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TERM OF REFERENCE (ToR)  
FOR THE RECRUITMENT OF BUSINESS OPERATIONS STRATEGY (BOS) CONSULTANT

September 2017

## 1. General Information

Services/Work Description: Business Operations Strategy (BOS) Consultancy  
Project/Program Title: UN RC Office/ OMT  
Post Title: Individual Consultant  
Duty Station: Baku, Azerbaijan  
Duration: 25 working days  
Expected Start Date: ASAP

## 2. Background/Description

Under the overall leadership and guidance of the United Nations Country Team (UNCT), the Operations Management Team (OMT) endeavors to facilitate the implementation of Delivery as One (DaO) by harmonizing operational practices of UN bodies, agencies, funds and programmes in Azerbaijan. Moreover, the OMT proposes and implements inter-agency initiatives to ensure the quality of support services, while utilizing resources effectively.

Within this context, the UNCT has decided to develop the *Business Operations Strategy (BOS)* strategy for planning, monitoring and implementation of the joint UN operational activities. The BOS will outline critical inter-agency harmonization and operations activities planned to support the new UNAPF implementation cycle. It will also regulate the OMT operational services baseline.

Together with the Resident Coordinator's Office (RCO), the OMT seek consultancy services to contribute to the overall design and development of the BOS for 2017 -2020 for all the UN agencies, fund, programmes and specialized agencies. The consultant is expected to be completed by 25 working days.

Engagement on this project will include a combination of desk work including research, meetings as well as in personal collaboration with people from different UN Agencies operating in the country. This role will support the review and refining of concepts and ideas put forward by BOS Committee, the OMT as well as the various UN agencies, funds, programmes and specialized agencies in scope of this engagement.

This Consultancy will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

### 3. Scope of the Works

Within the above framework, this consultancy intends to develop a finished product of the BOS for 2017-2020 period. The strategic stages within the formulation process include facilitating the BOS meetings; the data collection if needed and analysis of operational data to determine current status; cost benefits analysis and strategic prioritization of required services; determining new needs; finalizing the BOS document and annexes.

Within the Operations context, the proposed pillars of the BOS are: Common Services, Common Procurement, Finance, Human Resources, Administration and Information and Communication Technology and other similar areas.

The detailed tasks of the Consultant are as follows:

- Review challenges and lessons learned during the last UNAPF cycle on both program and operations.
- Get a clear understanding from the Agencies on the new UNAPF processes (who is doing what)
- Identify the key operations back-office support needed for the implementation of the new UNAPF
- Collection of operational data and analysis on the current service offering (both agencies specific and common service mapping)
- Identify Operational areas to be included in the BOS and Key Performance Indicators (KPIs) for the BOS implementation period and required resources
- Develop reporting and tracking mechanisms and monitoring schedules for the BOS implementation
- Draft the BOS document and present to RC and the OMT
- Facilitate the presentation of the draft BOS to the UNCT, adjust BOS based on UNCT recommendations
- Prepare Final BOS document for RC endorsement
- Review and update Operating as One for UNCT

### 4. Deliverables

N	Deliverable	Timeline
1	Prepare task plan and present to the OMT	3 days
2	Data collection form OMT, UNCT, Agencies	10 days
3	Preparation draft BOS document	7 days
4	Preparation final BOS document	5 days

### 5. Monitoring

The consultant will report to the OMT Chair on the progress. He/She will work with the OMT and Operations Managers from the participated agencies.

### 6. Qualifications and Competencies

- University degree in Business Administration, Economics, Social Sciences or a related field;
- Minimum of 3 years of experience in the field of Operations (Finance, Admin, Procurement, HR,

- procurement, logistics);
- Experience in developing Business Operations Strategy;
- Professional training in, and experience with statistical/operational analyses, and inter-agency procurement activities involving multiple UN agencies or other similar international institutions;
- UN experience and experience in Operations Management and Common Services work with International Organizations is desirable

## **7. Technical skills**

- Full working knowledge of spoken and written in English and Azerbaijani
- Excellent computer skills, including full working knowledge of standard word processing, spreadsheet and presentation software packages.

## **8. Selection criteria: \_**

- Fully meet Qualifications and Competencies
- Lowest price and technically compliant offer
- For more details, please see procurement notice

## **9. Terms of Payment:**

- 100 % - upon successful completion of the task subject to approval of the UN