

## **TERMS OF REFERENCE**

### **INTERNATIONAL INDIVIDUAL CONSULTANT – DEVELOPMENT OF KENYA BUSINESS OPERATIONS STRATEGY (BOS) 2020-2021.**

#### **Background**

With the 2030 Agenda for Sustainable Development at its core, the ongoing UN Reforms system wide approach charts a path for the UN to work collaboratively, building on the strengths of each entity. Achieving greater coherence and accountability is expected to generate better collaboration and enhanced synergies with stronger integrated planning and risk management capacities that will bolster the system's ability to anticipate risks and draw on system-wide assets and expertise. To operationalize this model, the United Nations Sustainable Development Cooperation Framework (UNSDCF) remains the single most important United Nations country-planning instrument in support of the 2030 Agenda aligned to national development priorities. Through the UNSDCF, agencies no longer operate as a stand-alone, but through the Delivering as One (Dao) approach that provide more integrated response to national development priorities is provides a more tailored and integrated response to national priorities. At the heart of DaO is cost effectiveness, efficiency and impact of the UN system.

In addition to the UNSDCF, as a collective strategy for development programming and operational services to Kenya, the UN in Nairobi, the duty station, comprises of both the UN country team (21 UN Agencies, regional offices and two agency headquarters. The opportunities for business operational stream lining therefore cuts across both functions and organizational levels. The response must both safeguard operational effectiveness in delivery of development to Kenya, through the UNSDCF, and at the same optimize business operational effectiveness across the UN family at UNON, including global, regional and national levels of operations.

In accordance with the SG December 2017 report and the later guidance from UNSDG on Business Innovation strategies, advancing common business operations in United Nations country remains a critical and significant step to enable joint work and generate efficiencies that can be redeployed as part of programmes. The UN reforms calls for all agencies and entities to review the system's current approach to business operations and scale up the rollout of Business Operations Strategy at the country level. All United Nations country teams are expected to ensure compliance with an improved Business Operations Strategy (BOS) by 2021, greater economies of scale and more strategic utilization of common premises. Stronger focus on common business operations will yield substantial savings that could be redeployed to programmes.

An important milestone was reached on 31 May 2018 when the 193 Member States adopted the General Assembly Resolution A/RES/72/279[1] in support of the Secretary-General's reform agenda to reposition the UN development system to deliver on the 2030 Agenda and the Sustainable Development Goals (SDGs).

The Resolution welcomed measures by the Secretary General to advance common business operations, where appropriate, including common back-offices, with a target of 50 per cent common premises in place by 2021, to enable joint work and generate greater efficiencies, synergies and coherence; and requested the implementation of those measures in accordance with GA Resolution 71/243.

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The General Assembly Resolution A/RES/71/243[2] notes that in moving towards a new generation of United Nations Country Teams, a stronger focus on common business operations could yield substantial savings that could be redeployed to programmes. A stronger focus on common business operations would also allow for integration of technologies and advanced management practices, thereby leading to enhanced quality of services and ultimately client satisfaction and compliance with risk metrics and controls.

Secretary-General's five business operations reform targets":

1. **"...establish common back offices for all UN Country Teams (UNCTs) by 2022...(with) location-dependent services consolidated at country level...**
2. **...an improved [Business Operations Strategy \(BOS\)](#) by 2021.**
3. **...progress on mutual recognition\* of policies and procedures... all entities to accelerate efforts to meet the 2016 QCPR mandate to operate the principle of mutual recognition...**
4. **...seek to raise the share of UN common premises to 50% by 2021...**
5. **...the business operations culture must change....to measure client satisfaction on all back-office services...."**

Do so, by considering the following....

6. **"...proceed by launching pilots to test these approaches...in an opt-in/opt-out model... supported by a full time interagency team.... This will require all UN entities to conduct a high-level review of the business operations services they could offer to - or purchase from - other entities...."**
7. **"...redesign of Headquarters structures may be required...including possible consolidation of location-independent business operations into 6–7 networks of shared service centres...managed by larger entities..."**

The 2018-2022 United Nations Sustainable Development Cooperation Framework (UNSDCF) for Kenya is UN's commitment to support the development aspirations of Kenya and its people articulated in Kenya's Vision 2030 and the 3<sup>rd</sup> Medium-Term Plan (MDP) and the Big 4 agenda. The UNSDCF was developed under the leadership of the Government of Kenya following the principles of UN Delivering as One (DaO). It is the collective response of all UN agencies working in Kenya and is focused on areas in which the UN Country Team (UNCT) is best positioned to contribute.

Within this context, the UNCT in Kenya proposes together with UNON Common Services, to develop a joint Business Operations Strategy (BOS) for 2020-2021. The BOS will map and outline critical aspects for inter-agency harmonization needed for an effective delivery of the UNSDCF, in line with Agencies Operational Policies and Procedures, and the operational/ common services baseline.

