

Terms of Reference

Consultancy – Finance KPI development



Application Type:	Individual Contract
Job Title:	Consultant (National & International)
Category:	Management
Brand:	UNDP
Application Deadline:	15 April 2021
Duty Station:	Kuala Lumpur, Malaysia
Type of Contract:	Individual Contract
Languages Required:	English
Starting Date:	26 April 2021
Duration of Contract:	8 weeks

Background:

United Nations General Assembly Resolution 67/226 calls for more effective and cost-efficient support services in all programme countries by reducing the duplication of functions, and administrative and transaction costs through the consolidation of operational support services. In late 2017 as part of the Reform Agenda, the Secretary-General committed to the establishment of common back office functions at the country office level to optimize delivery of location dependent functions, and expansion of global service centers to optimize the delivery of location independent functions, by 2022. UNDP has also subsequently reflected this as part of its 2018-2021 Strategic Plan by committing to transform the organization into the backbone of the United Nations Development System through the consolidation of support services to drive efficiency savings.

In line with these objectives and building on recommendations from management services reviews, evaluations, and audit findings, the UNDP Executive Group recommended to pursue a global clustering initiative across UNDP and the optimization of back-office operations at the country office level covering Finance, HR and Procurement services. In May 2019, UNDP further approved a Clustering Business Case to expand the services of its Global Shared Services Unit (GSSU).

The GSSU was established in 2012 following the adoption of International Public Sector Accounting Standards (IPSAS) by UNDP for clustering of transaction processing and operations functions previously performed at country offices and headquarter location. Functions that have been clustered to date include processing of revenue of contribution revenue agreements and associated accounts receivable, creation and application of cash deposits, processing of payments through the Accounts Payable (AP) module including refunds to donors, closure of projects in the ERP system, maintenance of vendor master data and performance of bank reconciliation functions. With offices in Copenhagen, Kuala Lumpur, and Dakar, the GSSU services over 180 countries, 40,000 personnel and more than 40 other UN Agencies and Organizations. Through its functional lines, GSSU ensures high quality and timely delivery of human resources, financial and procurement services as well as information and innovative tools to its various clients and stakeholders. The GSSU supports all UNDP offices and units with the provision of transactional services. This includes a core set of transactions in Finance and HR that are already being handled by the Global Shared Service Unit (GSSU) in Kuala Lumpur.

A balanced performance management framework, referred to as the GSSU Integrated Service Performance Dashboard (“ISPD”), has been developed that aligns performance measures in meeting the objectives of the Business case; and has implemented performance management measures for UNDP Country Offices that measure the direction and progress made by GSSU in meeting the objectives with the clustering strategy of the Organization.

The ISPD, which is mainly focused on country offices, was formerly launched in September 2020. The ISPD is an automated dashboard which extracts data from UNDP's PeopleSoft ERP system, known as "Atlas," as well as the GSSU Client Relationship Management System (Oracle Cx). The ERP comprises various modules; including Accounts Payable, Contracts Module (used for management of revenues and receivables), General Ledger, Treasury Module, Human Resources, Grants and Project Management, Bank-to-Book (B2B) and Asset Management modules. UNDP has started the process of migrating from the current PeopleSoft ERP to Oracle Cloud ERP. The implementation of different modules will be staggered with target dates for roll-out in the second half of 2021. The implementation is being managed by a project team that has been established under UNDP's Office of Information Technology Management (ITM). GSSU will also be migrating from the Oracle Cx CRM to ServiceNow. GSSU now seeks to expand the implementation of the balanced performance management framework to cover services being rolled out in 2021.

Responsibilities and Deliverables

Building on the current GSSU Integrated Service Performance Dashboard, a consultant is sought to expand the implementation of key performance indicators in line with GSSU's overall performance management goals to cover the remaining key performance indicators for the business lines identified on the GSSU Clustering Business Case. The resultant comprehensive suite of performance measures should address the full spectrum of financial management (payables, revenue & contribution management, general accounting and project accounting) responsibilities and functions performed by the respective GSSU service teams. The table entitled "Services and KPI Targets" below summarizes the main deliverables to be completed by the consultant as well as the estimated deadlines. The consultant will have overall responsibility for ensuring quality and timely completion of the deliverables.

