



TERMS OF REFERENCE (Individual Contractor Agreement)

Title: Deputy Project Manager
Project Category: 2
Project Focus: Technical Assistance/Advisory
Project Area: Procurement
Project: PharmaMX
Duty Station: Mexico City, Mexico
Section/Unit: LCR, MXPO
Contract/Level: ICS11 - IICA3
Duration: Ongoing
Supervisor: Senior Project Manager (ICS 12 - IICA-4)

1. Background Information and organizational context

The United Nations Office for Project Services (UNOPS) is an operational arm of the United Nations, supporting the successful implementation of its partners' peacebuilding, humanitarian and development projects around the world. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations. With over 6,000 personnel spread across 80 countries, UNOPS offers its partners the logistical, technical and management knowledge they need, where they need it. By implementing around 1,000 projects for our partners at any given time, UNOPS makes significant contributions to results on the ground, other in the most challenging environments.

In line with the framework agreement signed with the Government of Mexico, UNOPS supports the different collaboration initiatives by the government that are aimed at the fight against corruption and transparency in the public management; as well as in the exercises aimed at the strengthening government actions in the areas of acquisitions, infrastructure and management of high impact projects in Mexico.

UNOPS work in Mexico is aligned to the needs of partners which require strategic and operational perspectives, and effective and efficient management of resources to ensure transparency while promoting the continuous development and strengthening of internal processes to achieve high-quality results.

Specific Project Information (PharmaMX)



The objective of the project is to support the Government of Mexico in its effort to guarantee the right to health to the largest number of inhabitants through the planning and management of the consolidated purchase of medicines (period 2021-2024), as well as assistance in the profiling of the system and model of consolidated purchase of medicines for the health sector of the Government of Mexico. This project has 2 main components:

- COMPONENT 1 (Transparent Procurement of Pharmaceuticals) - Management of multi-year consolidated purchase of medicines and medical supplies (supply of needs during the period 2022-2024) for an estimated amount of US\$ 6 billion.
- COMPONENT 2 (Strengthening of national capacities) - Strengthening and capacity building to the consolidated purchase mode of medicines for the health sector of the Government of Mexico.

2. Functional responsibilities

The Deputy Project Manager's primary role is to lead the Project Management Support Team and support the Senior Project Manager in the day-to-day operations of the project in order to successfully implement the delivery of the project's outputs.

She/he will act as Officer-in-Charge (OIC) in the absence of the Senior Project Manager and is expected to meet and exceed the organization's performance and delivery goals.

The Deputy Project Manager, will also be responsible for producing/updating the Project Initiation Documents (PID), Legal Agreement and have a thorough understanding of the terms, conditions, and the respective roles and responsibilities of the partner/stakeholders to ensure that the project(s) products are capable of meeting the business cases for both UNOPS and the client.

Success of the project and hence the Deputy Project Manager will be based on the success criteria of UNOPS engagements which are linked to the below responsibilities.

Deputy Project Manager directly impacts on achievement of project results by adhering to project management methods and strategies, reducing risks, cutting costs and improving success rates. This consequently reinforces the visibility and image of UNOPS as an effective service provider in project services and management and strengthens its competitive position as a partner of choice in sustainable development and project services

The Deputy Project Manager delivers to, and supports, the project life cycle. At the request of the Senior Project Manager within the defined limits of authority, she/he will be responsible for:

Summary of functions:

- I. Project Delivery and Performance
- II. Procedures
- III. Monitoring and reporting
- IV. Stakeholder engagement
- V. Quality assurance
- VI. Knowledge management and innovation
- VII. Personnel management

I. Project Delivery and Performance

- Develop, complete and update implementation plan(s).
- Supports in the implementation of the approved plan (including the establishment of milestones) within tolerances set by the Project Board.
- Embed sustainability dimensions including social and gender inclusion, environmental and economic aspects into project life span.
- Manage the production of the required outputs, taking responsibility for overall progress and use of resources and initiating corrective action where necessary.
- Ensure that quality of work packages and deliverables complies with the quality requirements defined in the Implementation Plan.
- Liaise with any external suppliers or account managers.
- Manage acceptance and delivery of work packages.
- Monitor project progress ensuring that work packages are being executed properly
- Control project and work packages changes.
- Accept goods, services or works delivered by suppliers.
- Identify, and anticipate in a timely manner, potential risks and issues and advise mitigating measures to the senior management/ Project Board so that maximum benefit to partner(s) and other stakeholders is achieved.
- Identify and report to the supervisor potential business opportunities for UNOPS.

II. Procedures

- Comply with all organizational policy and specifically the Project Management Manual
- Prepare/adapt all relevant plans for approval by the Project Board.

