A. GENERAL INFORMATION

Services/Work Description: Business Operations Strategy (BOS) Consultant

Project/Program Title: UN Resident Coordinator’s Office

Post Title: National / International Consultant

Duty Station: Kigali, Rwanda

Duration: 20 days

Expected Start Date: ASAP

B. BACKGROUND / CONSULTANCY DESCRIPTION

Background:

The BOS 2013-2018 will come to an end with June 2018, and the UNCT/OMT is nearing the finalization of BOS 2 to start from July 2018. The OMT are due to develop draft BOS 2 (2018-2023), Results Framework and Narratives by end of March, taking account of lessons learn in BOS 1. The BOS is also aligned to the UNDAP 2 for the same period. The UNCT is seeking the services a consultant to review and provide quality assurance of the current draft, with the view to finalizing the document before design and printing. The consultant is expected to do the assignment for a 3 weeks period. The exercise will include a combination of desk review of analysis conducted in the framework of BOS2 formulation, meetings with RCO, OMT and Working Group members as well as in personal collaboration with key people from different UN Agencies operating in Rwanda.

C. MANAGEMENT OF CONSULTANCY SERVICES

The BOS Consultant will work closely with the BOS task team and the UN Resident Coordinator’s Office (RCO). The BOS Consultant will implement the deliverables described in this Terms of Reference (ToR) in consultation with the OMT, Working groups members and RCO.
The BOS Consultant will not provide any substantive or operational information regarding UN’s operations activities to third parties without the written consent of UNCT.

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

A. SCOPE OF THE WORK

This consultancy intends to develop a finished product of the Rwanda BOS2 for 2018-2023 as per UNDG guidelines:

a) Review and quality assure, the draft stock take analysis, new needs and development, CBA, governance & accountability framework e results matrix, and annual work plan.

b) Draft BOS 2 consistent with UNDG guidelines for OMT/QSA/PSA review

c) Finalize the BOS 2

B. METHODOLOGY

The Consultant shall detail a methodology appropriate for the assignment. This is a mandatory requirement and must be submitted as part of the application for this consultancy. The methodology shall be reviewed and finalized at the inception phase in consultation with the BOS task team, OMT Chair and the RCO. In the execution of his/her tasks, the BOS Consultant will closely BOS task team, OMT Chair and the RCO.

C. EXPECTED OUTPUTS AND DELIVERABLES

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables / Outputs</th>
<th>Estimated Duration to Complete</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Produce an Inception Report</td>
<td>3 working days</td>
<td>BOS task team, OMT Chair and the RCO.</td>
</tr>
</tbody>
</table>
D. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

The contractor/consultant will be supervised by the OMT Chair through the RCO. He/she will report to the OMT Chair who is responsible to approve and accept outputs and performance on behalf of the OMT. During the contract period, the contractor is expected to interact with the OMT various working groups, the PPOC, the M&E Team, etc.) and specific UN agencies where necessary. The Consultant will be provided with workspace and phone/internet access within UNDP.

E. Duty Station

City of Kigali, Rwanda.

F. DURATION OF THE WORK

The work of the consultants will be finalized no later than in 20 working days (3 weeks).

G. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONSULTANTS/CONSULTANCY FIRMS

1. *Academic Qualifications:*

   Advanced degree (Masters) in Business Administration, Economics, Social Sciences or development related field preferably with specific focus on international development and humanitarian operations.

2. *Years of experience:*
• Minimum of 5 years of experience in the field of UN Operations (Finance, Admin, Procurement, HR, procurement, logistics or operations having quantitative analysis background and having UN experience.
• Have proven experience in developing Business Operations Strategy in the International level.
• Have proven experience in participating to Operations Management Team common services work with International Organizations.
• Professional training in, and experience with statistical/operational analyses, and inter-agency procurement activities involving multiple UN agencies.

