

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT

| | | |
|---------------------|---|----------------|
| Title of Assignment | Consultancy on mapping staff functions and related tasks to assess the workload for UNICEF Eastern Caribbean Programme and Operations staff and propose solutions | |
| Section | Management | |
| Location | Home based/Remote | |
| Duration | 30 working days | |
| Start date | From: 15/11/2020 | To: 31/01/2021 |
| Funding source | 0420/A0/05/800/003/002 - BMA | |
| Supervisor | Representative | |

Background and Justification

A staff survey conducted in July 2020 as part of the preparation to feed into the CMT meeting on staff concerns raised the issue of workload. Specialists indicated that they do not have enough time to focus on their technical work, as they use a significant portion of their time on administrative and management tasks. They also noted a number of redundancies in work processes. Other programme staff also raised similar concerns. A recommendation was hence made to do a mapping of staff functions as part of a retreat so we can see realistically what everyone does and design a strategy to effectively balance the workload and eliminate duplications in the ECA.

The concern about the workload and unequal distribution among staff is not new, it can be documented in the different staff surveys over the 12 years including the 2020 global staff survey. The main findings from these surveys are captured in the table below.

To the question, *in my office there is little duplication of work*, answers were the following:

| Response | 2008 | 2009 | 2011 | 2014 | 2017 | 2020 |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Strongly agree (Strongly positive) | | | 13% | 0% | | |
| Agree (Positive) | | | 63% | 37% | 30% | 27% |
| Neither agree nor disagree (Neutral) | | | 13% | 37% | 20% | 36% |
| Disagree | | | 13% | 16% | 50% | 32% |
| Strongly disagree | | | 0% | 0% | | 5% |
| Don't know | | | 0% | 11% | | |
| Strongly agree and agree | 67% | 67% | 75% | 37% | 30% | 27% |
| Number of respondents | | | 8 | 19 | 10 | 22 |

Source: GSS 2008, 2009, 2011, 2014, 2017, 2020

In overall the table above shows a trend over 12 years suggesting that there is a growing number of staff who believe that there is duplication of work.

To the question, *my office manages the workload efficiently so that I can provide quality services*, answers are the following:

| Response | 2008 | 2009 | 2011 | 2014 | 2017 |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Strongly agree (Strongly positive) | | | | | 0% |
| Agree (Positive) | | | | | 10% |
| Neither agree nor disagree (Neutral) | | | | | 30% |
| Disagree | | | | | 60% |
| Strongly disagree | | | | | |

| | | | | | |
|--------------------------|-----|-----|-----|-----|-----|
| Strongly agree and agree | 36% | 34% | 38% | 37% | 10% |
| Number of respondents | | | 8 | 19 | 10 |

Source: GSS 2008, 2009, 2011, 2014, 2017

In overall here again the table above shows a trend over 12 years suggesting that there is a high number of staff who believe that the office does not manage the workload efficiently.

To the question, *the workload is distributed fairly in my office, the answers are the following:*

| Response | 2017 | 2020 |
|--------------------------------------|-------------|-------------|
| Strongly agree (Strongly positive) | 0% | 0% |
| Agree (Positive) | 0% | 23% |
| Neither agree nor disagree (Neutral) | 40% | 27% |
| Disagree | 20% | 41% |
| Strongly disagree | 20% | 9% |
| Strongly agree and agree | | |
| Number of respondents | 10 | 22 |

Source: 2017, 2020

Even though there has been improvement from 2017 to 2020 in distributing in fair manner the workload in the office, there is still a high number of staff who believe that there are significant gaps. Overall half of the respondents (50%) disagree or strongly disagree that the workload is distributed fairly.

The issue of workload and uneven distribution of work is not specific to the Eastern Caribbean office, it is a global challenge across the layers of the organization.

In 2020 48% of UNICEF colleagues globally believe that there is little duplication as well as fair distribution of work in their office.

It is against this backdrop that the UNICEF Eastern Caribbean office commits to address the concerns of staff with regard to managing the workload in ensuring that duplication of work is eliminated and the workload burden is shared among all staff. If need be, consideration will be given to adjusting the staff complement.

This process requires a dedicated and specialized consultant with relevant experience in order to complete the assignment. Therefore, UNICEF ECA will recruit an individual consultant with full knowledge of UNICEF policies, rules, regulations, procedures and processes to investigate the issue and support the team to address the challenges in a participatory manner.

Scope of Work

Overall objective:

Under the direct supervision of the Representative with the support from the Operations Manager and the Staff Association Executive Committee, support the Eastern Caribbean Office to map and analyse key functions, accountabilities and related duties/tasks; identify less efficient or heavy processes, potential duplications and propose recommendations for simplifications and optimal and fair distribution of tasks among programme and operations staff.

