

## TERMS OF REFERENCE

### Framework Agreement for Programme Support Consultant to support UNDP-GEF Global Portfolio

<b>Location</b>	Home-based with possible mission travel
<b>Type of Contract</b>	Individual Contract as Framework Agreement
<b>Starting Date</b>	February 2019
<b>Languages Required</b>	English
<b>Expected Duration of Assignment:</b>	Up to 2 years (max. 440 working days in the period) dependent on demand for services and performance
<b>Supervisor</b>	Chief - Management and Programme Support Unit, UNDP-GEF

#### Background:

Based in UNDP's Bureau for Policy and Programme Support, the UNDP-Global Environmental Finance Unit (UNDP-GEF Unit) is responsible for providing leadership, technical support and implementation oversight to the delivery of the GEF vertical Funds, Adaptation Fund, and Green Climate Fund portfolio which is the largest portfolio of the Environment and Sustainable Development pillar of UNDP's Strategic Plan. The UNDP-GEF Unit is organized into a number of substantive technical teams with staff located in both HQs and UNDP's Regional Hubs in Addis Ababa, Istanbul, Panama and Bangkok, and with a decentralized structure in terms of financial, operational, and budget management with authority delegated to respective managers located in HQ or in the regions.

The Management and Programme Support Unit (MPSU) of UNDP-GEF is responsible for all management and programme support, operational, and financial matters related to the management and oversight of the GEF vertical funds, Adaptation fund, GCF fund, Cost Sharing funds, Sub-trust funds, and Management funds to support the Unit. The complexity of GEF programme/projects and donor reporting requirements, the large UNDP-GEF portfolio size, the highly decentralized business structure, and delegation to regions requires a team highly skilled in management, programme, operations, and financial management support located at HQ and in the regions. The MPSU team provides support and services to countries and to UNDP Country Offices on project cycle management including projects at development stage and the projects under implementation, and works closely with other UNDP teams based in NY and in the Regional Hubs (RH) - in Istanbul (for Arab States and Europe & CIS), Addis Ababa (for Africa), Panama (for Latin America and the Caribbean) and Bangkok (for Asia Pacific) - working with the relevant Regional Bureaux to provide support to countries in each respective region. Each UNDP-GEF regional team in the RHs is coordinated by a UNDP-GEF regional team leader. A team of Regional Technical Advisors (RTAs) in each RH provides technical advice, support, and assistance with project development and implementation to country offices, in a number of interrelated GEF focal areas including Climate Change Mitigation, Climate Change Adaptation, Biodiversity, Land Degradation, International Waters and Chemicals. The management and programme support is coordinated by the MPSU team in respective RHs and in NY.

With the huge increase of the GCF portfolio and complicated donor requirements on budget monitoring, reporting, and on-going revisions of GCF policies and procedures, UNDP-GEF Unit needs to maintain up to date processes, and prepare and update standard operating procedures relating to the management and programme support. Considering GCF policies are not mature yet, constantly the Unit needs to adjust relevant processes

following GCF donor requirements. To achieve highest efficiency, UNDP-GEF is also planning to review the historical GEF portfolio data and identify the most successful projects/programme to improve the quality of project design, which will lead to timely and quality delivery of project activities.

UNDP-GEF is seeking one individual consultant, based on demand, to provide efficient and high-quality project development and implementation support service focusing on budgeting, programme/project support, and operations to the UNDP-GEF team globally, to regularly update MPSU driven SOPs and budget monitoring procedures, to support audits, and to analyze UNDP-GEF portfolio data to ensure highest efficiency of the team. The consultant will work in close collaboration with the UNDP-GEF staff globally, Management and Programme Support Unit, and a number of country offices to exchange information and ensure consistent and quality service delivery. The primary supervisor of the consultant will be the UNDP-GEF Chief of the Management and Programme Support Unit.

