

## TERMS OF REFERENCE

### Junior Professional Officers (JPO)

#### I. General Information:

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Title:

Planning Specialist (Balanced Scorecard)

Sector of Assignment:

Business and administrative management

Country:

USA

Location (city):

New York

Agency:

UNDP

#### II. Supervision:

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Name of Supervisor:

Ms. Giovannie Biha

Title of Supervisor:

Team Leader, Resource Management Strategies and Performance Assessment  
Office of Planning and Budget, Bureau of Management (OPB/BOM)

Content and methodology of supervision:

Regular one-on-one and group meetings within the project implementation framework.

#### III. Duties, Responsibilities and Output Expectations:

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Key Output: Balanced Scorecard (BSC) Design and Implementation

Daily activities to include:

Support Balanced Scorecard Development

- Devise and improve BSC indicators in consultation with HQ Bureau stakeholders and Country Offices (COs), ensuring alignment with the MYFF 2004-2007 and UNDP corporate instruments.
- Develop calculation formulae of indicators (jointly with UNDP's Office of Information and Systems Technology (OIST) and CBS).
- Disseminate information to COs and Regional Bureaux (RBx) regarding the BSC policy.
- Establish close working partnerships with RBx to make BSC reliable management and communication tool for COs.

Support Country Office and Regional Bureau BSC Processes

- Assist COs and RBx in target setting and result reporting.
- Provide help desk and trouble-shooting support to COs and RBx on the BSC system and through BSC Support Desk.
- Provide training at workshops and training events.

Provide Information Used for Performance Review

- Provide statistical / analytical data for COs, RBx and other HQ units for their performance review.
- Prepare documents for the Senior CRG with the analysis of the BSC data.

Ensure System Alignment

- Develop the BSC model, eg indicators in the BSC system (QPR), adjust/improve the BSC portal design.
- Work with OIST to build database queries and formulae.

Support Launch of Headquarters Balanced Scorecard

- Support the development of a strategy to launch HQ BSC, with the initial focus on BoM units.
- Support development of indicators and their definition and formulae for respective HQ Bureaus in line with their Work Plan for 2005 and the MYFF 2004-2007.
- Develop the HQ BSC in the BSC system (jointly with OIST).
- Provide training and support for the HQ focal points and users of the HQ BSC.

Other Tasks

- Provide support and inputs to other OPB deliverables, including UNDP Corporate Surveys.

**IV. Qualifications and Experience:**

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Education:

Master's degree in public/business administration, or ICT/related disciplines.

Work Experience:

2 years, preferably in the areas of information technologies or performance assessment/planning

Key Competencies of the assignment:

- Strong coordination and networking skills
- Analytical thinking and understanding of UNDP corporate strategies
- Knowledge of both Country Office and Headquarters operations
- Knowledge of statistics and indicators
- Ability to work in a team-based environment

**V. Learning Expectations:**

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Upon completion of the assignment, the JPO will have / be able to...

The incumbent will be able to work on and contribute to what is considered one of the key corporate innovations introduced in recent years in order to measure and improve performance of the UNDP country offices.

During the course of assignment s/he will get solid exposure and get strong acquaintance with UNDP corporate strategies and field operations.

**VI. Background Information:**

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BSC is used in UNDP to support the implementation of the strategy as outlined in the Multi Year Funding Framework 2004-2007. It focuses on UNDP organizational strategies and is currently being used by all UNDP country offices. BSC is supported by software that is fully web-enabled and accessible to all UNDP staff.

The Planning Specialist will be reporting to the OPB Team Leader, Resource Management Strategies and Performance Assessment and, in a matrix-based organizational environment, will work closely with OPB staff, as well as with other units within the Headquarters. S/he is also expected to liaise with the country offices on regular basis.

Details of the matrix-based organizational environment are outlined in the attached organigramme. The incumbent will work in Performance Assessment and Feedback.

