

TERMS OF REFERENCE Individual Contractor

1. Assignment Information

Assignment Title:	Business Operations Strategy Consultant
Cluster/Project:	BOS Working Group
Post Level:	Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home based, and non-home based
Expected Place of Travel:	Phnom Penh, Cambodia
Contract Duration:	37 working days, from 21 August 2018 to 31 January 2019

2. Project Description

With the 2030 Agenda for Sustainable Development at its core, the December 2017 DG report was submitted in follow-up to the report released in June 2017 entitled “Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all” (A/72/124-E/2018/3). The report responds to the mandates, due by December 2017, set out in General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in which the Assembly specifically called for a system-wide strategic document for collective action to support the implementation of the 2030 Agenda for Sustainable Development, and a comprehensive proposal on further improvements to the resident coordinator system.

The system-wide strategic document, produced by the United Nations Development Group, charts a path for the system to work collaboratively, building on the strengths of each entity, to accelerate its alignment with the 2030 Agenda at the country, regional and global levels.

Within this context, the UNCT in Cambodia has decided to develop a BOS 2018-2022. The BOS will outline all inter-agency harmonization and operations activities planned to integrate in the UNDAF 2018-2022, while incorporating various operational analyses. The BOS development process will be aligned with UNDAF, with BOS priorities being developed based on the operational requirements of the UNDAF priorities.

3. Scope of Work

The United Nations Country Team (UNCT) in Cambodia through the United Nations Operations Management Team (OMT) shall engage a Service Provider (referred to as “Consultant” hereafter) to undertake the task of compiling a Business Operations Strategy for the UN Agencies in Cambodia based on the UNDG guidelines on Business Operations Strategy (BOS). In particular, the BOS should aim to establish close links between the newly developed UNDAF and operations, as well as reducing costs and harmonizing business activities of the UN Agencies in Cambodia through joint business initiatives. The document should serve as an easy-to-use framework to better harmonize, synchronize, monitor and manage UN’s joint business activities in the country and support the implementation of the UN Programmes in the country. It would also allow the OMT (and the UNCT) to improve monitoring, management and implementation of joint business initiatives in the medium-term and in a coherent way by establishing clear linkages with Cambodia’s One UN Programme for 2018-2022.

4. Expected Outputs and Deliverables

In consultation and other forms of engagement with the UNCT, OMT, PMT and other stakeholders, the Consultant shall produce a draft BOS to include:

- Conduct the orientation Session with OMT members, PMT and UNCT on new BOS template and guidelines for development of BOS.
- Operations Analysis: in close cooperation with the OMT members, defines and compiles the results focus and prioritizes the results areas according to the outcome of costs and benefit analysis for each suggested business solution, includes Baseline Analysis, Needs & opportunities Analysis, Requirements Analysis, Cost Benefit Analysis and Prioritization.
- Business Operations Results Framework (with narratives): Translates the business solutions to specific result statements (outcomes, outputs) and adds a short narrative for each results area. Also suggests a required budget per outcome/output.
- Integration of Due Diligence Policy into the BOS.
- Business Operations Monitoring, Evaluation and reporting: Defines outcome and output level indicators, targets and baselines.
- Business Operations Governance Mechanisms. Define expected mode of governance mechanism.
- Business Operations Budgetary Framework: Describes the resource requirements, including a resource map of existing resources, the resource gap and a resource mobilization strategy.
- To operationalize the Business Operations Strategy: Outlines the implementation of BoS through work planning, including the concepts of integrated (OMT) work plan and the use of the standardized MoU for Common Services.

N	Deliverables/Outputs	Target Due Dates	Review and Approvals Required (<i>Indicate designation of person/team who will review outputs and confirm acceptance</i>)
1	Completion of workplan for the assignment	04 Sept 2018	OMT Working Group
2	Conduct the orientation/sensitization session on new BOS template and guidelines with OMT, UNCT, Program Management Team (PMT) and all working groups under OMT	19 Sept 2018	UNCT OMT PMT
3	Provides Baseline Analysis, Needs and Opportunities Analysis on operational services, processes and procedures in consultation with OMT working groups and PMT (detailed meeting/consultation with each working group), draft Cost Benefit Analysis (CBA).	29 Nov 2018	OMT Working Group
4	Facilitates Pre -Prioritization and pre-validation workshop with OMT, its working groups and PMT i.e. business prioritization exercise to determine strategic operational services and finalize related CBA.	10 Dec 2018	OMT PMT