### **Description of Responsibilities**

Under the overall guidance and supervision of the UNDP-GEF Chief of Management and Programme Support Unit based in New York, the management and programme support consultant will be requested to provide project cycle management services, preparation and updating of MPSU standard operating procedures, budgeting, reporting, operational, and programme/project support to UNDP-GEF portfolio globally, and conduct portfolio data analysis to help the team identify best practices in project management. The consultant will be primarily working with the Management and Programme Support Unit globally, Regional Programme Associates and regional technical advisors based in Regional Hubs.

The scope of work will vary depending on the individual assignments but would include one or various of the below tasks:

#### **Audit support, Portfolio data analysis, cost efficiency analysis, Knowledge management and Risk management (global)**

- Conduct analysis of GEF/AF/GCF donor reports, financial statements, and provide audit support to MPSU team;
- Assist in reconciliation of project approvals/closures between GEFSEC, GEF Trustee and UNDP-GEF Unit;
- Conduct portfolio data analysis, find best practices of project management structure focusing on the set up of the Project management Unit leading to timely and quality project delivery;
- Identify needs and provide guidance and training to COs and Regional Hubs on implementation of UNDP-GEF portfolio. Assist with preparation of regional community of practice meeting;
- Develop MPSU-driven Standard Operating Procedures on budget management, financial management, portfolio management, direct project services, and project cycle management services;
- Assist in development of PIMS+ guidance on MPSU driven reports;
- Conduct analysis of Atlas transactions, mainly focusing on risk management to ensure donor requirements are met;
- Conduct cost efficiency analysis of project cycle management services at various stages from CEO endorsement to the financial closure of the projects.

#### **Management and Programme support for Project Development**

- Liaising with relevant Regional Technical Advisors and Programme Support staff to review submission documents, including draft project documents, CEO endorsement templates, Letter of Agreements

focusing on budget formulations, auditing, compliance, project cycle management arrangements, direct project services, and to ensure compliance with GEF, GCF and AF donor policies and UNDP policies;

- Review all project set up focusing on budget/finance in Atlas and in PIMS+, and to ensure all the donor commitments, approvals, financial/reporting milestones are entered accurately and maintained with good quality;
- Identify critical issues on financial/budget management at project preparation stage and provide technical advice to RH staff to address the issues.

### **Management and programme support for Project implementation**

- Liaise with relevant RH programme support staff and RTAs to review the performance of the project budget, identify compliance issues compared to the donor approved budgets and relevant budget management policies;
- Review all budget revisions submitted by COs and propose for ASL allocations;
- Conduct delivery analysis on a quarterly basis. Identify critical issues and liaise with programme team and COs for accelerating delivery of the UNDP-GEF portfolio;
- Conduct portfolio reviews and analysis, including project budget balances, deficits reviews, project closures, inactive projects, NIM advances, and exception analysis to ensure only authorized account codes are used in the UNDP-GEF portfolio. Based on results, follow up with COs to ensure actions are taken on time;
- Review Regional Technical Advisor cleared Annual Work Plans (incl. Multi-year Budgeting), compare to Atlas KK budgets, verify cumulative expenditure status, and project budget balance;
- Support the annual external audit and monitor the progress of the NIM audit in Africa region and other regions as needed. Identify critical issues and liaise with COs/Regional Hub to find solutions;
- Liaise with COs and RH Programme Associates, conduct analysis, and prepare report on CO timesheets on the use of GEF IA fees;
- Provide information/data and report on the project delivery, closures, 1<sup>st</sup> disbursements, portfolio progress, and lessons learned to HQ and others upon request.

