

**ANNEX II**  
**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 2.0)
Period of Assignment:	Maximum 60 working days within a 6-month contract duration
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 2020, 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”.

The UNCT’s decision for design and development of a BOS 2.0 will be accomplished through the work of the Operations Management Team (OMT). Specifically, the Operations Management Team (OMT) 2020 Workplan has been developed to include “Design and Development of a BOS 2.0”.

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

<https://unsdg.un.org/resources/business-operations-strategy-bos-20-guidance>

**II. DUTIES & RESPONSIBILITIES OF THE CONSULTANT**

**The Consultant shall be ultimately responsible for provision of a finished product of the “BOS 2.0 Document” to BOS Task Force, in 2020.**

To achieve the above final deliverable, the Consultant shall develop and design a “BOS 2.0” for Turkey that will outline main areas of inter-agency harmonization and operations activities planned to support the current UNDCS implementation cycle (2020 and onwards), 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, Admin, Finance, Logistics 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 “BOS 2.0 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 BOS 2.0 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 2020 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 BOS 2.0 Document**

1. The online BOS platform shall self-produce the BOS 2.0 Document as based on the information analyzed and entered into. In that regard, BOS Consultant shall review and facilitate entry of relevant information into online BOS platform for all participating Agencies. Specific actions and results expected from the Consultant are the followings:

- Prepare the "BOS 2.0 Document" with all supporting reports and analyses through entry of accurate data and information into online BOS Platform.
- Present the "BOS 2.0 Document" to BOS Task Force, OMT and UNCT and revise as needed, as per the feedback to be provided by those.

### III. DELIVERABLES/OUTPUTS

The Consultant shall develop and submit to BOS Task Force approval, below listed deliverables which shall be the basis of the payments to the Consultant:

No.	Ref.	Activity	Deliverable*	Estimated days**	Planned Due Dates
1	a.1	Conduct the orientation/sensitization session on BOS template and guidelines with BOS Task Force under OMT.	Kick-off Meeting	2	30 June 2020
2	a.2	Conduct data collection and analysis of processes and procedures from UN Agencies present in Turkey.	Stock-take/Baseline Analysis	8	15 July 2020
			Needs and Opportunities Analysis	8	15 August 2020
3	b.3	Conduct a workshop with OMT/BOS Task Team and Working Groups i.e. business prioritization exercise to determine strategic operational services.	Cost Benefit Analysis and Prioritization	8	15 September 2020
5	c.1	Review and finalize outputs per outcome. Identify and set baselines, targets and Key Performance Indicators (KPIs) for 2020 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	15 November 2020
6	c.2	Formulate activities with related costs per output for 2020 and 2021 as per UNDG template.	Annual Work Plans for 2020 and 2021	9	30 November 2020
7	d.1	Present “BOS 2.0 Document” which includes Business Operations Results Framework, reflecting medium-term outcomes/outputs and Business Operations Governance Mechanisms, to BOS Task Force and revise as per the feedback provided.	BOS 2.0 Document	5	10 December 2020
8	d.1	Conduct a Joint UNCT and OMT “BOS 2.0 Validation Workshop” with stakeholders.	Validation Report for “BOS 2.0”	2	15 December 2020
9	d.1	Finalization of BOS 2.0.	Final UNCT Approved “BOS 2.0”	9	25 December 2020
<b>TOTAL</b>				<b>60</b>	

\*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 Deliverable in addition to keeping the respective Task Force up-to-date throughout the Assignment. All Deliverables 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 Deliverable 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 Deliverable. While the Consultant may invest less or more than the estimated number of days stated above for each deliverable, the total days to be invested for performance of the whole assignment cannot exceed 60 days.

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

Since late 2019, WFP together with IOM co-chairs the OMT, the Individual Contractor will be supervised by the OMT Co-Chairs through the BOS Task Force.

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

The assignment shall start within July 2020 and be completed by December 2020. The consultant is expected to invest maximum 60 working days within a 6-month contract duration.

The assignment shall take place at UN RC office in Ankara, Turkey.

This consultancy, aimed at preparing BOS 2.0 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 UN RCO in case there is a need for additional accommodation in the Duty Station.

No field travel is foreseen. The cost of any travel authorized by BOS Task Force for the Individual Contractor shall be arranged and covered by UN Agencies from the respective UNCT Cost-Share Budget without making any reimbursements to the Individual Contractor.

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 UN RCO in case there is a need for additional travel to the Duty Station.

## VI. MINIMUM QUALIFICATION REQUIREMENTS

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

	Minimum Requirements	Assets
General Qualification	<ul style="list-style-type: none"><li>• Excellent oral and written English communication skills.</li><li>• 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.</li></ul>	
Specific Professional Experience	<ul style="list-style-type: none"><li>• Having quantitative analysis background and strong analytical skills.</li><li>• Minimum 5 years of experience in development of strategies or tools for optimization of business processes and boost up of efficiency (cost savings).</li><li>• Having documentation/report writing ability.</li></ul>	<ul style="list-style-type: none"><li>• UN or other relevant experience shall be considered as an asset.</li></ul>

## VII. PAYMENTS

The Consultant will be hired under an Individual Contract and be paid on the basis of the submission of deliverables detailed in this Terms of Reference upon acceptance and approval of the outputs by BOS Task Force. Without submission and approval of the deliverables, 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 effect the payment(s).

The payments shall be realized within 30 days upon submission of each deliverable 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.