

TERMS OF REFERENCE

FOR INDIVIDUAL CONTRACT

POSITION TITLE: International Consultant - Regional Knowledge Systems Mapping and Architecture

PROJECT NAME: SDG Integration

COUNTRY OF ASSIGNMENT: Home-based with no travel required, reporting to the SDG Integration (SDGi), Bangkok Regional Hub (SDGi Regional Advisor, Asia-Pacific)

Duration: 1 September 2022 – 30 December 2022 (approx. 30 working days)

1) GENERAL BACKGROUND

UNDP is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP's policy work carried out at HQ, Regional and Country Office levels, forms a spectrum of deep local knowledge to cutting-edge global perspectives and advocacy. Within this context, UNDP invests in a network of field-based and global technical expertise across a wide range of knowledge domains and in support of the signature solutions and organizational capabilities envisioned in UNDP's Strategic Plan.

The need for rapid learning, sharing and application of knowledge to respond to the rapidly evolving development challenges is recognized as being of utmost importance, as countries in the region grapple with further entrenchment of COVID-related socioeconomic downturns thanks to geopolitical disruptions and ever-worsening climate change and wider environmental degradation. Anticipatory governance, risk informed development, energy transition, inclusive socioeconomic recovery, low-Carbon development, sustainable investment, food security, digital transformation are but a few of the big topics circulating for urgent understanding; but the UNDP offices in the region continue to call for human-centred knowledge platforms, capacities and mentoring mechanisms to help bring understanding into strategic, decisive action and impact. It is well recognized that knowledge as "people" versus as knowledge residing solely in written products is the direction needed; and networking accessible expertise within and without the organization continues to be a challenge.

2) OBJECTIVES OF THE ASSIGNMENT

UNDP has recently launched a new corporate knowledge management strategy aligned with the corporate Strategic Plan 2022-25, and led by the SDG Integration Team, Bureau for Policy and Programme Support in UNDP NYHQ. As part of this strategy, UNDP is investing in building a coherent, corporate knowledge architecture that embraces a cultural shift that is data driven, tackles complexity, navigates uncertainty and actively manages risk. It also looks to provide a seamless, rapid knowledge sourcing and sharing based on a clear knowledge taxonomy which integrates work around demand from programme countries and highlights integration across policy teams.

A key element of this initiative is to connect disparate knowledge and data platforms, systems and assets managed across the organization in order to be able to surface all relevant knowledge and data in a unified environment. As part of this effort, the Bangkok Regional Hub is looking for a Regional Knowledge Assessment Consultant to i) map in-house knowledge platforms, systems, asset locations, and current process flows, ii) identify potential synergies and integrations,

and iii) identify gaps that would require additional investment corporately.

The Consultant will report directly to SDGi Regional Advisor, Asia-Pacific, in the UNDP Bangkok Regional Hub and coordinate closely with the thematic teams across the Regional Bureau for Asia-Pacific (RBAP), in coordination with the SDG Integration Team in UNDP NYHQ.

3) SCOPE OF WORK

The Consultant will be responsible for the following activities:

- Review existing technical documentation on corporate knowledge strategy and knowledge architecture and relevant regional documents;
- Systematically map knowledge and data platforms, systems and assets across regional and country knowledge landscape (select number of country offices to be determined by regional bureau), categorizing by type, use case, thematic area/s and geographic relevance;
- Create diagrams to illustrate the status of platform/systems and their current connectivity across the region and relevant countries.
- Undertake key informant interviews with all technical and business owners for each platform/system across the region and select country offices, and note the use case, current status, technical setup and future development plans for each.
- Develop and present a report on findings and key issues related to technical connections/synergies, prepare a first set of recommendations to address inter-operability challenges, highlighting the benefits, concerns, risks and impacts for each platform/system.
- Coordinate with the SDG Integration Team to ensure mapping exercise meets quality standards and is harmonized across regions;

The BRH SDGi focal point, working closely with the regional Foresight/Horizon Scanning Effort on emerging critical issues, will also provide some of the findings, to add potential context and “mental touch points” for both interviewer and interviewees, to help with initial framing of knowledge and learning needs and modalities to support potential real world applied learning for impact.