As such, the BOS will be fully aligned with the UNSDCF rollout process, with the BOS priorities being developed based on the operational requirements of the UNSDCF priorities as well as operational priorities of all agencies in Kenya. In addition, the BOS will identify operational business areas, which are critical for the UNSDCF but go beyond the UNSDCF, having an operational value to all other actors in the duty station.

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The mapping will serve as a baseline for considering and advancing operational effectiveness across the whole UN family, drawing conclusions on effectiveness and cost saving potential, by harmonizing functions and going for scale.

The BOS will thus be guided by the UNCT and its CSMT (Common Services Management Team) with a common objective of conducting how the UN in Gigiri improve in delivering a more coherent, effective and efficient support to the implementation of UNSDCF and common UNON services.

### **Objectives of the BOS**

The BOS is a results-based framework that focuses on joint business operations with the purpose of eliminating duplication, leveraging the common bargaining power of the UN and maximizing economies of scale. It is facilitated by the principle of mutual recognition and it constitutes a reliable evidence-based foundation for the establishment of common back offices.

The BOS is focused and structured around six common service lines: finance, human resource management, procurement, logistics, information and communications technology and administration including facilities management. It focuses on common services that are developed jointly or delivered by one UN entity on behalf of one or more other UN entities.

It does not include or replace individual agency operations plans. The impact of UN programmes at the country level is directly related to the effectiveness, efficiency and cost of the operations that support them. In support of UNSDCF implementation and in recognition of country diversity, BOS recommends minimum levels of cooperation in line with a country typology.

The new iteration of BOS is backed by an online platform that guides CSMT (specific for Kenya) through the five steps of the BOS development: kick-off, stock take of current collaborative services, opportunities analysis, planning and sign-off. The platform is pre-loaded with standard data sets from previously developed strategies and facilitates the cost benefit analysis for a more streamlined approach to prioritisation.

The BOS integrates a regular monitoring and annual reviewing requirement, which is also automated through the online platform.

The success of the BOS rests on the consultative and collaborative interaction between the RC and the UNCT. The RC is accountable for advances towards UN common business operations to enable joint work and generate greater efficiencies, synergies and coherence.

The UNCT provides overall oversight of the BOS process, approval and release of necessary agency and joint resources, endorsement of the final BOS and annual reporting. Two key elements are essential for a successful development and implementation of a BOS: the leadership of the RC and the active engagement by UN entities (both resident and non-resident) through assignment of relevant human resources and common services budgets managed by the CSMT/

The BOS provides a framework to guide UN business operations at the country level, and facilitates strategic planning, management, monitoring and reporting of the UNCT's joint support to programme and supports the development of harmonized Business Operations to achieve the following results:

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The BOS supports innovation in common business operations and yields impact when it is combined with new ways of delivering quality and cost-effective services that support programme implementation.

The BOS can help avoid costs, enhance quality support, improve efficiency of operations and strengthen programme delivery. The BOS prioritises scarce resources to ensure the highest impact and enhance transparency. This will allow for the tracking of quality service delivery against client expectations

The expected outcomes of the BOS will include the following:

- Map and update BOS obligations and opportunities across the UN in Kenya and not only the UNCT.
- Effective and cost-efficient delivery of programme activities
- An integrated implementation plan linking Programmes and Operations
- Reduced transactional costs through strengthened harmonization and coherence mechanisms within the UN System
- Simplified operations procedures to enhance cost reductions
- Improved planning, implementation, monitoring and evaluation, and reporting of the UN's interagency business operations through use of measurable targets and indicators
- Formulation of innovative approaches to the operations of the UNDAF
- Solidify and build on ongoing common or shared service management;
- Minimize duplication and transaction costs;
- Address gaps in the strategic planning, coordination and monitoring of inter-agency activities.
- Reduce operating costs by leveraging economies of scale of operations and/or enhance the quality of services provided.
- Identify these economies of scale/efficiency gains clearly for UNCT/CSB reporting purposes.
- Identify any additional Common Services areas that can be made available depending on new/emerging needs.

### **International Consultancy to develop Kenya BOS 2020-2021**

#### **Key Responsibilities**

Under the overall leadership and guidance of the Common Services Board \*CSB) and CSMT the UN in Kenya seeks the services of an International consultant to contribute to the overall design and development of the new generation BOS (2020-2021) to support UN Agencies in the Gigiri duty station to improve operational effectiveness through the UNSDCF and through all other regional and global offices of the duty station to contribute to UN reform by informing management how , strengthened harmonization of business processes, reduced duplication of functions, administrative and transaction costs.

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## Scope of work

A new generation BOS is expected to outline critical inter-agency harmonization and operations activities planned to support the UNSDCF implementation cycle and beyond (2018-2023). The cost benefit analysis and prioritization will also be done by CSMT

In this context, the consultant is expected to undertake:

- Review the new needs and requirements leading the strategic formulation process
- Develop the current baseline and needs analysis
- Develop, validate and finalize the BOS (supporting BOS narrative development, including the governance & accountability framework, monitoring and evaluation framework, needs analysis (including the key analysis of BOS in Kenya, ultimately the validation process and approval)
- The consultant will, in addition work across CSMT to identify areas of rationalization and support how BOS and common services can be organized, ranging from aspects of work common to all agencies in the duty stations, to task teams, ensuring the quality of country or UNSDCF specific aspects, without running operational coordination through parallel structures. The scope of refining one common services structure with topical and task specific sub groups, delivering on one BOS should be further informed by the study.

