

Generic ToR for Operation Management Team at the Country Level

Operational Management Team Terms of Reference

Purpose and Functions

Under supervision of the UN Country team, the Operations Management Team provides leadership on the implementation of a coordinated, efficient and effective common operational support agenda at the country level.

The aim of the common operations agenda at country level is to ensure programme delivery is supported in an as effective and efficient possible way, ensuring high quality, timely operational support to participating agencies. The means to achieve this is through coordinated efforts in the area of business operations and in the case of a Business Operations Strategy (BOS), a joint, common approach for a select range of operational support service where there is a clear business case to provide (common) services as a group of agencies, rather than providing these services as individual agencies. This means that there is a clear, demonstrable benefit in terms of cost reduction or quality of services, realized by engaging jointly in the development and management of the identified services.

Under the UNDG Operational Guidelines, the term “common services” is used to describe the implementation of common administrative functions amongst United Nations system organizations. It encompasses different types of activities, such as administrative and financial services, commercial services (e.g. choice of a common bank, a catering company or a travel agency, etc.), services linked with the common premises such as utilities, cleaning and maintenance but also fundamental aspects as provision of security and safety or health care.

Responsibilities

As an accountable entity to the UNCT, the OMT is responsible for identification, assessment, prioritization and planning for common operations in support of programme delivery. More specifically the OMT coordinates joint activities in the following areas of operations:

- Joint strategic planning: Business Operations Strategy (BOS) and Annual Work Planning;
- Common Premises and field locations;
- Common Procurement;
- Common Human Resource management;
- Common Logistics;
- Common ICT;
- Common Finance;
- HACT (in collaboration with programme colleagues).

Specific OMT responsibilities include;

Planning and strategy

- Development of the Business Operations Strategy (BOS) in line with the UNDAF/One Programme cycle, including approval by the UNCT of the BOS;
- Annual work planning for common operations;
- As part of the BOS, preparation of Baseline and Cost-Benefit Analysis for the establishment of a new common service or the enhancement of an existing common service.

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Management and oversight

- Implementation of common services plans including resource mobilization in support of common operations where needed;
- Management of common operations solutions, e.g. common services or common premises;
- Management the common service budgets at the country level, including the development of the annual budget and ensuring agreement is reached on the budget;
- Oversight of Task Forces working on initiatives under the OMT;
- Ensuring that large contracts negotiated by the OMT are covered by a Memorandum of Understanding (MOU) between participating agencies and the service provider/supplier;
- Providing support and advice to other interagency platforms with regards to the provision of operational support system through common services, in particular in the area of programmes.
- An end of cycle review/evaluation of the BOS is required as a basis for the BOS development for the next cycle. It is recommended to execute this evaluation concurrent with the UNDAF review.
- *It is highly recommended that the performance appraisal of the staff members involved in the OMT and/or any of its Task Forces reflects their role and results to be achieved, as this plays a critical role in terms of incentive and accountability.*

Quality Assurance and client management

- Quality Assurance and client management: Review the quality and cost effectiveness of each of the common services with the client agencies and identify new demand for services and areas for improvement of existing services where needed;
- Ensure that UN Agencies benefit from the economies of scale offered by common services and that the quality of common services equals or improves or at least be the same as existent.

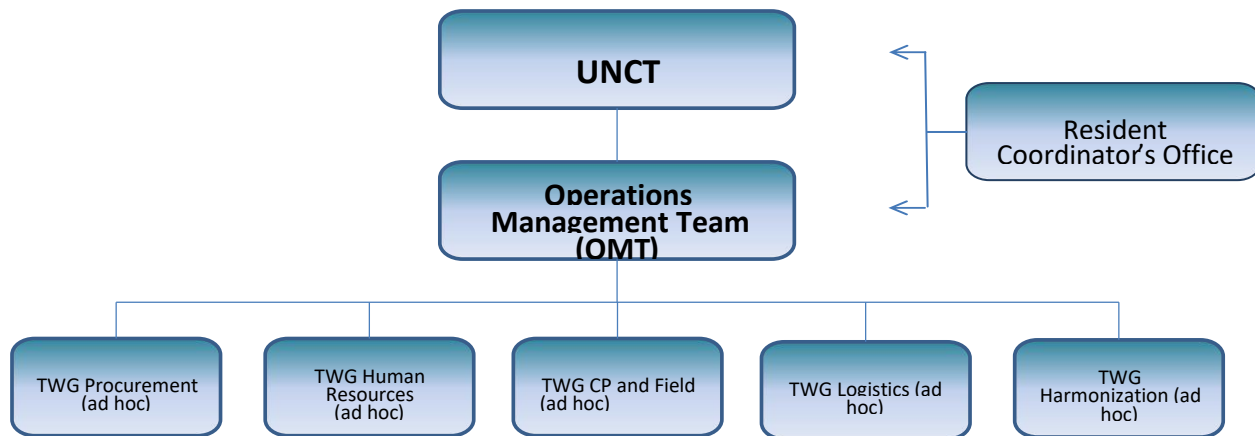
Reporting

- At minimum, annual reporting to the UNCT on expenditures from Common Service account based on the annual work plan and in line with the approved annual budget;
- Results reporting to UNDG (through IMS) and UN Country Team on results vis-à-vis the Business Operations Strategy (BOS) and OMT Annual Work Plans.
- A review of the OMT activities will be presented to the UNCT and UNDG at the end of each year. Reporting to the UNDG usually happens by the UNCT and the OMT through the RCO when they submit the UNCT Workplan on behalf of the UNCT through IMS (UNDG Information Management System

Governance:

- The OMT reports to the UNCT and is responsible for the monitoring, evaluation and reporting on the progress of implementation for each of the work streams under the BOS and the Annual Work Plan to The UNCT and UNDG;
- It is highly recommended that the UNCT meeting agenda includes a standing item on common operations to ensure the UNCT remains informed and can provide support to the OMT while pursuing the BOS targets. Usually the chair of the OMT is invited to provide the update to the UNCT.