3. **Language and other skills:**
• Excellent knowledge of English (written / verbal communication) including the ability to set out a coherent argument in presentations and group interactions;
• Capacity to communicate fluently with different stakeholders and UN staff’s members;
• Professional maturity
• Computer skills (Microsoft project)

4. **Competencies:**

**Compliance of the UN Core Values:**

• Professionalism: Knowledge and understanding of issues pertaining to UN’s work in Rwanda, particularly in the field of information and communication technologies. Ability to identify issues, analyse and participate in the resolution of issues. Ability to engage others for data collection. Ability to apply sound judgment in the context of assignments given, and work under pressure. Shows persistence and remains calm in stressful situations. Shows pride in work and achievements, demonstrates professional competence and mastery of the subject matter. Responds positively to feedback and different points of view. Conscientious and efficient in meeting commitments, observing deadlines and achieving results;

• Planning and Organizing: Develops clear goals that are consistent with the terms defined here. Identifies priority activities and assignments, and adjusts them as required. Allocates appropriate time and resources for completing work by foreseeing risks and developing contingency plans accordingly. Monitors and adjusts plans as necessary, and uses time effectively;

• Accountability: Takes ownership of responsibilities and respect commitments. Delivers assigned tasks within prescribed time, cost and quality standards. Operates in compliance with organizational regulations and rules. Takes personal responsibility for his/her shortcomings;

**Functional Competencies:**

• Expertise in operational support activities required to ensure high-quality and cost-effective delivery of UN’s development and humanitarian assistance.
• Experience with holding operational analyses to identify benchmarks on quality and efficiency for inter-agency operations activities, and monitor and implement these activities accordingly.
• Experience in supporting the development of BOS in the UN system is an asset.

H. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified individual consultants are expected to submit both the Technical and Financial Proposals. Accordingly, individual consultants will be evaluated based on Cumulative Analysis as per the following scenario:

• Responsive/compliant/acceptable, and
• Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

In this regard, the respective weights of the proposals are:
a. Technical Criteria weight is 70%
b. Financial Criteria weight is 30%

<table>
<thead>
<tr>
<th>Weight</th>
<th>Max. Point</th>
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<tbody>
<tr>
<td>Technical Competence (based on CV, Proposal and interview (if required))</td>
<td>70%</td>
</tr>
<tr>
<td>Advanced degree (Masters) in Business Administration, Economics, Social Sciences or development related field preferably with specific focus on international development and humanitarian operations.</td>
<td></td>
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<tr>
<td>Financial (Lower Offer/Offer*100)</td>
<td>30%</td>
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<tr>
<td>Total Score</td>
<td>Technical Score * 70% + Financial Score * 30%</td>
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I. PAYMENT MILESTONES AND AUTHORITY

Each applicant will indicate the cost of services for each deliverable in US dollars when applying for this consultancy. The Consultant will be paid based on the effective UN exchange rate (where applicable), and only after the OMT Chair and the RCO approve over the completion of each deliverable. The Consultant will be paid in accordance with UNDP rules, the amount paid should be considered inclusive of all associated costs including travel, communications, social security, pension and income tax.

<table>
<thead>
<tr>
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<th>Estimated Duration to Complete</th>
<th>Percentage of payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Produce an Inception Report</td>
<td>3 working days</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Edit draft BOS2 Results Framework and narratives</td>
<td>5 working days</td>
<td>20%</td>
</tr>
<tr>
<td>3</td>
<td>Consolidate and finalise BOS2 document</td>
<td>5 working days</td>
<td>80%</td>
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J. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are hereby given a template of the Table of Content. Accordingly, your Technical Proposal document must have at least the following preferred content and shall follow its respective format/sequencing as follows.

SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM

1. Letter of Motivation
2. Proposed Methodology
3. Past Experience in Similar Consultancy and/or Projects
4. Implementation Timelines
5. List of Personal Referees
6. Bank Reference

SECTION II. ANNEXES
Annex a. Duly Signed Offeror’s Letter to UNDP Confirming Interest and Availability (use the template hereto)
Annex b. Duly Signed Personal CV’s

K. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.