4) DURATION OF ASSIGNMENT, DUTY STATION AND INSTITUTIONAL ARRANGEMENT

Duration

- This assignment is expected to span a total of 12 weeks, encompassing approximately 30 working days throughout.
- This assignment is expected to begin 1st September 2022 until 30th December 2022.
- All deliverables will be reviewed with feedback provided within expected time frames of the deliverables noted above

Duty Station

- The Consultant will all be home-based, reporting to the UNDP Bangkok Regional Hub (SDGi Regional Advisor)
- Travel to the Duty Station is not envisaged for this assignment.

Institutional Arrangement

- The Consultant will work under the guidance of the SDGi Regional Advisor in the UNDP Bangkok Regional Hub and coordinate closely with the thematic teams across the Regional Bureau for Asia-Pacific, in coordination with the SDG Integration Team in UNDP NYHQ.

- The Consultant will be responsible for the fulfilment of the deliverables as specified below.
- The Consultant will be given access to relevant information necessary for the execution of the tasks under this assignment.
- The Consultant will be responsible for providing her/his own laptop.
- Given the regional consultations to be undertaken during this assignment, in addition to coordination with the SDG Integration Team in UNDP NYHQ, the consultant is expected to be reasonably flexible with his/her availability for such consultations taking into consideration different time zones

5) Expected Deliverables

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required	% of payment based on total contract value
1.Complete mapping of knowledge and data platforms, systems and assets across regional and country knowledge landscape	5 working days	2 weeks after start of contract	SDG Integration Regional Advisor (Asia-Pacific), UNDP Bangkok Regional Hub	20%
2. Conduct set of comprehensive interviews and produce draft findings	10 working days	6 weeks after start of contract		20%
3. Create diagrams to illustrate the status of platform/systems	2 working days	7 weeks after start of contract		15%
4. Present final report	10 working days	11 weeks after start of contract		35%
5. Develop visual materials to complement the report	3 working days	12 weeks after start of contract		10%

*SDGi Regional Advisor will be working with a regional team of knowledge focal points from multiple RBAP teams/COs to ensure deliverables are fit for purpose

6) COMPETENCIES, DEGREE OF EXPERTISE AND QUALIFICATIONS

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 favouritism.

Technical:

- Ability to carry out data and information mapping

Communications

- Able to communicate effectively in writing to a varied and broad audience in a concise and straightforward manner.

Professionalism

- Capable of working in a high-pressure environment with sharp and frequent deadlines, managing many tasks simultaneously.
- Excellent analytical and organizational skills

Teamwork

- Works well in a diverse team;
- Projects a positive image and is ready to take on a wide range of tasks;
- Focuses on results for the client;
- Welcomes constructive feedback.

Academic qualifications

- Advanced degree in information science, library science, communications, or related field is required.

Experience

- A minimum of 7 years professional experience in knowledge management, library science or information science for a large organization (private or public or NGOs); required;
- At least 4 years in content classification within large organizational settings (private or public or NGOs); required - specify number and timing (from/to) of assignments.
- At least 3 years of relevant experience in knowledge management architecture and learning modalities in large organizational settings in Asia-Pacific; required - specify number and timing (from/to) of assignments.
- Proven ability to effectively map expansive technical architectures with multiple systems, identify synergies, current strengths and weaknesses, provide strong recommendations for sustainable improvement and new solutions; required
- Experience working with a wide range of technical systems and solutions for integrations between them; required
- Ability to understand both the business case/use case of a platform and the underlying technologies, auditing for soundness of the systems in place; required
- Proficiency in the use and functionality of the Microsoft Office365 suite of tools; desired
- Understanding of knowledge management strategies/systems and organizational learning strategies/systems; desired
- Proficiency in the use and functionality of the Microsoft Office365 suite of tools; desired

Language

- Fluency in written and spoken English is required;

7) REVIEW TIME REQUIRED

The review and approval of payments will be made by the assigned supervisor(s) within 30 days.

8) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

☒ NONE

☐ PARTIAL

☐ INTERMITTENT

☐ FULL-TIME

9) PAYMENT TERMS

Please indicate any special payment terms for the contract.

☒ Lumpsum

☐ Daily

10) RECOMMENDED PRESENTATION OF OFFER

Instructions to Applicants: Click on the "**Apply now**" button. Input your information in the appropriate Sections: personal information, language proficiency, education, resume and motivation. Upon completion of the first page, please hit "submit application" tab at the end of the page then the uploading option for the required document will be available.