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Example organigramme

UNCT Country Team (UNCT)

- The UN Country Team holds the ultimate decision power for all matters related to Common Operations;
- The UNCT is ultimately responsible for the achievement and reporting on results reflected in the Results matrix of the Business Operations Strategy and the BOS Annual Work Plan;
- UNCT outlines the long and medium term vision for Business Operations and provides guidance to the Operations Management Team (OMT) with regards to the operationalization of that vision in the Business Operations Strategy (BOS);
- In case of disagreement within the OMT, UNCT serves as the final platform for escalation.

Operations Management Team (OMT)

- The Operations Management Team manages and coordinates the development and implementation of the Business Operations Strategy;
- The OMT Provides oversight over the implementation of existing Business Operations Harmonization initiatives (including Common Services) by the Service provider, with the aim to ensure service delivery is in line with the agreed Key Performance Indicators;
- The OMT develops annual work plans, based on the Business Operations Strategy, which guide the OMT activities and financial needs for that particular year;
- The OMT operates on the basis of the results matrices for Business Operations as reflected in the Business Operations Strategy and an integrated annual work plan guiding the different OMT activities.
- The OMT chair reports on a regular basis to the UNCT on progress and issues regarding the implementation of the activities supporting each of operations outcomes. Progress updates are based on the indicators and targets as reflected in the Business Operations Strategy M&E framework;
- The Annual Work Plan of the OMT must have clear links to the business operations strategy, and each Annual Work Plan progressively contributes to the achievement of the targets articulated in the BOS.
- The OMT has different Task Forces working on specific Business Operations Harmonization initiatives (including Common Services) topics relevant for the country. These could include for example Task Force on Common Premises, ICT, HR, Procurement, Security, Travel etc.;
- The OMT has a dedicated M&E focal point that represents the OMT in the joint M&E group. M&E focal points plan and organize the M&E activities for the outcomes that are part of the Business Operations Strategy and the integrated work plan;

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- The OMT has a dedicated M&E focal point that is responsible for the M&E activities for each of the items.
- It is highly recommended the OMT is chaired by a Head of Agency with the co-chair being at the senior management level of an agency other than the agency of the chair.

Frequency of meetings:

- The OMT meets at least once a month basis but special meetings may be convened if necessary by the co-chairs.
- The secretariat of the OMT is either the Resident Coordinator's Office or a staff member from the agency that provides the chair.
- A quorum is reached with the attendance of more than half of the members.
- A retreat should be held at the end of each year to prepare the annual activity report and to elaborate the next year work plan.

Minutes & Secretariat:

Prior to all meetings, the Secretary ensures that the agenda is sent out to all members, at least three working days before the meeting takes place.

To ensure that the items discussed at meetings are properly reported, the minutes will be circulated by the Secretary to OMT members for comments/corrections no later than one week after the meeting, before being finalized and shared electronically with the UNCT.

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A standard meeting agenda usually includes the following item:

- Review of the minutes of last meeting and related follow-up actions;
- Review of the work plan and progress made;
- Identification of the recommendations and requests by the OMT for of the UNCT;
- Any other business.

For ease of reporting, a meeting minutes template should be used, which includes:

- All the matters/paragraphs discussed presented by item;
- Clear indication of actions to be taken and those responsible for taking them;
- The deadline for the execution of each task for all the actions.

The OMT secretariat should share the electronic version of the minutes to the UN Country Team.

Membership and Chairmanship

- Membership of the OMT includes the most senior operations/administrative managers of all resident agencies or their designated alternates and can include any other staff from participating agencies.
- Each member must ensure that they have an alternate

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- It is highly recommended the OMT is chaired by a Head of Agency with the co-chair being at the senior management level of an agency other than the agency of the chair.
- The OMT chair can rotate every year, upon proposal of any OMT member and decision of the UNCT. OMT chairmanship shall be linked to an agency rather than to individuals.
- OMT may constitute temporary technical task forces or working groups to undertake specified task(s). Membership will be decided based on competency and added value.
- If relevant, a coordinating agency or chairperson of a working group shall be selected from within OMT membership on the basis of knowledge/expertise or agency strength in the particular field.

Confidentiality

Most discussions and reports are in the public domain and therefore can be shared openly. However, members are required to uphold the confidentiality of sensitive information when it is explicitly classified as such.

Documentation

The RCO should be the repository for all OMT files, in which all documentation deemed necessary for audit purposes should be kept. Managing Agencies should submit relevant documentation to the RCO on their responsible areas. The Chair of each Task Force/Working Group is responsible for keeping the detailed file for the TF/WG activity and sending copies of all relevant documents to the RCO for the official record. Additionally, the Chair of the TF/WG will make available any documentation to any requesting agency.