

Good Practice Example:

UNCT-SWAP PERFORMANCE INDICATOR 4.3

Virtual Toolkit Resource



What?

Terms of Reference for consultant to develop gender-sensitive Business Operation Strategy (BOS) (UNCT Mexico)



Why?

This model of good practice draws on in-country resources across agencies to strengthen the gender capacity of the OMT to develop gender responsive Business Operation Strategy (BOS) and implement other relevant UNCT-SWAP Scorecard recommendations.

These TOR was developed to support the overall design and development of the new generation BOS (2020-2024) for the UNCT in Mexico.

Within this good practice, we highlight how the TOR sought to integrate a focus on addressing: sexual abuse and exploitation and sexual harassment; family-friendly policies; gender equitable recruitment and promotion and training strategies; and to promote operational capacities to promote gender equality and the empowerment of women.

Such an approach can support a UNCT in integrating GEWE tracking into BOS systems in line with UNCT-SWAP Performance Indicator 4.3 requirements as well as enhancing the organizational environment for the promotion of gender equality and women's empowerment as (Performance Indicator 4.2).

Additional materials in the UNCT-SWAP Scorecard Toolkit detail the wider process the UNCT in Tanzania followed, to mainstream GEWE in operations (UN Tanzania's 'UNCT-SWAP GE Scorecard Progress on Indicator 4.3 Gender Parity') and the BOS with gender integrated targets (United Republic of Tanzania Business Operations Strategy).



Performance Indicator 4.3 Gender Parity

Approaches Minimum Requirements	<ul style="list-style-type: none">a. A system-wide plan is in place for the UNCT to achieve gender parity.
Meets Minimum Requirements	<p>Approaches minimum requirements and</p> <ul style="list-style-type: none">b. At least one Gender Focal Point is appointed (as per SGB/2023/3)c. The UNCT can demonstrate progress in the implementation of the systemwide plan on gender parity.
Exceeds Minimum Requirements	<p>Meets minimum requirements and</p> <ul style="list-style-type: none">d. The UNCT can demonstrate positive trends towards achieving gender parity.e. The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

Terms of Reference

Developed from United Nations Mexico Model for Consultant to Draft BOS Summary

Title	Local Consultancy - Business Operation Strategy (BOS)
Title for publication	Local Consultancy - Business Operation Strategy (BOS)
Duration of the publication	2 weeks
Location	Mexico City, Mexico
Travels	Not required
Duration of the contract	3 months (Mayo – July 2020)
Supervisor	UNICEF Mexico, Operations Manager: Javier Castro, OIC UNFPA Mexico, Administrative Associate: Marcela de la O RCO National Coordinating Officer
Estimated cost	Total \$x,000.00 USD
Payment Plan	Deliverable 1 - \$x,000.00 USD Deliverable 2 - \$x,000.00 USD Deliverable 3 - \$x,000.00USD Deliverable 4 - \$x,000.00 USD
Funding Source (WBS Budget Code & Grant)	UN interagency
Suggested contractors	

Context

The UNSDG established the Business Innovations Strategic Results Group (BIG) to facilitate an Agency-led change process, co-chaired by the WFP Executive Director and the UNHCR High Commissioner for Refugees. The BIG launched a short-term and time-bound full-time inter-agency BIG Project Team that is focused on designing and planning for delivering the SG's reform targets. While the BIG Project Team will work on the design and implementation plans, there is the need to create re-activate the work of the Operations Management Team (OMT), an inter-agency mechanism for the BOS that can provide long term operational ownership, support, and quality assurance to the UNCTs.

The United Nations Country Team (UNCT) in Mexico, through the Operations Management Team (OMT), is in the process of finalizing the new United Nations Sustainable Development Cooperation Framework for 2020-2024 (UNSDCF).

In line with the development of the new cooperation framework and the UN Reform, the UNCT and OMT Mexico seek to strengthen their efforts in harmonizing business operations to reduce operational transaction costs and duplication in the delivery of high-quality operational support services to their Programmes throughout the current and the new cooperation framework period.

Based on the previous (preliminary) analysis conducted in 2016 and based on the UN Reform, it is envisaged to develop a comprehensive and effective Business Operations Strategy (BOS) to support and ensure that the implementation of the UNSCDF is supported.

