

ANNEX I
TERMS OF REFERENCE
Individual Consultancy
for
Design and Development of
Business Operations Strategy (BOS) Document

Country:	Uzbekistan
Duty Station:	Tashkent
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 4-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. The impact of UN programmes at the country level is directly related to the effectiveness, efficiency and cost of the operations that support them. This new iteration of the Business Operations Strategy (BOS) is a critical instrument to reinforce that link between efficient business operations supporting more effective programmes.

The Business Operations Strategy provides a framework to guide UN business operations at the country level. The BOS facilitates strategic planning, management, monitoring and reporting of the UNCT's joint support to programme and supports the development of harmonized Business Operations to achieve the following results:

- Enhanced linkages between Programme and Operations
- Reduced Costs
- Enhanced quality
- Enhanced Operational Focus and Prioritization
- Enhanced ability to monitor progress and track results

The BOS achieves its goals by improving business operations at the country-level. This can be accomplished by eliminating the duplication of processes within business operations, leveraging the common buying positions of the UN and maximizes economies of scale. Common business operations under the BOS are structured around six possible common services lines:

- 1) common procurement services;
- 2) common information and communication technology (ICT) services;
- 3) common human resources (HR) services;
- 4) common logistics services;
- 5) common finance services;
- 6) common facility services (including common premises).

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) 2021 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 2021.

To achieve the above final deliverable, the Consultant shall develop and design a "BOS 2.0" for Uzbekistan that will outline main areas of inter-agency harmonization and operations activities planned to support the current UNDCS implementation cycle (2021 and onwards), in close collaboration with Uzbekistan OMT and its technical working groups (Procurement, Finance, 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.
4. Fill in the template based on collected data

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:

- Identify and analyse programme-related Needs (deducted from the UNDAF/One Programme)
- Identify and analyse other, non-programme related Needs (based on corporate requirements)
- Fill in the template based on collected data
- Develop the list of "Current Needs and Opportunities for UN Agencies in Uzbekistan"

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
- Suggest the OMT new common services by contextual relevance, cost, UNCT capacity, mandate, etc. Identifying, ranking and sequencing of common services by contextual relevance, cost, UNCT capacity, mandate, etc.

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 2021 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 2021 and 2022 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**	Payment
1	a.1	Conduct the orientation/sensitization session on BOS template and guidelines with BOS Task Force under OMT.	Kick-off Meeting	2	30%
2	a.2	Conduct data collection and analysis of processes and procedures from UN Agencies present in Turkey.	Stock-take/Baseline Analysis	8	
			Needs and Opportunities Analysis	8	
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	6	10%
4	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	12	20%
5	c.2	Formulate activities with related costs per output for 2020 and 2021 as per UNDG template.	Annual Work Plans for 2021 and 2022	9	15%
6	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	6	10%
7	d.1	Conduct a Joint UNCT and OMT “BOS 2.0 Validation Workshop” with stakeholders.	Validation Report for “BOS 2.0”	3	5%
8	d.1	Finalization of BOS 2.0.	Final UNCT Approved “BOS 2.0”	6	10%
TOTAL				60	

*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 (a, b , c and d) by the Consultant and approval by BOS Task Force. Planned due dates and estimated days are indicative; 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

The Individual Contractor will be supervised by the OMT through the BOS Task Force.

Progress will be monitored through regular email exchange or personal meetings with consultant and completing the checklist to support quality assurance efforts of the BOS.

Stock-take Analysis

- ☐ Is the BOS stock take template completed?
- ☐ Does the stock-take analysis include the result of the BOS evaluation from the previous cycle?
- ☐ Does the stock-take analysis include all existing common services and collaborative actions for business operations at the country level?
- ☐ Are the service provider and the client agencies clearly inserted?
- ☐ Does the stock-take analysis have baselines inserted?
- ☐ Are the baselines relevant to the service (e.g. do they measure cost or quality of the service) and are they measurable?
- ☐ Does the stock-take analysis have a clear indication of the performance of the service, measured against the key performance indicator?
- ☐ Does the stock-take analysis have recommended actions regarding each of the existing services?
- ☐ Does the stock-take analysis have a narrative summarizing the findings and recommendations based on the stock-take table (ref. UNDG template)?

Needs Analysis

- ☐ Is the needs analysis template completed (ref UNDG template) and approved by the OMT?
- ☐ Does the needs analysis focus of new, currently non-existent services the OMT/UNCT feels need to be considered?
- ☐ Are programmatic needs for common business operations are considered?
- ☐ Are organizational operational needs for common business operations are considered?
- ☐ Do the needs statements explain 'the what' and 'the when' for each identified new need?
- ☐ Are Key performance indicators for each new need are drafted?

Cost Benefit Analysis (CBA)

- ☐ Is the Cost Benefit Analysis template completed (ref UNDG template)?
- ☐ Does the CBA reflect only the new services outlined in the needs analysis (not the services that are already in existence- e.g. reflected in the baseline analysis)?
- ☐ Is each new service reflected in the needs analysis reflected in the CBA?
- ☐ Is the prioritization directly linked to the CBA score for each service? If the prioritization does not reflect the CBA score (e.g. a service is prioritized despite lower CBA score), does the CBA have a rationale for increasing or decreasing the priority despite the CBA score?
- ☐ Does the CBA narrative section in the BOS have a clear summary of the results of the CBA?

V. DURATION AND PLACE OF WORK

The assignment shall start within July 2021 and be completed by October 2021. The consultant is expected to invest maximum 60 working days within a 4-month contract duration.

The assignment shall take place at UN RC office in Tashkent, Uzbekistan or home based.

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.

Economy class roundtrip flight tickets shall be borne by UN RCO in case there is a need for 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">• 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 operations.	
Specific Professional Experience	<ul style="list-style-type: none">• Having quantitative analysis background and strong analytical skills.• Minimum 5 years of experience in development of strategies or tools for optimization of business processes	<ul style="list-style-type: none">• UN or other relevant experience shall be considered as an asset.

	<p>and boost up of efficiency (cost savings).</p> <ul style="list-style-type: none"> • Experience working with Business Case Analysis and Business Process Harmonization in an international context • Having documentation/report writing ability. 	
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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 UZS in case s/he is a Uzbekistan resident 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.