana |
| Project/Program Title: | N/A |
| Post Title: | National Consultant (NC) Group of Individuals and/or Firms are not eligible for this consultancy assignment (only at an individual level) |
| Consultant Level: | Level C (Consultant) |
| Duty Station: | Accra |
| Expected Places of Travel: | May be required to travel to Tamale |
| Duration: | 45 working days |
| Expected Start Date: | Immediately after Signing the Contract |

I. BACKGROUND / PROJECT DESCRIPTION

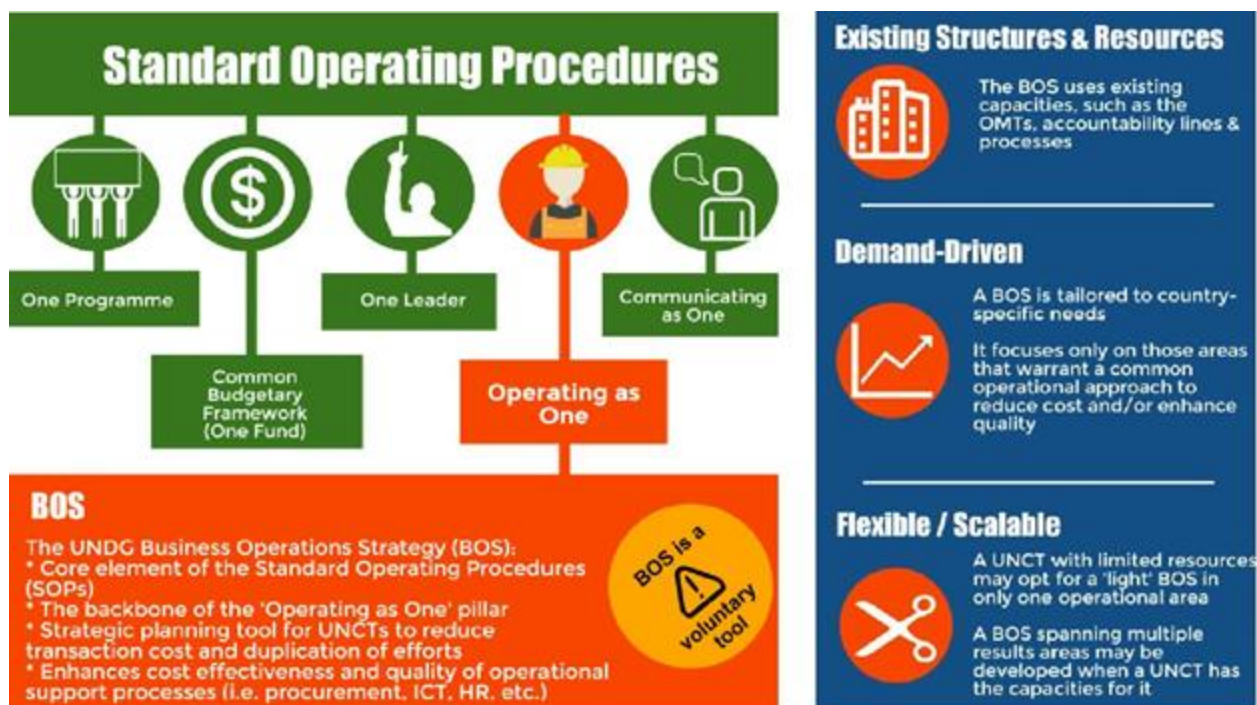
Recent experiences of the UN system have shown that only a unified and **strong United Nations** which acts, speaks and delivers results through joint efforts is well placed to tackle the global challenges lying ahead. The United Nations Country Team (UNCT) has been officially requested to use the Delivering as One (DaO) approach as the overarching vision and principle for UN assistance to Ghana. Since 2012, UN Ghana has been developing new ways of working together with the Government to achieve a greater impact on the ground by being more results oriented, efficient and harmonising business practices across agencies.

The objective of Delivering as One is to enhance the efficiency, effectiveness and relevance of the United Nations to better assist the Government in achieving its development results.