### **Anticipated key deliverables include:**

- Audit support provided during the NIM and external audits from March to May 2019 and 2020;
- Variance analysis on the 2018 and 2019 GEF Financial Statements conducted, issues identified and followed up with MPSAs/COs by February 2019 (for 2018), and by February 2020 (for 2019 statements);
- UNDP-GEF Portfolio data analysis conducted, issues identified, and followed up with MPSAs/COs (monthly);
- Cost efficiency analysis on project management conducted by 30 September 2019;
- Five MPSU driven Standard Operating Procedures and checklist prepared and updated by 31 December 2019;
- Exceptions Reviews conducted on Atlas detailed transactions at project level, issues identified and recommendations provided for corrective actions (Monthly);
- Financial reviews conducted on the project and donor-specific submission documents for donor approval/endorsements (30 to 50 projects);
- Financial reviews (for DOAs to COs) conducted on project documents, LOAs, HACT reports, PIMS+ data, and on Atlas information (50 projects);
- Implementation support provided to Country projects (weekly):

- guidance and trainings provided to country offices on donor-specific policies on financial and budget monitoring;
- compliance reviews conducted on project expenditures/clearance of AWP for ASL allocations;
- Financial/fund status reports, including expense reports verified for submission to donor and financial closure reports (quarterly);

#### **Key performance indicators:**

Audit support, Portfolio data analysis, cost efficiency analysis, Knowledge management and Risk management (global):

- >90% Completed: Excellent (1); 80-90% completed: Satisfactory (2); less than 80% completed – Poor (3);

Project development –review of submission documents:

- >90% Completed: Excellent (1); 80-90% completed: Satisfactory (2); less than 80% completed – Poor (3);

Project implementation –quality of portfolio review and management:

- >90% Completed: Excellent (1); 80-90% completed: Satisfactory (2); less than 80% completed – Poor (3);

#### **Information on Working Arrangements:**

- The overall objective of this Framework Agreements is to facilitate and expedite the process by which UNDP-GEF can engage the services of a Programme Support Consultant;
- The consultants will work from home with mission travel
- Estimated level of effort including travel days: up to 440 working days over 2 years;
- The Framework Agreement would be valid for 2 years. Engagement for specific assignments over the 2-year period will be dependent on demand for services, availability of funds, and satisfactory performance evaluation;
- UNDP does not warrant that any quantity of services will be purchased during the term of the Framework Agreement as this will depend on forthcoming needs and availability of resources;
- The Framework Agreement to be signed will be for a fixed all-inclusive daily fee;
- Once the Framework Agreement is signed, if there is a specific assignment, the focal person at UNDP-GEF would contact the Consultant by email informing of the specific deliverables, and timeline;
- The consultant must advise within 48 hours whether s/he is available to deliver the requested service;
- Thereafter a Purchase Order will be raised. Financial commitments will only be established each time the services are requested within the scope of the Framework Agreement through the transmitted purchase order;
- IC as a Framework agreement is non-exclusive (i.e. it does not prohibit UNDP from entering into another such agreement with another individual or entities);
- The consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- The consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to reliable internet connection;

- Given the global consultations to be undertaken during this assignment, the consultant is expected to be reasonably flexible with his/her availability for such consultations taking into consideration different time zones where applicable;
- The consultant will engage with the Supervisor by email and Skype regularly;
- Payments will be made upon submission of a detailed time sheet and certification of payment form, and acceptance and confirmation by the Supervisor on days worked (with a “day” calculated as 8 hours of work) and outputs delivered.

#### **Travel:**

- Mission travel may be required to attend relevant meetings and/or trainings, which will likely not exceed 10 days per year (two missions);
- Any necessary mission travel must be approved in advance and in writing by the Chief - MPSU based in New York;
- The [BSAFE course](#) must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the [UN Medical Director](#);
- Consultants are responsible for obtaining any visas and security clearances needed in connection with travel with the necessary support from UNDP;
- Consultants are also required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>;
- The consultant will be responsible for making his/her own mission travel arrangements in line with [UNDP travel policies](#);
- All related travel expenses will be supported by the unit’s travel fund and will be reimbursed as per UNDP rules and regulations for consultants. Costs for airfares, terminal expenses, and living allowances should not be included in the financial proposal.

#### **Competencies**

##### **Corporate:**

- Demonstrates integrity by modeling 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.

