



Terms of Reference

Consultancy for Review of OIOS organizational structure

I. Background

The General Assembly (GA) established OIOS in 1994 to assist the Secretary-General in fulfilling his internal oversight responsibilities. The core functions established were: audit, evaluation, inspection, and investigation

At a retreat for the Office of Internal Oversight Services (OIOS) leadership team held in February 2011 a proposal was made to hire a consultant to review OIOS organizational structure and assist in determining whether the delivery of core functions and associated administrative and support services, could be enhanced by making changes to the structure of the office.

The current structure of OIOS is depicted in the Annex.

OIOS clients are based throughout the world and operate in different fields of activity, including peace and security, human rights, environment, normative work and humanitarian aid.

II. Skills needed

OIOS is seeking a consultant with expertise in organizational design who has assisted public sector bodies in optimizing their organizational and work structures to improve the efficiency and effectiveness of their service delivery. The consultant should have experience with international organizations. Knowledge of the UN would be an asset.

III. Method of working

The consultant will report to the USG. OUSG will provide support.

IV. Work required

The scope of the work entails:

- A review and assessment of the current OIOS organizational structure, including a review of past General Assembly resolutions on the mandate, formation and organization of the Office
- In consultation with senior management in OIOS, the development of a range of organizational options for how OIOS might be structured to best deliver its mandate, taking into account factors such as those described below:
 - OIOS' strategic plan, vision, and mission
 - Functions/ services delivered



- Activities and geographical location of OIOS clients
 - OIOS Member States stakeholders (GA, Governing Councils, Security Council)
 - Funding arrangements for delivery for services (RB/ XB)
 - Provision of support to functions (Professional Practices, Administrative support)
 - Centres of expertise by subject matter (fraud, forensics, technology, sexual exploitation and abuse, quality assurance);
 - Inter-functional collaboration (especially on high-profile projects), learning and sharing methodology and results within OIOS to transfer knowledge
 - Centralisation / Decentralisation
 - Authority (delegated authority, reporting lines, span of control).
 - Flexibility/ matrix/ 'virtual' structures
- A final report that discusses these options, including: their strengths and weaknesses; identification of any specific change that would be required from the current structure; the steps that would be needed to that change to happen; the critical success factors; and the feasibility in the current no growth scenario of UN.

V. Timeframe

Start date: mid November 2011

End date: 31 December 2011

The consultancy will be for a duration of 30 days during the timeframe identified above.

I. V. Remuneration

TBD

VI. Amendments

These Terms of Reference are subject to amendments based on mutual agreement with the USG/OIOS.

VII. Contact

Please send your curriculum vitae or resume and cover letter to: wilsond@un.org; with a copy to ouzidane@un.org

2-3 examples of your work in the field of organizational review is also encouraged.