



## **TERMS OF REFERENCE**

Individual Consultancy

for

Design and Development of

Business Operations Strategy (BOS) Document

Country:	Turkey
Duty Station:	Ankara
Description of the Assignment:	Design and Development of Business Operations Strategy (BOS) Document
Name of Project:	Business Operations Strategy (BOS)
Period of Assignment:	60 days between 31 May 2019 and 31 December 2019
Contract Type:	Individual Contract

### **I. BACKGROUND AND OBJECTIVE**

The UN General Assembly has repeatedly called for the UN System to harmonize business operations, with the aim of reducing operational transaction costs and duplication of the operational support to programme delivery. For this purpose, the UN Development Group (UNDG) High Level Committee on Management (HLCM) was mandated to work with UNCTs to improve programme and business operations.

In line with the global corporate efforts for harmonization of Business Operations of UN Agencies, the United Nations Country Team (UNCT) in Turkey has prioritized for 2019, the development of a BOS Document for UN Agencies in Turkey, including UNDP, UNICEF, UNFPA, WHO, WFP, UNWOMEN, FAO, UNIDO, UNIC, IOM, ILO, UNOCHA and UNHCR. The key results targeted to be achieved by the UN Agencies in Turkey through BOS are; “Reduced costs”, “Enhanced quality”, “Enhanced operational focus and prioritization” and “Enhanced ability to monitor progress and track results”.

Further to the assessments of the current locations, requirements and activities of UN Agencies which are mainly centered around the Syria Crises Response, UNCT has decided that a “Light Business Operations Strategy (BOS)”, which will focus on a few selected areas where the benefits for the UN Agencies can be maximized, to be designed and developed in 2019.

The UNCT’s decision for design and development of a Light BOS will be accomplished through the work of the Operations Management Team (OMT). Specifically, the Operations Management Team (OMT) 2019 Workplan has been developed to include “Design and Development of a Light BOS”.

The OMT Members and hence the UN Agencies in Turkey already have a familiarity with BOS, since the previous OMT work has been developed and performed around BOS Framework, using corporate BOS tools. In view of the importance attributed to design and development of a Light BOS in 2019 by the UNCT, the OMT has also established a “BOS Task Force” which will closely monitor the stages of BOS Design and Development.

As the design and development of a Light BOS Document will require specialized and concentrated efforts as well as close working relationship with all UN Agencies, the OMT has decided to deploy a “BOS Consultant” who will be assisting the OMT to design and develop the “Light BOS Document”. This Terms of Reference determines the duties and responsibilities of the BOS Consultant.

The detailed information on BOS Framework can be found through the following link:

<https://undg.org/wp-content/uploads/2017/03/UNDG-BOS-Guidance-2016-EN-1.pdf>

## II. DUTIES & RESPONSIBILITIES OF THE CONSULTANT

**The Consultant shall be ultimately responsible for provision of a finished product of the “Light BOS Document” to BOS Task Force, in 2019.**

To achieve the above final deliverable, the Consultant shall contribute to develop and design a “Light BOS” for Turkey that will outline main areas of inter-agency harmonization and operations activities planned to support the current UNDCS implementation cycle (2016-2020), in close collaboration with Turkey OMT and its technical working groups (Procurement, HR and ICT)

Within this framework, the proposed pillars of the BOS under which the analysis shall be done include ***Procurement, Human Resources and ICT*** respectively based on the work of the OMT Working Groups and the current country context.

**To be able to produce her/his ultimate deliverable “Light BOS Document”, the Consultant shall undertake activities, including but not limited to the followings:**

### a. Data Collection

1. Development of required data collection templates and sharing with UN Agencies
2. Actual collection of operational data from each UN Agency through directly working with the UN Agencies’ dedicated focal point and staff, if needed.
3. Meeting with vendors and partners, when and if needed.

### b. Analysis

#### 1. Perform Stock-Taking/Baseline Analysis:

- Develop the list of Current Service Offering on an Agency basis as well as within the context of common services
- Develop a “Baseline Report” that contains clear baseline indicators at the pillar and outcome levels and “Common Services Priority Ranking”

#### 2. Perform Needs/Opportunities Analysis:

- Develop the list of “Current Needs and Opportunities for UN Agencies in Turkey”

### 3. Perform Cost-Benefit Analysis and Prioritization:

- Develop a “Cost-Benefit Report” that identifies and ranks common services by contextual relevance and benefits, cost-saving facilities, UNCT and OMT capacity for Light BOS development and implementation

#### c. Prioritization

##### 1. Develop the BOS Results Framework/Narrative:

- Review and finalize outputs per outcome
- Identify and set baselines, targets and Key Performance Indicators (KPIs) for 2019 onwards at outcome level with required resources (budget)
- Include indicative resource requirements at outcome level
- Propose lead agencies at the output and activities level

##### 2. Develop the Annual Work Plans

- In cooperation with OMT and BOS Task Force and based on the available information, formulate activities with related costs per output for 2020 and 2021 as per UNDG template

#### d. Development of Light BOS Document

- Prepare the “Light BOS Document” with all supporting reports and analyses
- Present the “Light BOS Document” to BOS Task Force, OMT and UNCT and revise as needed, as per the feedback to be provided by those.