The BOS consultant will perform his/her tasks in close coordination with the CSMT & RCO with reporting lines to the Chair, CSMT Coordinator CSMT and RCO Kenya. and soliciting input as relevant from other relevant teams as required).

### EXPECTED OUTPUTS AND DELIVERABLES.

NO.	DELIVERABLES / OUTPUTS	ESTIMATED DURATION TO COMPLETE	REVIEW AND APPROVALS REQUIRED
	Desk review of the provided documents and development of the plan of interventions	3 days	
	Data collection and analysis	10 days	
	Developing BOS 2.0 Results	10 working days	CSMT/CSB
	BOS 2.0 practitioner trainings	TBD* App. 5 days	
	BOS 2.0 validation	TBD* App 5 days	CSMT /CSB
	BOS 2.0 presentation to CSMT & CSB	2 working day	
	BOS 2.0 Finalization	TBD	

#### A. Duration of Assignment

The work of the consultants will be finalized no later than in 35 working days within a period of two months . A no-cost extension may be granted if need arises.

#### B. Duty station

The duty station for this assignment is Nairobi, Kenya while some tasks can be performed online.

#### C. Qualification of successful individual contractor

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**a. Education and experience**

- A minimum of 8 years of experience in research, analysis and/or providing technical advice to government, and/or international development organizations
- Prior experience in the preparation of the UN Business Operations Strategies, and/ or experience/knowledge of UN reform on BOS 2.0
- Familiarity with new online platform for BOS 2.0 an asset.
- Updated knowledge on the experiences, initiatives, policies, and research studies pertaining to planning and budgeting
- Ability to work independently and respond to feedback in a timely and professional manner - Excellent writing and analytical skills
- Excellent organization skills, attention to detail, and ability to contribute to a team
- Excellent networking and interpersonal skills required

**b. Language Requirements**

- Excellent written and Spoken English

**EVALUATION CRITERIA**

CRITERIA	WEIGHT	MAX/POINT
Advanced university degree (A Master's degree as a minimum) in Economics, social sciences, and/or international development	10%	10
A minimum of 8 years of experience in research, analysis and/or providing technical advice to government, and/or international development organizations	15%	15
Prior experience in the preparation of the UN Business Operations Strategies	20%	20
Updated knowledge on the experiences, initiatives, policies, and research studies pertaining to planning and budgeting	5%	5
Methodology / Approach	20%	20
<b>TOTAL</b>	<b>70%</b>	<b>70</b>
<b>FINANCIAL PROPOSAL</b>	<b>30%</b>	<b>30</b>

**Financial Criteria (Maximum 30 points)****Submission of the Financial Proposal**

Applicants are instructed to submit their all-inclusive fee proposal in USD using the financial proposal template provided (Offerors letter to UNDP)

The financial proposal should be all-inclusive and include a breakdown. The term 'all-inclusive' implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, etc.) that could possibly be incurred by the Contractor are already factored into the financial proposal.

**Financial evaluation (maximum 30 points):**

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The following formula will be used to evaluate financial proposal:

$p = y (\mu/z)$ , where

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

$\mu$  = price of the lowest priced proposal

z = price of the proposal being evaluated

#### **Application process.**

Interested and qualified candidates should submit their applications which should include the following:

1. Detailed Curriculum Vitae
2. Proposal for implementing the assignment – template provided
3. Offerors letter to UNDP – template provided

**Note: The successful applicant will be required to complete a UNDP Personal History Form (P11) form prior to contracting.**

**Applications must be received through the UNDP e Tendering Portal on or before Sunday, 15 March 2020 by 11.59 P.M (GMT+3.00)**

Please quote “KEN/IC/2020/ 006– Development of Kenya BOS 2020-2021” on the subject line.

Firms are not eligible for this consultancy assignment. Open to international individual consultants only.

Incomplete applications will be disqualified automatically.

#### **All applications must be submitted through the UNDP eTendering portal.**

- If already registered, please go to <https://etendering.partneragencies.org> and sign in using your username and password, and search for the **event**:

Business Unit: **UNDP1**

Event ID:

- If you do not remember your password, please use the “Forgotten password” link. Do not create a new profile.
- If you have never registered in the system before, please complete a one-time registration process first by visiting <https://etendering.partneragencies.org> and using the below generic credentials:

Username: **event.guest**

Password: **why2change**

Detailed user guide on how to register in the system and submit the proposal can be found at:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/procurementnotices/resources/>

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BOS Terms of Reference, Q1 2020

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Email submission of applications will not be accepted. Queries about the position can be directed to

[undp.kenya.procurement@undp.org](mailto:undp.kenya.procurement@undp.org)

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