Delivering as One brings all UN entities in the country together in working jointly and coherently for increased and sustainable development impact, while at the same time reducing the UN's operational costs and the transaction costs for national partners in working with the UN system. Delivering as One has the following key objectives:

- Provide a transparent overview of UN activities and financial arrangements, ensure accountability, and reduce transaction costs;
- Position the UN more strategically in areas where it has a distinct comparative advantage;
- Increase the collective impact of UN interventions through more coherent policy advisory services, and better coordinated and focused strategies and programmes;
- Contribute to aid coordination, increase access to additional resources, and reduce inter-agency duplication.

Delivering as One seeks to fully integrate the key dimensions of UN activities into one comprehensive package. It is based on **five key pillars**: One Leader, One Budgetary Framework, One Programme, Operating as One, and Communicating as One.



Operating as One: This pillar helps harmonise business processes and develops common services for all UN agencies with a view to increasing operational efficiency and decreasing costs. UN agencies in Ghana have different historical legacy, where they were set up in dissimilar administrative and management structures. In this context, however, the UN in Ghana has taken steps over the years towards coordinated operations in the field of finance, administration, Information Communication Technology (ICT) and procurement. The United Nations Operations Management Team (OMT) for Ghana was established over ten years ago to ensure harmonisation of administrative structures and procedures of different UN agencies and offices.

The Ghana Operations Management Team (OMT) consists of operations managers of all UN entities in Ghana. Its main role is to identify ways to strengthen the harmonisation and synergies amongst the different operational and administrative systems used by UN entities in Ghana. OMT engages in 1. expanding joint activities of UN agencies and attending to the overall improvement in delivering efficient and effective services; 2. making assessments and recommendations to the UNCT on any activity requiring their approval for joint initiatives on the effectiveness of existing common services; and 3. identifying new services and activities for efficient and effective implementation. Economies of scale and resulting cost-savings through joint procurement are one of the more tangible benefits resulting from OMT work.

Although a platform for delivery of common services is already operational in Ghana, the Quadri-annual Committee on Performance Review (QCPR) 2013-2016 requests the UN System to accelerate harmonization efforts of business operations, in particular reducing the duplication of functions, and administrative and transaction costs. In response to this request, the United Nations Development Group (UNDG) introduced the Business Operations Strategy (BOS) in 2012.

The Business Operating Strategy (BOS) is a framework focusing on joint business operations, allowing the UNCT to take strategic and results-oriented approach to planning, management and implementation of harmonized business operations in a country. It will be a flexible and strategic tool that will allow UNCTs to focus on contextual and specific programmatic needs, while providing an easy-to-use monitoring, evaluation and reporting system to manage joint operations. In this sense, BOS will provide operations staff of UN agencies

with the same strategic planning and monitoring focus that is offered for programme activities through the UN Development Assistance Framework (UNDAF).

As BOS is a part of the undg framework focused on enhancing the functioning of the UN system at the country level, it is an essential tool to strengthen the linkages between business operations and programme delivery, particularly for a Delivering as One (DaO) self-starter country such as Ghana.

2. WHAT IS BOS?

- BOS is a voluntary instrument, which can be used in full or in parts, allowing for better linkages with UNDAF;
- BOS only covers joint business operations initiatives;
- BOS provides strategic and medium-term (UNDAF cycle) focus and prioritization based on quantitative and qualitative cost and benefit analysis;
- BOS provides the framework for monitoring and reporting on progress and results of business operations; and
- BOS provides the framework for resource management and mobilization at country level.