### III. DELIVERABLES/OUTPUTS:

More specifically, the following are the deliverables/outputs which are linked to the payments as per below table:

No.	Ref.	Activity	Outputs*	Estimated days**	Planned Due Dates
1	a.1	Conduct the orientation/sensitization session on BOS template and guidelines with OMT and all Working Groups under OMT.	Kick-off Meeting	2	7 June 2019
2	a.2	Conduct data collection and analysis of processes and procedures from UN Agencies present in Turkey.	Stock-take/Baseline Analysis	8	20 June 2019
			Needs and Opportunities Analysis	8	14 June 2019
3	b.3	Conduct a workshop with OMT and Working Groups i.e. business prioritization exercise to determine strategic operational services.	Cost Benefit Analysis and Prioritization	8	11 July 2019
5	c.1	Review and finalize outputs per outcome. Identify and set baselines, targets and Key Performance Indicators (KPIs) for 2019 onwards at outcome level with required resources (budget). Include indicative resource requirements at outcome level. Propose lead agencies at the output and activities level.	BOS Results Framework/Narrative	9	11 October 2019

6		Formulate activities with related costs per output for 2019 and 2020 as per UNDG template.	Annual Work Plans for 2020 and 2021	9	1 November 2019
7		Present “Light BOS Document” which includes Business Operations Results Framework, reflecting medium-term outcomes/outputs and Business Operations Governance Mechanisms, to BOS Task Force and OMT, and revise as per the feedback provided.	Light BOS Document	5	11 November 2019
8		Present the “Light BOS Document” to the UNCT.	Light BOS Document presented and discussed at UNCT and comments reflected in final document.	2	15 November 2019
9		Finalization of Light BOS.	Final UNCT Approved “Light BOS Document”	9	27 November 2019

\*The Consultant will be in close cooperation with BOS Task Force and shall meet (either physically or virtually) with the respective Task Force prior to delivery of each and every Output in addition to keeping the respective Task Force up-to-date throughout the Assignment. All Outputs shall be in accordance with UNDG Templates stipulated in the BOS Framework of which the link is provided in Article I Background and Objective.

\*\*The payments shall be realized upon submission of each Output listed above by the Consultant and approval by BOS Task Force, on the basis of actual number of days invested by the Consultant for the respective Output. While the Consultant may invest less or more than the estimated number of days stated above, the total days dedicated for the assignment for each period cannot exceed the days stated in above table.

#### **IV. INSTITUTIONAL ARRANGEMENTS**

The Individual Contractor will be supervised by the OMT co-Chairs through the BOS Task Force. He/she will report to the BOS Task Force who is responsible to approve and accept outputs and performance on behalf of the OMT. During the contract period, the contractor is expected to interact with various OMT Working Groups and specific UN agencies as necessary.

#### **V. DURATION AND PLACE OF WORK**

The assignment shall start within May 2019, from the date of signature of an Individual Contract and shall be completed by the end of November 2019.

This consultancy, aimed at preparing Light BOS formulation is expected to run for no more than 30 days in Ankara, Turkey. The accommodation costs for a maximum of 30 days shall be borne by the Consultant and hence must be integrated to the Consultant’s price proposal. Accommodation arrangements and costs shall be borne by UNDP\* in case there is a need for additional accommodation in the Duty Station.

The Consultant is expected to carry out five roundtrip travels to Ankara, Turkey within the scope of this assignment and integrate the cost of these travels to his/her price proposal since the travel costs shall be borne by the Consultant.

Economy class roundtrip flight tickets shall be borne by UNDP in case there is a need for additional travel to the Duty Station.

\* The overall authority for the award, issuance and administration of an Individual Contract rests with UNDP, which has this authority delegated by UNCT. All payments associated with this ToR will be managed and paid by UNDP on behalf of UNCT, from cost-shared budget.

## **VI. MINIMUM QUALIFICATION REQUIREMENTS**

Interested candidates must have the following competencies, qualifications, required skills and experience:

- Excellent oral and written English communication skills.
- Advanced (Master's) Degree in operations, finance, auditing, logistics, procurement, management, statistics or development or any related field, preferably with specific focus on international development and humanitarian operations.
- Having quantitative analysis background.
- Minimum 5 years of experience in development of strategies or tools for optimization of business processes and boost up of efficiency (cost savings).
- Having documentation/report writing ability.
- UN or other relevant experience shall be considered as an asset.
- Consultant's report or reference about his previous experience with clear set of results and means of verification shall be considered as an asset.

An interview session will be conducted with shortlisted candidates in order to further assess their qualifications in view of the above listed qualification requirements.

## **VII. PAYMENTS**

The Consultant will be hired under an Individual Contract and be paid on the basis of the submission of outputs detailed in this Terms of Reference upon acceptance and approval of the outputs by BOS Task Force. Without submission and approval of the outputs, the Consultant shall not be entitled to receive any payment even if he/she invests time in the assignment.

The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

The consultant will be paid in TRY in case s/he is a Turkish national otherwise in USD upon submission of the outputs as detailed above. The price proposal will be given in USD. The rate of exchange shall be the official rate applied by the United Nations on the day UNDP instructs its bank to affect the payment(s).

The payments shall be realized within 30 days upon submission of each Output by the Consultant and upon approval by any of OMT Co-Chairs based on recommendations of BOS Task Force and on the basis of actual number of days invested by the Consultant for the respective output.