The UNCT and OMT Mexico also seek to promote the principles of equality and non-discrimination, putting gender equality at the heart of UNDAF programming, driving the active and meaningful participation of both women and men, and the empowerment of all women and girls, including through the operational activities in the country in line with the UNCT-SWAP Gender Equality Scorecard 2019 Action Plan on Organizational Culture and Gender Parity.

Objective

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 the Programme and supports the development of harmonized Business Operations to achieve the following results:

- 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;
- Develop mechanisms and tools for Improved planning, implementation, monitoring and evaluation, and reporting of the UN's interagency business operations through the use of measurable targets and indicators;
- Formulation of innovative approaches to the operations of the UNSDCF and Country Programmes;
- Coordination mechanism between UNSDCF and BOS both at design and implementation stage.
- Cost-Benefit Analysis of the inter-agency operations
- Analysis on the feasibility to implement back-offices in the country.

Expected results

Under the overall leadership and guidance of the Operations Management Team and the direct supervision of the UN Coordination Officer, UN Mexico seeks the services of a consultant who will contribute to the overall design and development of the new generation BOS (2020-2024). The BOS will support UN Agencies, Funds and Programmes efforts to effectively and efficiently address national development needs through strengthened harmonization of business processes, reduced duplication of functions, administrative and transaction costs.

The BOS contributes to identifying joint opportunities for harmonization of business practices, such as but not exclusively the results-based framework to plan, monitor, implement and evaluate operational activities; enhancement of Programme and operation linkages; cost reduction modalities; as well as common operation initiatives and mutual recognition of operational

procedures. A new generation BOS is expected to outline critical inter-agency coordination and operations activities planned to support the UNSDCF implementation.

In this context, the consultant is expected to undertake:

- Revision of UN Standard operating procedures for countries adopting the delivering as one approach, with a clear focus on simplification and streamlining of processes and instruments. Revision and country analysis of the Workstreams resulting from the Secretary-General's targets to be implemented through the Business Innovation Group (BIG) particularly on Mutual Recognition, Business operations Strategy (BOS) 2.0, common premises and common back offices.
- A stock-taking and mapping exercise to identify efforts set out in the past years (2014-2019) as well as the drafted strategies from 2016 as part of the interagency operations training held in Mexico City.
- Crossed analysis on the central policies of procurement and human resources at the interagency level.
- Conduct a Cost-benefits analysis and strategic prioritization of Common procurement (including specific areas of collaboration and scale economies, rationalizing and ranking in terms of the most beneficiary and cost-saving activities); Common logistics and transport; Common ICT; Common HR; Common audit Common finance; Harmonized approach to cash transfers (HACT); and Common premises and common reduction on Gas emissions
- The analysis on Common Human Resources should include a chapter on a) common measures on the prevention sexual abuse and exploitation and sexual harassment, b) family-friendly policies; c) Gender equitable recruitment and promotion and training strategies; d) Available training to promote gender equality.
- Determination of new needs and requirements leading the strategic formulation process
- Finalization of the BOS (supporting BOS narrative development, including the governance & accountability framework and validation and approval), based on the BOS 2.0 guidance.
- Proposal of distribution responsibilities of Task Forces between agencies based on the following service lines: 1. Administration (incl. facility services, travel, transport, etc.) 2. Finance 3. Human Resources 4. ICT 5. Logistics and 6. Procurement, according to the expertise and interests of each Agency.

The BOS consultant will perform his/her tasks in close coordination with the OMT chair and co-chair, RCO, consultation with the UNCT.

Main Activities

A. Operational Data Collection and Analysis:

- Revision of UN standard operating procedures, UN Reform, BIG reports and BOS 2.0 guidance
- Collection of operational data in collaboration with OMT
- Data rationalization and analysis

B. Operational Analysis / BOS Budgetary framework:

1. Baseline Analysis:

- Current service offering (agencies specific, common services mapping and procurement collaborations)

2. Needs Analysis:

- Programmes/UNSDCF related needs
- Other, non-programmes related needs

3. Cost-Benefit-Analysis and Prioritization

- Identifying, ranking and sequencing of common services by contextual relevance, cost, UNCT capacity, mandate, etc.
- Develop Common Service Priority Ranking (Baseline Report) with clear baselines indicators at the pillar and outcome levels
- Common Human Resources Analysis based on gender equality approaches.