- Manage the reporting obligations defined in the Legal Agreement(s) and in the Implementation Plan.
- Support the coordination of the requirements definitions for procurement processes by working closely with the Senior Project Manager and the national stakeholders.
- At the request or in absence of the Senior Project Manager, leads the project implementation teams focusing on (i) the efficient implementation of the procurement strategy; (ii) the effective monitoring of the schedule of deliveries, timely payments to suppliers and assessment of suppliers performance; and (iii) ensuring appropriate quality assurance for pharmaceuticals and medical devices.
- Ensure maintenance of the project files and lessons learned are recorded.
- Ensure the development and implementation of project financial management guidelines and control mechanisms, in conformity with UNOPS rules and regulations.
- Oversee the Project Finance personnel in ensuring that budgets are managed according to UNOPS policies and standards.
- Understand and manage UNOPS overheads, allocable charges, and related corporate charges as they apply to the project.
- Understand the unique structures of the UN and budget appropriately for personnel.
- Manage expenditures against the budget (based on accurate financial reports).
- Where the Senior Project Manager has no delegation as a committing officer, s/he retains these responsibilities and will monitor and instruct/request others to carry out the relevant commitments and disbursements.
- For project closure purposes, provide a formal handover of the project to the closure manager.
- Support project audit activities, including planning, preparation and coordination during the audits and follow up on audit observations/recommendations.

III. Monitoring and Reporting

- With the support of the Project Management Office (PMO) Specialist prepare and issue regular project and/or financial reports in accordance with Partner and UNOPS requirements for reporting.
- Regularly review project status, evaluating performance criteria (scope, cost, schedule and quality).
- Maintain diaries and progress reports as required by the organization's standard procedures.
- Provide routine oversight and analysis of delivery data within the dashboard system.
- Ensure all project team members track and regularly update milestones and targets for the duration of projects' life span.



IV. Stakeholder Engagement

- Develop stakeholder profiles and facilitate the formulation of stakeholder engagement strategies.
- Establish solid working relationships with the Project Board (Executive, Senior Users and Senior Suppliers), client and key stakeholders.
- Enable the formulation of project communications plans. Coordinate internal project communications. Monitor the effectiveness of project communications.
- Coordinate stakeholder engagement and communication, ensuring effective timing and interdependency management of communications. Support the Senior Project Manager in ensuring stakeholders are aware of project activities, progress, exceptions and are in a position to accept handover outputs.
- Supports the Senior Project Manager on the management of crisis communications and inherent reputational risks.

V. Quality Assurance

- Work with internal stakeholders to ensure projects comply with audit requirements.
- Work with procurement/purchasing staff to ensure effective interface with suppliers' quality systems.
- Work with technical and logistics staff to ensure implementation of the quality assurance protocol for pharmaceuticals and medical devices.
- Coordinate quality reviews of project documents and deliverables.
- Provide quality control for management outputs (project documents, reports, etc.).

VI. Knowledge building and knowledge sharing

- Encourage routine and effective capacity building activities are conducted in order to build the long-term and sustainable capacity of staff.
- Actively interact with other Project Managers and the wider PM community to share case studies, lessons learned and best practices.
- Contribute to the oversight of lessons learned procedures, ensuring that lessons learnt are shared in a timely and appropriate manner. Participate in the relevant Communities of Practice
- Research and logging of lessons learned throughout the project life span.
- Provide feedback to Practice Groups on policy, supporting guidance with an aim towards continuous improvement of UNOPS policies.

VII. Personnel Management

- Lead and motivate the project management support team.

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- Ensure that behavioural expectations of team members are established.
 - Ensure that performance reviews are conducted fairly, accurately and timely.
 - Select, recruit and train teams as required and take into account gender parity and diversity objectives.
 - Ensure safety and security for all project personnel and comply with UNDSS standards.
 - Create, foster and role model a culture of respect and zero tolerance for discrimination, abuse of authority, harassment, sexual harassment and sexual exploitation and abuse. Ensure accountability for actions and perform duties in accordance with protection mechanisms and action plans, as expected by UNOPS policies, standards and commitments.

Support in other duties as assigned.



4. Requirements

A. Education

- o A Master's Degree in Procurement, Supply Chain, Social Sciences, Project Management, Business Administration, International Relations, Political/Security/Development Studies, Public Administration, Law, Economics or other relevant field is required.
- o A Bachelor's Degree in the above-mentioned areas or other relevant field plus two (2) additional years of experience will be accepted in lieu of the Master's Degree.

B. Experience

- o A minimum of 7 years (or more depending on academic credentials) of relevant and progressive professional experience in project development and management including the management of complex projects in either public or private sector organizations.
- o Proven experience in managing large projects with numerous, multidisciplinary, and multicultural teams is required. Please complete the [project portfolio form](#) and enclose it to your application.
- o Proven experience managing multiple stakeholders in complex environments, including working with government authorities is required
- o Additional years of experience are a distinctive advantage.
- o Experience in the health sector in procurement and/or logistics is a distinctive advantage.

C. Languages

- o Fluency in Spanish is required.
- o Fluency in English is required.

D. Certifications

- o PRINCE2 Practitioner and/or Foundation or other PMP Certification is preferred.

5. Competencies



Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.



Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.



Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles



Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).



Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.



Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behavior. Performance is consistent, even under pressure. Always pursues continuous improvements.



Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.



Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

6. Signatures

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| Incumbent | | |
| Name | Signature | Date |
| Supervisor | | |
| Name | Signature | Date |