5	Presents a draft BOS to include: <ul style="list-style-type: none"> ▪ Business Operations Results Framework, reflecting medium-term outcomes and outputs in line with the OPIII cycle. ▪ Monitoring and Evaluation Framework, reflecting outcome and output level indicators, allowing for monitoring and evaluation of the impact of business operations. ▪ Business Operations Governance Mechanisms. 	31 Dec 2018	OMT Working Group
6	Submits the finalized BOS	31 Jan 2019	OMT Working Group
Total # of Days:		37 working days	

5. Institutional Arrangement

The Consultant will report to the Chair of Operations Management Team (referred to as “Supervisor” hereafter and work under his/her overall guidance. Through the Supervisor, the Consultant will implement the deliverables described below in consultation with other members of the OMT and PMT.

- The Consultant will not provide any substantive or operational information regarding UN’s operational services and procurement activities to third parties without the written consent of the UNCT.
- This consultancy will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.
- The Supervisor will ensure that the Consultant receives access to the respective offices of the UN agencies for relevant meetings, presentations and training sessions.

6. Duration of the Work

Each applicant will indicate the cost of services for each deliverable in US dollars when applying for this consultancy. The Consultant will be paid in US dollars and only after clearance of the OMT and the supervisor confirms the completion of each deliverable. **In accordance with UNDP rules**, the amount paid should be considered inclusive of all associated costs including travel, communications, social security, pension and income tax.

7. Duty Station

The assignment is covering **37 working days** and is a combination of both home-based and non-home based. The consultant is expected to be in the country of **20 days** during the course of the assignment.

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the *Basic Security in the Field (BSIF) training*

(<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge. ⁱ

8. Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> • Master’s Degree in operations, finance, auditing, logistics, procurement, management, statistics or development related field preferably with specific focus on international development and humanitarian operations
Experience:	<ul style="list-style-type: none"> • Minimum of 5 years of experience in operations & programme management, conceptualization of business processes and procedures, knowledge and application of Result Based Programming and Budgeting, working with international organizations such as UN bodies and agencies. Application and linking of BOS with UNDAF and UNDAF planning, monitoring, evaluation and reporting strategies. • Previous Experience in supporting an OMT on BOS creation is a distinct advantage.
Competencies:	<p><u>Professional Competencies:</u></p> <ul style="list-style-type: none"> • Ability to identify issues, analyze and participate in the resolution of issues. Ability to engage others for data collection. 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. <p><u>Functional Competencies:</u></p> <ul style="list-style-type: none"> • Knowledge and understanding of issues pertaining to UN’s work, particularly in the operational support services (Common Services) for programme implementation e.g. services in the areas of Procurement, ICT, HR, Logistics, Security etc. • Knowledge and understanding of the General Assembly resolution GA/Res/71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in which the Assembly specifically called for a system-wide strategic document for collective action to support the implementation of the 2030 Agenda for Sustainable Development, and a comprehensive proposal on further improvements to the resident coordinator system on harmonization of business practices within UN agencies.

	<ul style="list-style-type: none"> • 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 Cambodia, particularly to facilitate UN's inter-agency harmonization, operational support and procurement activities. • Experience with mapping, evaluation and development of UN's operational/common/joint services
Language Requirement:	Excellent written and spoken knowledge of English
Other Requirements (if any):	n/a

9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Technical Evaluation Criteria	Obtainable Score
Master's Degree in operations, finance, auditing, logistics, procurement, management, statistics or development related field preferably with specific focus on international development and humanitarian operations.	20
Minimum of 5 years of experience in operations & programme management, conceptualization of business processes and procedures, knowledge and application of Result Based Programming and Budgeting, working with international organizations such as UN bodies and agencies. Application and linking of BOS with UNDAF and UNDAF planning, monitoring, evaluation and reporting strategies.	60
Previous Experience in supporting an OMT on BOS creation is a distinct advantage.	20
Total Obtainable Score:	100

10. Payment Milestones

This is a fixed out-put based contract price regardless of extension of the herein specific duration. The consultant will be paid on a lump sum basis under the following installments.

N	Outputs/Deliveries	Payment Schedule	Payment Amount
1	Upon satisfactory completion of the delivery #3 on the Baseline analysis	4 th week of Nov 2018	40%
2	Upon satisfactory completion of the final deliverable to submit the finalized BOS	4 th week of Jan 2019	60%

11. Annexes

N/A

12. Approval

Signature:

Name:

Title/Unit/Cluster:

Date:

ⁱ POPP: <https://intranet.undp.org/global/popp/cap/Pages/administration-of-travel-of-ic.aspx>