The following are the key deliverables that will be expected from the consultant:

1. **Interim report**, outlining the recommended performance measures for GSSU to review and feedback within 30 days from the consultancy start date; and
2. **Final report**, containing the final specifications for the Key Performance Indicators, detailed specifications of each indicator, recommended targets, as well as any other related information. (Report to be presented at the end of the consultancy). The final report should include detailed explanations of the impact to financial dashboards of the pending migration by UNDP from the current PeopleSoft ERP to Oracle Cloud ERP and ServiceNow including opportunities to leverage functionalities in the Oracle Cloud ERP and ServiceNow for financial dashboards.

Note: Report format to be discussed and agreed with the consultant. Payments shall be made following certification by UNDP that the services related to each Deliverable, as described below, have been satisfactorily performed and the Deliverables have been achieved as specified below. Lumpsum percentage (%) payable upon completion of Deliverables.

Schedule of Payments		
Deliverables	Deadline	Percentage of Payment
1. Submission and acceptance of Interim Report	25 May 2021	30%
2. Submission and acceptance of Draft Final Report	15 June 2021	30%
3. Submission and acceptance of Final Report	25 June 2021	40%

3. Key competencies required

- Strong understanding of regulatory frameworks and instruments
- Strong financial management and accounting skills
- Knowledge of the financial frameworks, programme policies & procedures of the UNDP and/or UN entities.
- Experience in formulating performance measures/KPIs for large finance functions
- Thorough & proven understanding of common business and project management practices.
- Strong understanding of regulatory frameworks and instruments
- Demonstrated ability to provide guidance and oversight in financial and administrative management
- Proven skills and ability to identify issues, formulate opinions, draw conclusions, and recommend solutions.
- Able to assess risks and correctly analyze the likelihood of them occurring. Able to then prioritize action to the risks with the biggest business impact.

4. Key Skills and Experience required

Academic qualifications: Advanced University Degree (Master's) in Business Administration, Finance/Accounting or a relevant discipline, or a professional accounting qualification certificate from an internationally recognized institute of accountancy. Those with professional accounting qualification certificate from an internationally recognized institute of accountancy will have a distinct advantage. Possession of both qualifications will have an added advantage.

Experience:

- At least 5 years' experience in senior financial management position(s) for large international organizations as well as audit experience in a large public auditing firm, required
- Familiarity with international development and the UN system, desired. UNDP experience will be an added advantage.
- Developing country experience would be desirable.
- A sound and detailed understanding of IPSAS or IFRS utilized by international organizations; desired. Experience with UNDP Finance and Accounting procedures will be an added advantage.
- Analytical capabilities combined with strong interpersonal, verbal, and written communication skills, required.
- Experience with financial performance measurement metrics, indicators, and monitoring, required.
- Experience with data and ERP systems, desired. Knowledge of Peoplesoft and Oracle Cloud ERP systems, will be an added advantage.

Language Requirements:

- Proficiency in English language: verbal, writing, and editing skills is required. Working knowledge of another UN language is an advantage.

5. Application Procedure

Interested individual consultants are requested to submit the following documents/information to demonstrate their qualification and interest. The application package containing the following (to be uploaded as **one (1) single PDF document**):

- A cover letter with a brief description explaining the applicant's motivation and interest for the advertised assignment.
- Letter of Confirmation of Interest and Availability using the template provided in Annex 5.
- Personal CV or P11 (provided in Annex 1), indicating all past experience from similar projects and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of the Candidate and of at least three (3) professional references.
- Financial Proposal in US Dollars (USD), as per template provided in Annex 5.

Note: The above documents need to be scanned in one file and uploaded to the online application as one document. The financial proposal shall specify lump sum amount, and payment terms around the specific and measurable deliverables of the TOR. Payments are based upon output, i.e. upon delivery of the services specified in the TOR, and deliverables accepted and certified by Chief, Strategic Performance and Client Management.

- This consultancy is a home-based assignment, therefore, there is no envisaged travel cost to join duty station/repatriation travel.
- In the case of unforeseeable travel requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and Individual Consultant, prior to travel and will be reimbursed. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.
- If the Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under a Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Additional information:

Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>.

6. Evaluation process

Applicants are reviewed based on Required Skills and Experience stated above and based on the technical evaluation criteria outlined below. Applicants will be evaluated based on cumulative scoring. When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as: (a) Being responsive/compliant/acceptable; and (b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weighs 70% and Financial criteria/ Proposal weighs 30%.