3. WHY BOS

The Business Operations Strategy (BOS) supports the development of a harmonised business operations structure for achievement of the following results:

- **Enhanced linkages between programmes and operations:** By analysing the programme strategy through an operational lens and identifying the operations activities required to deliver the programmatic support, the linkages between programme and operations are established. As both UNDAF and BOS are on the same cycle, it enhances the linkages between UNDAF and UN operations support.
- **Reduced costs:** BOS provides a strategic focus on operational support services and initiatives aimed at harmonizing and/or simplifying business operations. It allows for multi-year planning of operations and facilitates strategic planning of the operational effort. It also facilitates monitoring and evaluation of operational efforts at the country level. It focuses on reduced lead times to execute processes through streamlining operational process and reduced direct monetary costs by leveraging system-wide volumes to bargain when procuring goods and services. Harmonized work processes, elimination of the duplication of business initiatives as well as reduced transactional cost for the UN and its partners are some of the benefits of BOS implementation.
- **Enhanced quality:** By jointly procuring services in larger volumes, the UN increases its bargaining power with service providers and enhances its ability to monitor and evaluate overall quality of service delivery.
- **Enhanced operational focus and prioritization:** Instruments like cost benefit analysis, transaction cost analysis and business process analysis provide light, easy-to-use tools to identify and prioritize high impact harmonization initiatives, and facilitate monitoring and evaluation of harmonization initiatives against pre-established baselines

5. WHY BOS FOR GHANA /PURPOSE

- The UN in Ghana has over the years initiated several joint initiatives (Long term agreements-LTA- with vendors, and Memorandum of understanding amongst agencies) to reduce operational transaction costs and duplication in the operational support to programme delivery. However, due to a lack of data, the results achieved under these initiatives cannot be quantified.

- UNCT Ghana seeks to increase its commitment to the DaO principles. Drawing on the SOP guidelines to develop a BOS as best practice and now compulsory, the Ghana UNCT decided in 2016 to use the opportunity of the upcoming elaboration of the new UNDAF (2018-2021) to bring programmes and operations closer, through the BOS to ensure that OMT actions and priorities are linked and supports UNDAF implementation, as a result harmonising business activities through effective coordination of joint business initiatives. With the positive experiences and results from other countries, UNCT Ghana is convinced and poised to transition to BOS elaboration with the launch of the new UNDAF for the 2018-2021 programming cycle.
- The purpose of this exercise is to select a consultant who will support the OMT to a) to document baseline data, and needs data, Cost and benefit to inform prioritisation process for the BOS. Additionally he/she will help compile savings that has accrued from the utilisation of the LTA since 2012
- To help the OMT draft the BOS document

4. BOS DATA COLLECTION CONTEXT

Since DaO places particular importance on reducing transactional costs and harmonizing business activities through effective coordination of joint business initiatives, BOS serves as an easy-to-use framework to better synchronize, monitor and manage UN's joint business activities. It also allows the OMT (and the UNCT) to improve monitoring, management and implementation of joint business initiatives in the medium-term and in a coherent way by establishing clear linkages with the UNDAF. By synchronizing with the UNDAF cycle, BOS allows OMT to plan ahead for the medium-term needs, detailed at a later stage by annual work plans for each area of work.

BOS applies results-based project management principles to OMT and other business/operations-related activities. Therefore, it should simplify and quantify management and monitoring of business initiatives, leading to improvements in existing services and the establishment of new ones. In other words, implementing BOS in Ghana should improve the quality and impact of inter-agency business operations by improving the planning, implementation, monitoring and management of OMT and its Working Group activities.

II. SCOPE OF THE WORK

The UN system in Ghana is looking for a short-term agreement with individual contract to execute the first and second phase of the assignment. The total number of days is approximately 45 working days.

The Consultant must prepare an inception report that operationalizes the design elements of the Terms of Reference (ToR). The report should include the results of a desk review, description of evaluation methodology/methodological approach, data collection plan, additional data collection tools and analysis methods, key informants, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. The report should also include an availability assessment, foreseen limitations and risks, resource requirements and logistic support.

The Consultant will then proceed with data collection and analysis. This process will be made in close consultation with the OMT Chair who will ensure coordination with the agencies.

Once the data collection is completed and the results has been validated by the UNCT, it will be made publicly available through posting on the undg.org and UNCT websites. The UNCT will develop recommendations, including a timeframe and responsibilities for follow up. Lessons learnt from the data collection and analysis exercise will be extracted and disseminated in order to contribute to strategic planning, learning, advocacy and decision-making at all levels, including for the formulation of the UNDAF successor document.