Interested candidates must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document:

- **Letter of Confirmation of Interest and Availability with Financial Proposal** (in USD) using the template provided as **Annex III**

Financial proposal: Consultant shall quote an all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided for the entire assignment. The term "all-inclusive" implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the proposed fee submitted in the proposal.

If an 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 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.

Payments are based upon output, i.e. upon delivery of the services specified in the TOR, and deliverables accepted and certified by the technical manager.

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.

- **A cover letter** with a brief description of why the Offeror considers her/himself the most suitable for the assignment;
- **Personal CV or P11**, indicating all past experience from similar projects and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of at least three (3) professional references;
- **Technical Proposal:** in order to assess the suitability of the applicant (see “Criteria for selection of Best Offer” in later sections), the applicant will be expected to present their specific methodology for delivering on the scope of work and expected deliverables outlined in this TOR. UNDP proposes that the description of approach for the expected deliverables be shaped, bearing in mind the following indicative categories of action for each deliverable as appropriate:-
 - **Process level Deliverables** (eg the steps, tools and/or approaches one would use for desk review and interview to develop the baseline information that would be analysed to help shape and craft the other deliverables);
 - **Mapping level Deliverables** (eg. Include any specific digital tools or approaches that might be used to map the various categories of knowledge and data platforms, knowledge systems and assets across the region/select COs);
 - **Analysis level Deliverables** (eg. Tools and approaches to analyse status, connectivity, synergies, gaps, technical set up and future development plans of knowledge systems and platforms);

UNDP would like a modality that is strongly rooted in uptake of ideas from deep consultation of key focal points, balancing the vision and intent of the UNDP Knowledge Management Strategy, with the region-specific needs and requests, so that there is shared ownership and incentivization of the region to participate in and benefit from the implementation of the Knowledge Management Strategy. Also, to gauge overall years and types of experience, ***it would be highly recommended that the applicant shows linked examples from past work where their proposed approach, networks, digital or other tools and approaches were used successfully for any similar work done in other organizations, whether private or public.*** It is also acknowledged that there may be adjustments once interactions with focal points begin in earnest.

****Failure to submit the above-mentioned documents or Incomplete proposals shall result in disqualification.**

**** Please group all your document into one (1) single PDF document as the application system only allows to upload maximum one document.**

11) CRITERIA FOR SELECTION OF THE BEST OFFER

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:

- Being 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 where technical criteria weighs 70% and Financial criteria/ Proposal weighs 30%.

Technical evaluation - Total 70% (150 points):

Criteria	Description	Attributable points
Eligible qualifications		
1	Advanced degree in information science, library science, communications, or related field	10
2	A minimum of 7 years professional experience in knowledge management, library science or information science for a large organization (private or public or NGOs)	20
3	At least 4 years in content classification within large organizational settings (private or public or NGOs); required - specify number and timing (from/to) of assignments	20
4	At least 3 years of relevant experience in knowledge management architecture and learning modalities in large organizational settings in Asia-Pacific; required - specify number and timing (from/to) of assignments.	20
Technical proposal		
5	Proven ability to effectively map expansive technical architectures with multiple systems, identify synergies, current strengths and weaknesses, provide strong recommendations for sustainable improvement and new solutions	10
6	Experience working with a wide range of technical systems and solutions for integrations between them	10
7	Ability to understand both the business case/use case of a platform and the underlying technologies, auditing for soundness of the systems in place	10
Interview		50
Total		150

Having reviewed applications received, UNDP will invite the top three/four shortlisted candidates, who obtain **minimum 70 points in desk review** (qualification and technical proposal), for interview. Please note that only shortlisted candidates will be contacted.

Candidates obtaining a **minimum of 70% (105 points)** of the maximum obtainable points for the criteria (150 points) shall be considered for the financial evaluation.

Financial evaluation - Total 30%

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

Contract Award

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.

12) ANNEXES TO THE TOR

Existing literature or documents that will help Offerors gain a better understanding of the project situation and the work required should be provided as annex/es to the TOR, especially if such literature or documents are not confidential.

Prospective candidates may wish to peruse the [UNDP Knowledge Strategy 2022-2025](#) or visit [UNDP KM Strategy on SparkBlue](#), as well as the emerging ideas around [Digital Knowledge Management Infrastructure](#).