C. Strategic Process

1. Developing the BOS Results Matrix and M&E arrangements:

- Identify and finalize suitable outcomes as per the above operational analyses
- Develop outputs per outcome
- Identify and set baselines, targets and Key Performance Indicators (KPIs) for 5 years at outcome level with required resources (budget)
- Risk analysis included
- Include indicative resource requirements at the outcome level
- Set lead agencies at the output and activities level
- Develop required templates for reporting and tracking tools
- Develop M&E management arrangements and frequencies

2. BOS Validation

- The OMT will work closely with the consultant and assist in developing the various narrative sections of the BOS
- The Consultant will edit the final draft version of the document and present to the OMT and seek their feedback
- The Consultant, with OMT Chairpersons and RCO, will facilitate the presentation of draft BOS to the UNCT for review and incorporate inputs toward the development of the final draft
- This consultancy contract will end after the UNCT approves the final version of the BOS.

Deliverables

No.	Deliverables / Outputs	Payment Fee %	Estimated Duration to Complete	Review and Approvals Required
1	Operational Data Collection and Analysis: <ul style="list-style-type: none"> Collection of operational data in collaboration with OMT Data rationalization and analysis 	30%	4 weeks	OMT Chairperson and OMT ad hoc Task Forces (HR, Procurement, and IT)
2	Operational Analysis: <ul style="list-style-type: none"> Baseline Analysis Needs Analysis Cost-Benefit-Analysis and Prioritization 	20%	3 weeks	OMT Chairperson and OMT ad hoc Task Forces (HR, Procurement, and IT)
3	Developing the BOS Results Matrix and M&E arrangements	20%	2 weeks	OMT Chairperson and OMT ad hoc Task Forces (HR, Procurement, and IT)
4	BOS finalization and validation.	30%	2 weeks	OMT Chairperson, OMT members, and RCO.

- Payment will be made only upon delivering on the contract obligations in a satisfactory manner.
- The fees of consultants and individual contractors are expressed in gross amounts. Consultants and individual contractors are **responsible** for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local laws.
- UN will neither assume nor undertake any liability for taxes, duty or other contributions payable by consultants and individual contractors on payments made under the individual contract. UN does not issue statements of earnings to consultant and individual contractors.

Required Profile

Academic:

- University Degree in one of the following areas is required: Business management; Financial management; Accounting; Public Finance; and related operations function (Supply Chain, Human Resources, Information Technology, International Business, Project management, etc.), statistics or development related field preferably with specific focus on international development and humanitarian operations. (Master's and above, desirable)

Experience:

- Minimum of 5 years of experience with procurement, logistics or operations having quantitative analysis background and having UN experience.
- Professional training in, and experience with statistical/operational analyses, and inter-agency procurement activities involving multiple UN agencies.
- Experience developing the UN BOS for other UN Offices.

Language:

- Excellent proven written and spoken English and presentation skills;
- Excellent communication and interview skills; interpersonal and teamwork skills;
- Excellent report writing skills.

Competencies

Professional Competencies:

- **Professionalism:** Knowledge and understanding of UN's operational context in Mexico, particularly in the fields of common services and the Business Operations Strategy. Ability to identify key procedures and issues, conduct data collection, operational analyses and discussions with decision-makers to propose solutions to these issues. Ability to apply sound judgment in the context of assignments given, and work under pressure. Shows persistence and remains calm in stressful situations. Shows pride in work and achievements, demonstrates professional competence and mastery of the subject matter. Responds positively to feedback and different points of view. Conscientious and efficient in meeting commitments, observing deadlines and achieving results.
- **Planning and Organizing:** Develops clear goals that are consistent with the terms defined here. Identifies priority activities and assignments and adjusts them as required. Allocates appropriate time and resources for completing work by foreseeing risks and developing contingency plans accordingly. Monitors and adjusts plans as necessary and uses time effectively.
- **Accountability:** Takes ownership of responsibilities and honors commitments. Delivers assigned tasks within prescribed time, cost and quality standards. Operates in compliance with organizational regulations and rules. Takes personal responsibility for his/her shortcomings.