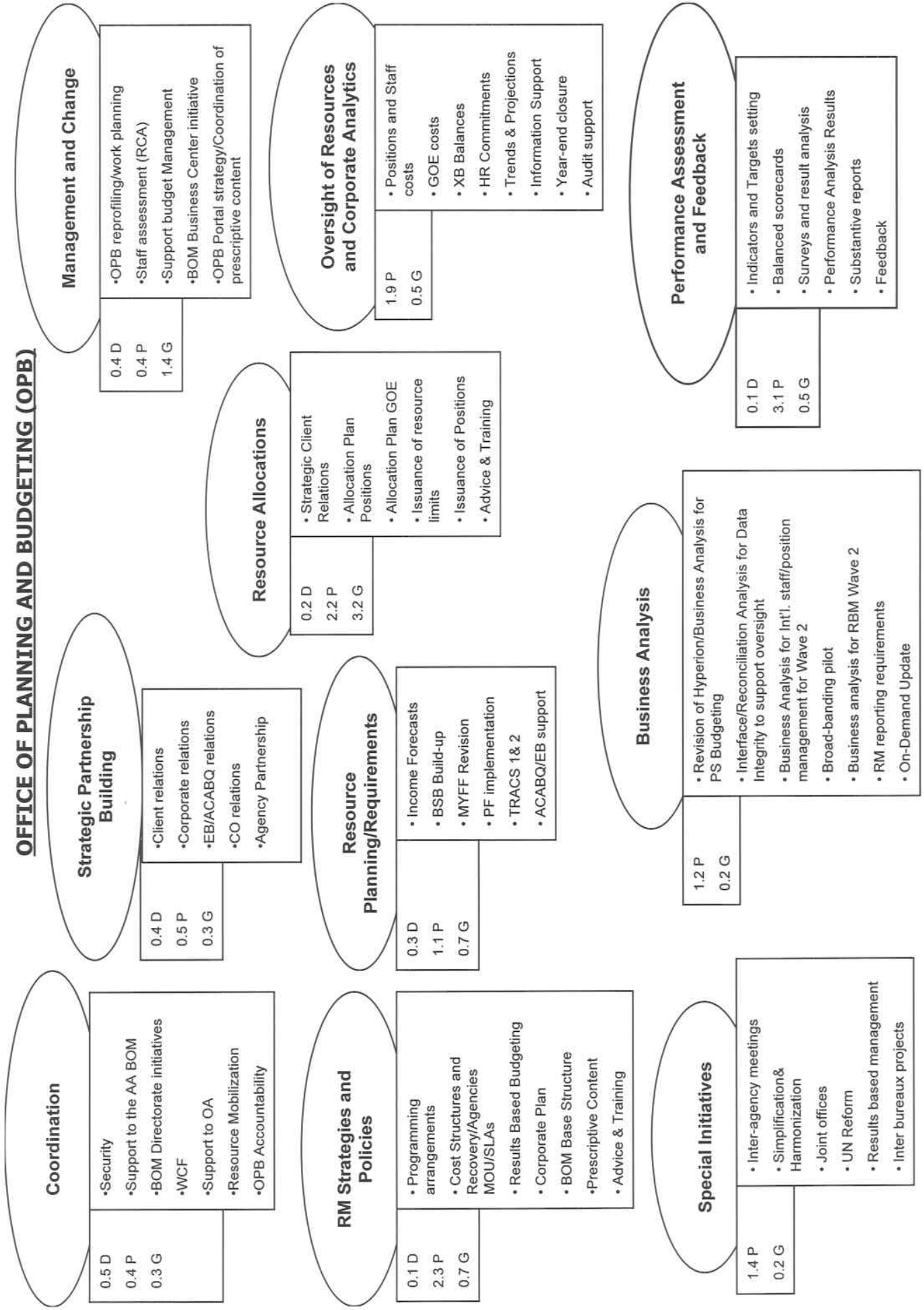
**VII. Information About Living Conditions at the Duty Station:**

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New York - the city that never sleeps!

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# OFFICE OF PLANNING AND BUDGETING (OPB)



## Coordination

- Security
- Support to the AA BOM
- BOM Directorate initiatives
- WCF
- Support to OA
- Resource Mobilization
- OPB Accountability

0.5 D  
0.4 P  
0.3 G

## Strategic Partnership Building

- Client relations
- Corporate relations
- EB/ACABQ relations
- CO relations
- Agency Partnership

0.4 D  
0.5 P  
0.3 G

## Management and Change

- OPB reprofiling/work planning
- Staff assessment (RCA)
- Support budget Management
- BOM Business Center initiative
- OPB Portal strategy/Coordination of prescriptive content

0.4 D  
0.4 P  
1.4 G

## Resource Allocations

- Strategic Client Relations
- Allocation Plan Positions
- Allocation Plan GOE
- Issuance of resource limits
- Issuance of Positions
- Advice & Training

0.2 D  
2.2 P  
3.2 G

## RM Strategies and Policies

- Programming arrangements
- Cost Structures and Recovery/Agencies MOU/SLAs
- Results Based Budgeting
- Corporate Plan
- BOM Base Structure
- Prescriptive Content
- Advice & Training

0.1 D  
2.3 P  
0.7 G

## Resource Planning/Requirements

- Income Forecasts
- BSB Build-up
- MYFF Revision
- PF implementation
- TRACS 1 & 2
- ACABQ/EB support

0.3 D  
1.1 P  
0.7 G

## Oversight of Resources and Corporate Analytics

- Positions and Staff costs
- GOE costs
- XB Balances
- HR Commitments
- Trends & Projections
- Information Support
- Year-end closure
- Audit support

1.9 P  
0.5 G

## Business Analysis

- Revision of Hyperion/Business Analysis for PS Budgeting
- Interface/Reconciliation Analysis for Data Integrity to support oversight
- Business Analysis for Int'l. staff/position management for Wave 2
- Broad-banding pilot
- Business analysis for RBM Wave 2
- RM reporting requirements
- On-Demand Update

1.2 P  
0.2 G

## Special Initiatives

- Inter-agency meetings
- Simplification & Harmonization
- Joint offices
- UN Reform
- Results based management
- Inter bureaux projects

1.4 P  
0.2 G

## Performance Assessment and Feedback

- Indicators and Targets setting
- Balanced scorecards
- Surveys and result analysis
- Performance Analysis Results
- Substantive reports
- Feedback

0.1 D  
3.1 P  
0.5 G