##### **Functional:**

##### Development and Operational Effectiveness

- Ability to identify and execute opportunities to improve operational efficiency;
- Knowledge of the UN System and ability to apply to strategic and/or practical situations;
- The ability to acquire goods, services or works from an outside external source;
- Ability to create and manage processes to achieve the planned financial goals;
- Ability to plan, organize, and control resources, procedures and protocols to achieve specific goals;
- Ability to persuade others to follow.

##### Knowledge Management and Learning

- Demonstrates ability to capture, develop, share and effectively use information and knowledge;
- Demonstrates/applies knowledge/best practices on financial, operations and programme support relating to the GEF and GCF;

#### Client Orientation

- Maintains relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Demonstrated ability to develop and maintain strategic partnerships.

#### Teamwork

- Proven networking, team-building, organizational and communication skills;
- Demonstrated facilitation and coordination skills.

#### Communication

- Demonstrates strong oral and written communication skills.

#### Professionalism

- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;
- Demonstrated entrepreneurial abilities and demonstrated ability to work in an independent manner.

#### **Qualifications:**

##### Education:

- Master's degree (or Bachelor's degree with minimum 5 years relevant working experience as outlined below) in Business Administration, Public Administration, Finance, Economics or closely related field (max 10 points);
- Completion of recognized certification program on project management and/or procurement is an asset (max 5 points).

##### Experience:

- Minimum 2-5 years of progressive experience at the national or international level providing management advisory services and operational/project support focusing on procurement and fund/resource management (max 20 points);
- Solid Knowledge of UNDP, GEF, AF and GCF budget policies, procedures and practices in budgeting, finance, reporting, management arrangements, and project cycle management requirements (max 20 points);
- Experience in management of budgets, operations, reporting, audit and programme support on GEF and GCF projects at both regional and global levels (max 20 points);
- Experience in handling an ERP system (max 5 points);
- Experience in development of Standard Operating Procedures (max 5 points);
- Full computer literacy (max 5 points).

##### Language Requirements:

- Excellent oral and written communications and presentations skills in English; Spanish and/or French are desirable (max 10 points)

**Evaluation method:**

- Only those applications which are responsive and compliant will be evaluated;
- Offers will be evaluated according to the Combined Scoring method – where the qualifications will be weighted at 70% and the financial offer will be weighted at 30%;
- The technical criteria (education, experience, language [max 100 points] and interview [max 30 points]) will be based on a maximum 130 points;
- Only the top 4 candidates scoring 70 points or higher from the review of the education, experience, language criteria will be considered for the interview;
- Applicants obtaining 21 points or higher from the interview will be deemed technically qualified and considered for financial evaluation;
- Financial score (max 100 points) shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal of those technically qualified;
- The financial proposal shall specify an all-inclusive daily fee. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal must additionally include a breakdown of this daily fee (including number of anticipated working days and all foreseeable expenses to carry out the assignment);
- The applicant receiving the Highest Combined Score and who has accepted UNDP's General Terms and Conditions will be awarded the contract.

**Documentation to be submitted:**

- Applicants must submit a CV including Education/Qualification, Professional Certification, Employment Records /Experience;
- Applicants must reply to the mandatory questions asked by the system when applying;
- Applicants must submit a duly completed and signed Annex II Offeror's letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment to be downloaded from the UNDP procurement site

**Kindly note you can upload only one document to this application (scan all documents in one single PDF file to attach).**

**UNDP Personal History form (P11) required of all applicants**

[http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc).

**General Conditions of Contract for the ICs:**

<http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf>.

**Annex II Offeror's letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment**

[http://procurement-notices.undp.org/view\\_notice.cfm?notice\\_id=52428](http://procurement-notices.undp.org/view_notice.cfm?notice_id=52428)

**ADDITIONAL QUESTIONS:**

- I have read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors.
- Have you submitted a duly completed CV or P-11?

- Have you attached to your P-11 or CV Annex II duly completed and signed including your all-inclusive fee and all foreseeable expenses for this assignment (except travel)? Your application will not be considered without submission of Annex II.