Functional Competencies:

- Expertise in operational support activities required to ensure high-quality and cost-effective delivery of UN's development and humanitarian assistance.
- Experience with holding operational analyses to identify benchmarks on quality and efficiency for inter-agency operations activities and monitor and implement these activities accordingly.
- Knowledge of UN's legal and market context in Mexico, particularly to facilitate UN's inter-agency harmonization, operational support and procurement activities.
- Demonstrate understanding of gender equality and women's empowerment principles related to human resources, organizational culture and procurement.
- Demonstrate strong analytical and strategic thinking skills with ability to conceptualize, articulate, write and debate about relevant issues;
- Demonstrate ability to lead and manage a team substantively;
- Ability to identify beneficiaries' needs, and to match them with appropriate solutions
- Ability to build and sustain effective dialogue with main constituents, communicate effectively and sensitively across different constituencies;
- Ability to handle a large volume of work possibly under time constraints.

Work conditions

The work will be developed mostly self- based

Also, it will be necessary to have at least 5 weeks of fieldwork in Mexico City. The specific dates for the fieldwork will be agreed between the supervisor and the consultant, but it is expected that the consultant works at UN's offices for the following periods, dates to be determined:

- Component A: (3 weeks)
- Component B: (1 week)
- Component C: (1 week)

The person selected will work closely with the Operations Manager UNICEF and the staff working on operations strategies. The consultant or team of consultants will also be supported by a staff member of the Resident Coordination office and a staff member from UNFPA as co-chair of the OMT who will facilitate the link and dialogue with the United Nations System in Mexico.

About applications

The person interested in this call must send a technical proposal and an economic proposal (separately), both in PDF format, to the following email address: **supplymexico@unicef.org**

The proposals must be accompanied by the resume or curriculum vitae through UNICEF online Talent Management System (TMS).

The deadline for the receipt of proposals will be April 20,2020.

Requirements of the technical proposal:

1. The technical proposal should include:
 - a. A description of the proposed methodology that will be used to develop the work.
 - b. A description of the approaches on which the technical advice and orientation will be based.
 - c. Relevant information sources and materials.

2. A timeline and a tentative work plan.

Requirements of the economic proposal:

1. The fees and resources required to carry out the work, co
2. Other general expenses, if any.

Evaluation

For the evaluation of the proposals, a score of 70% will be assigned to the technical proposal and 30% to the economic proposal. In order to evaluate the economic proposal, it will be necessary to comply with a minimum of 49%.

For the Technical Proposal the Percentage assigned to each item will be as follow:

Criteria	Weight 70%	Max. Point 70
Technical		
Advanced university degree (Masters as a minimum) in Economics, social sciences, and/or international development or MBA	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
Total	70%	70

Financial proposal	30%	30
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The UN system is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

Annexes

- Standard operating procedures for countries adopting the delivering as one approach: <https://unsdg.un.org/resources/undg-standard-operating-procedures-countries-adopting-delivering-one-approach>
- Business Operations Strategy (BOS) 2.0 Guidance: <https://unsdg.un.org/sites/default/files/2019-10/1.%20BOS%20-%202019%20Guidance%20Final.pdf>
- Secretary-General's Report: <https://undocs.org/A/72/684>
- Business Innovation Group: <https://unsdg.un.org/2030-agenda/business-operations>
- 3 Mutual Recognition: <https://www.unsystem.org/content/mutual-recognition>

Proposed by Javier Castro, Operations Manager, OIC

Signature: _____

Date:

Approved by Christian Skoog, Representative

Signature: _____

Date:

References:

Supply Manual

Chapter 06: Procurement of Supplies, Equipment and Services

Section 07: Contracting for Services

Date: 23/12/2015

Chapter 06: PROCUREMENT OF SUPPLIES, EQUIPMENT AND SERVICES

Section 07: Contracting for Services

“5.2.3 A TOR should be written in a clear and unambiguous manner defining the assignment. A well-developed TOR is one of the most important elements for a successful procurement process. As guidance, please see below-recommended sections in a standard Terms of Reference for Services ([Annex 4](#) provides a detailed template of the structure of the TOR). In addition, please refer to the sample TOR repository on UNICEF intranet.

<https://intranet.unicef.org/Denmark/danhomepage.nsf/0/3656A5E247BBDA9CC1257E3B002EB620>