Technical evaluation -Total 70% (70 points):

- **Criterion 1** -Relevance of experience and professional development to the assignment (Maximum of **20 points**); (Candidate with relevant experience and professional qualifications attain full marks)
- **Criterion 2** - Past experience working with IPSAS or IFRS Accounting standards (Maximum of **15 points**).
- **Criterion 3** - Experience of work on similar project with an international organization (at least 5 years) (Maximum of **20 points**) (5 years of relevant experience = 15 points; from 6 to 9 years of experience = up to 17 points and 10 years and above = up to 20 points).
- **Criterion 4** - Experience with data and ERP Systems (Maximum of **15 points**).
(Note: Candidates with data experience and Peoplesoft get full marks)

Candidates obtaining a minimum of 70% (49 points) of the maximum obtainable points for the technical criteria (70 points) shall be considered for the financial evaluation.

Financial evaluation - Total 30% (30 points)

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 μ = price of the lowest priced proposal z = price of the proposal being evaluated.

The Candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into contract with UNDP.

7. Institutional arrangements

The Consultant will work under the direct supervision of the Chief, Strategic Performance and Client Management and will be responsible for the fulfilment of the deliverables as specified above.

The work week will be based on 35 hours, i.e. on a 7-hour working day, with core hours being between 9h00 and 18h00 daily. The consultant will be given access to relevant information necessary for execution of the tasks under this assignment; and the consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.)

Payment modality

It is expected that payments will be made according to completion and acceptance of the deliverables specified above. Once deliverables are received, accepted and certified by the Chief, Strategic Performance and Client Management, payment will be made to the consultant within 30 business days in accordance with the payment schedule indicated above.

Annex 1 - [UNDP P-11 Form for ICs](#)

Annex 3 - [IC Contract Template](#)

Annex 3 - [IC General Terms and Conditions](#)

Annex 4 - [RLA Template](#)

Annex 5 - [Letter to UNDP Confirming Interest and Availability for IC](#)

Any request for clarification must be sent by email to procurement.cyberjaya@undp.org. The UNDP GSSU Management Services Unit (MSU) will respond by email and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all applicants.

SERVICES AND KPI TARGETS

	Process	Deliverable	Delivery days	SLA Transition Target	SLA Final Target	Quality/ Fall over rate
STREAM ONE	1. Bank Reconciliation	B2B Reconciliation Report signed and submitted to clients	10th of the following month			
		Narrative Report highlighting ageing of unreconciled items, progress, and action points submitted to clients	15 working days of the following month			
	2. Deposits Creation and Application	Deposits created & applied	1 working day			
	3. Vendor and Travel Profile management	Vendor profile created Travel profile created	1 working day 3 working days (for combo case that is attended by			
	4. T&E Reconciliation	Reconciliation of Travel Requests (TR) for travel fare after receipt of invoices	5 working days			

STREAM TWO	5. Pay cycle	Pay cycle run				
	6. Voucher Processing	Voucher Creation (Non-PO) + New Vendor				
		Voucher Creation (Non-PO) - Existing				
		Voucher Creation (PO)				
		Voucher Creation / HACT (NEX advances)				
	7. Voucher/ Payment Void	Delete/Close Voucher				
		Payment Cancellation - Do not Reissue /Close Liability				
		Payment Cancellation Re-open Voucher(s) /Put on Hold				
		Payment Cancellation - Re-open Voucher(s)/Put on Hold/Amend				
		Payment Cancellation - Re-open Voucher(s) /Re-issue				
		Payment Cancellation - Re-open Voucher(s) /Re-issue/Amend Payment				
		% of invoices paid within agreed purchasing terms				
STREAM THREE	8. Project Accounting	Project Financial Closure				
		Donor refunds Processing				
		Processing and review of Other Receivables				
STREAM FOUR	9. General Accounting	Service Billing				
		Revenue Application and Reconciliation				
		Accounts Receivable Reporting				
		General Ledger Journal Entry Processing and Reconciliation				
		Creation of Project Account Codes				
STREAM FIVE		Common Service Management administration and Reporting				
		Submission of VAT returns				
		Donor Reporting				
		Country Office Financial Management and Reporting				
		Payroll				