Methodology

1. Analyse the Job descriptions for each staff and map tasks against key functions/accountabilities¹
2. Analyse the actual list of tasks performed by each staff member
3. Analyse existing standard operating procedures (SOPs) to identify roles/responsibilities/tasks expected from the different staff²
4. Analyse the mapping of tasks for Programme Specialists, Programme Officers, Programme Assistants, Budget Associate, Senior Executive Associate, Administrative Assistant, Operations Assistant, Finance Assistant and HR Associate undertaken by the office in 2019³
5. Quantify the volume of transactions per staff using namely data from UNICEF business systems and other sources (job descriptions, mapping of tasks, reports, daily tasks etc.)
6. Discuss the work functions and time-use with staff members to assess the workload of the different staff against UNICEF benchmarks, and to identify less efficient or heavy processes that can be simplified or improved
7. Hold meetings⁴ with staff individually and/or in groups to validate the findings from the mapping of functions//accountabilities/duties/tasks
8. Hold meetings with the management and the committee of the local staff association as well as the CMT (Committee Management Team) to validate preliminary findings and proposed solutions.
9. Hold an all staff meeting to validate the findings
10. Finalize the report

Deliverables

1. Concept note of maximum 3 pages describing how the consultant will perform the expected duties
2. Preliminary report
3. Final report

Payment Schedule

Payment, upon submission of deliverables which receive satisfactory quality review in line with below schedule:

- 1st payment of 20% (2 days): upon submission by the Consultant of the concept note
- 2nd payment of 80% (28 working days): upon submission by the Consultant of the final report

The payments will be made upon satisfactory completion of the deliverables mentioned above.

¹ The Operations Manager will provide the consultant with the job descriptions

² The SOPs (to be shared with the consultant by the Operations Manager)

- ✓ ECA/SOP/2018/001 PAYMENTS
- ✓ ECA/SOP/2018/001ANNEX E LOW VALUE PROCUREMENT
- ✓ ECA/SOP/2018/002 TRAVEL MANAGEMENT DRAFT
- ✓ ECA/SOP/2018/003 CONSULTANTS AND INDIVIDUAL CONTRACTORS
- ✓ ECA/SOP/2018/004 INSTITUTIONAL/CORPORATE CONTRACTS
- ✓ ECA/SOP/2018/005 VENDOR MANAGEMENT
- ✓ ECA/SOP/2018/006 ASSET MANAGEMENT
- ✓ ECA/SOP/2018/007 BANK RECONCILIATION
- ✓ ECA/SOP/2020/001 RETENTION AND DISPOSITION OF PHYSICAL BUSINESS RECORDS
- ✓ ECA/SOP/2020/002 PROCUREMENT OF PROGRAMME SUPPLIES (under development)
- ✓ ECA/SOP/2020/003 DONOR & PARTNER REPORTINGPROCESS
- ✓ SOP ON HACT (under development)

³ The Representative will share with the consultants the mapping

⁴ Depending on where the consultant is located the meetings will be virtual, face to face, or a combination of the 2 options

Desired competencies, technical background and experience

a) Education:

Advanced university degree (a master's degree) relevant for the field of work.

b) Relevant experience, knowledge and skills:

- At least 8 years of work with UNICEF in Programme or Operations Sections
- Experience in and knowledge of UNICEF policies, rules, regulations, processes and business system
- Excellent communication in English as well as facilitation skills
- Retired UNICEF staff are encouraged to apply to this consultancy

Administrative issues

The Representative will serve as the primary contact for the Consultant.

The work of the Consultant will be supported by the Operations Manager, the Deputy Representative, as well as the Committee of Staff Association.

Conditions

The Consultant is expected to work remotely in case she/he is not based in Barbados.

As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary.

The selected candidate will be governed by and subject to UNICEF's General Terms and Conditions for individual contracts.

Selection Process

A desk review and technical assessment will be completely on a shortlist of Candidates who meet the minimum requirements. The short-list of candidates may be subject to interview with the UNICEF Panel in order to find the applications that are technically responsive. Operations will support the financial negotiations. The contract will be awarded to the most competitive proposal.

Required Trainings

Consultants and Individual contractors, even those working from home, must complete the following online courses prior to signature of contract. All certificates should be presented as part of the contract.

- [Ethics and Integrity at UNICEF](#)
- [Prevention of Sexual Harassment & Abuse of Authority](#)
- [Sexual Exploitation Abuse \(PSEA\)](#)

Consultants and Individual Contractors must complete the following course before commencement of any travel on behalf of UNICEF.

- [BSAFE Security Training](#)

Any consultant or individual contractor who is issued a UNICEF email address must complete the following courses no later than 30 days after signature of contract.

- UN Human Rights and Responsibilities
- UNICEF Information Security Awareness Course
- Fraud Awareness

How to Apply

Potential candidates should apply through UNICEF's e-recruitment system using the link: <https://jobs.unicef.org/cw/en-us/job/534833> and submitting the below documents by **Friday October 16th, 2020.**

1. **Curriculum Vitae**
2. **Cover letter** - highlighting relevant experiences and skills related to the assignment in **no more than 2 pages**
3. **Technical proposal of no more than 3 pages**
4. **Financial proposal** – Please **provide an all-inclusive fee, indicating the daily fee.** required to undertake this assignment.

Please note that the final remuneration will be negotiated by the UNICEF ECA Human Resources Unit.

Candidates are expected to be available from 15 November 2020 to take on the assignment.

Applications submitted without a fee/rate and detailed financial proposal will not be considered.

If you have not been contacted within a month of the submission of your financial proposal, please accept that your application was unsuccessful.

UNICEF is committed to diversity and inclusion within its workforce, and encourages all candidates, irrespective of gender, nationality, religious and ethnic backgrounds, including persons living with disabilities, to apply to become a part of the organization.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will, therefore, undergo reference and background checks, and will be expected to adhere to these standards and principles.