Deadlines may require revision, dependent on the availability of data and informants.

The data collection exercise on the BOS would concentrate on but not limited to the following areas:

- Procurement
- Human Resources
- ICT
- Finance
- Common Services
- Administration and Logistics

III. EXPECTED OUTPUTS AND DELIVERABLES

The following are key objectives of the exercise:

Based on UNDG BOS baseline template (Common Services and LTAs), and inputs from the OMT, facilitate completion of template.

Based on evaluations and reviews conducted between 2012 to 2016, summarize the findings and recommendations relating to the OMT agenda

Based on UNDG /BOS Activity Cost Analysis, calculate savings that has been arising from the use of existing LTAs since 2012 to 2016

Based on UNDAF priorities, facilitate OMT discussions to agree new Common Services to be included in the BOS

On the basis Baseline analysis, Needs analysis, prepare cost and benefits analysis and agree on the prioritisations for the BOS.

Key Deliverables

- Fully completed Baseline Analysis with recommendations
- Fully completed Needs analysis including (Key Performance Indicators) KPIs
- Based on the above, develop a cost and benefit analysis to inform BOS prioritisation.
- A draft BOS for the OMT/UNCT

IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- a. The NC will work under the supervision of the OMT chair and co-chair assisted by the OMT secretariat based in Accra
- b. The NC will be expected to present to the OMT members every two weeks on proceedings.
- c. The NC is expected to make a presentation to the OMT and the UNCT during the last seven days of the contract.

V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

- a. OMT will provide temporary office space as the assignment requires partial and intermittent presence on the UNDP premises.
- b. Office stationery, printer and internet access will be granted as and when needed
- c. OMT will arrange means of transport for official duties and DSA in case the NC travels out of Accra.
- d. Travel shall be authorized by the OMT chair and travel expense paid according to UN rules and regulations.

VI. DURATION OF THE WORK¹

- a. The contract is expected to last for 45days.
- b. The contract will start in May and end in June.

VII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

Education:

- An advance University (Masters) degree or equivalent in a relevant discipline.

Experience:

- Strong technical knowledge and understanding of UN business processes and determinants of process quality;
- Proven understanding of the UN System, including knowledge of the mandates of UN agencies, UNDG and HLCM;
- Proven experience from working on BOS, Cost/benefit analysis, (Result Based Management) RBM and reporting processes;
- Proven capacity to conduct interviews;
- At least 5 years of professional development related work experience at the international level

Language:

- Fluency in written and spoken English as well as Excellent technical writing skills; and
- Computer literacy.

Functional Competencies:

- Strong analytical skills with conceptual understanding;
- Strong, proven functional skills in analytical writing, and producing reports and, research and assessments;
- Excellent demonstrated ability to be flexible and work under tight deadlines in an independent working environment;
- High level of communication and interpersonal skills and experience in working effectively in a multi-cultural environment;
- Good understanding of UN common system and policies, including Delivering as One principles and functioning;

Core Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism; and
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Important Note:

The Consultant is required to have the above mentioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

VIII. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

| Criteria | Weight | Max. Point |
|---|--|------------|
| Technical Competence (based on CV, Proposal and interview (if required)) | 70% | 100 |
| ▪ An advance University (Masters) degree or equivalent in a relevant discipline. | | 10 |
| ▪ Proven experience from working on BOS, Cost/benefit analysis, (Result Based Management) RBM and reporting processes | | 40 |
| ▪ At least 5 years of international and or national level experience | | 20 |
| ▪ Understanding of Scope of work | | 30 |
| Financial (Lower Offer/Offer*100) | 30% | |
| Total Score | Technical Score * 70% + Financial Score * 30% | |

IX. PAYMENT MILESTONES AND AUTHORITY

- The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily as reflected in the final report certified by the direct supervisor.

XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

This TOR is approved by:

Name: Soce Ndiaye

Designation: WFP Finance and Admin Officer - OMT Chair

Signature: _____

Date Signed: