



TERMS OF REFERENCE
CONSULTANT TO DEVELOP A BUSINESS OPERATION STRATEGY (BOS) 2.0.
UN RESIDENT COORDINATOR'S OFFICE LESOTHO

Type of Contract	:	Individual Contract, International
Languages Required	:	English
Commencement Date	:	August 2018
End Date	:	October 2018
Duration of the work	:	22 working days
Location/duty station	:	Maseru, Lesotho
First Level Supervisor	:	Operations Management Team (OMT) Chair/Co-Chair
Second Level Supervisor	:	UN Resident Coordinators Office (RCO)

A. BACKGROUND

The United Nations Country Team (UNCT) in Lesotho, in close collaboration with the Government and key stakeholders, is in the process of formulating a new United Nations Development Assistance Framework (UNDAF) 2019-2023. In doing so, the UNCT will build on the lessons learned from the implementation of the Business Operation Strategy (BOS) 2014-2016/18 to further harmonize business operations, supporting efficient programme delivery throughout the new UNDAF cycle.

Through operating as one, the UNCT holds the potential to synergize delivery, while substantially reducing both internal and external transaction costs and duplication. The BOS 2.0 is intended to be the foundation in this process, ensuring all agencies have access to shared services, allowing them to achieve their potential, in the most cost-effective manner.

Considering the above, and with reference to the Regional UN Development Group Eastern and Southern Africa (R-UNDG ESA) Strategy of Support to Middle Income Countries (MICs), the UNCT wishes to secure the services of an experienced consultant to support the development of BOS 2.0.

B. OBJECTIVE OF ASSIGNMENT & KEY DELIVERABLES

The overall objective of the consultancy, in line with the new UNDAF 2019-2023, is to support the UNCT in the development of BOS 2.0. Under the overall leadership and guidance of the UNCT, with direct supervision provided by the OMT Chair/Co-Chair, while in close collaboration with the RCO, the consultant will be expected to:

- Analyze regional and global experiences relating to BOS implementation, highlighting best practices and solutions to challenges from relatable country offices
- Review challenges and lessons learned during the Lesotho UN Development Assistance Plan (LUNDP) 2012-2018 and BOS 2014-2018 cycles
- Develop an analysis of agency policies and procedures related to operations, mapping potential synergies and opportunities
- Identify key operational back-office support and common services required to successfully implement the UNDAF 2019-2023 and support the achievement of Sustainable Development Goals (SDGs)
- Lead the BOS 2.0 Visioning and Strategic Objectives Workshop

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- Using a Results Based Management (RBM) approach, draft BOS 2.0 Results Matrix including a Cost Benefit Analysis (CBA), baselines, Specific, Measurable, Attainable Realistic and Time-bound (SMART) indicators and a Common Budgetary Framework.
- Develop a template for Annual Work Plans (AWP) and tools to measure Return on Investment (RoI), cost effectiveness and savings resulting from BOS 2.0 implementation per Outcome
- Construct an appropriate governance and accountability framework, developing a narrative for the implementation of the BOS 2.0 while ensuring alignment with regional and global guidance

C. DESCRIPTION OF TASKS

- Develop a presentation on global best practice related to BOS implementation, analyzing potential synergies between agency procedures
- Collect and analyze relevant data related to operations, identifying key challenges and recommendations related Operating as One in Lesotho
- Map operational needs required to full implementation of UNDAF 2019-2023
- Develop Common Service Priority Ranking (Baseline Report) with clear baselines indicators at the pillar and outcome levels
- Lead BOS 2.0 Visioning and Strategic Objectives Workshop
- Develop CBA and prioritization; identifying, ranking and sequencing common services by contextual relevance, cost, UNCT capacity, mandate, etc
- Develop BOS 2.0 Results Matrix and M&E arrangements:
 - Identify and finalize suitable outcomes as per the above operational analyses
 - Develop outputs per outcome
 - Identify and set baselines, targets and Key Performance Indicators (KPIs) for 5 years at outcome level with required resources (budget), risk analysis included;
 - Set lead agencies at the output and activities levels;
 - Develop clear M&E matrix as per UNDG BOS M&E guidelines
 - Develop required reporting and tracking tools;
 - Develop management and M&E arrangements and frequencies;
- Developing the Annual Work Plans: 2019-2023
 - Derive the OMT annual work plans over the new UNDAF cycle
 - Finalize the OMT strategic plan based on the new UNDAF cycle
 - Develop and cost annualized activities per output for 2019 as per UNDG template
- BOS Validation:
 - The OMT will work closely with the consultant and assist in developing the various narrative sections of the BOS
 - Edit the final draft version of the document and present to the OMT/PMT and seek their feedback
 - Facilitate the presentation of draft BOS to the UNCT for review and incorporate inputs toward the development of the final draft
 - Finalize BOS 2.0 to be submitted to UNCT through RC.

D. EXPECTED OUTPUTS AND DELIVERABLES

No.	Key Deliverables / Outputs	Target Due Dates	Review and Approvals Required	% of Lump sum to be paid
1	Operational Data Collection and Analysis: <ul style="list-style-type: none"> • Collection and review of operational data in collaboration with OMT • Data rationalization and analysis 	3 working days	OMT Chair/s / RCO	0%

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2	Lead BOS 2.0 Visioning and Strategic Objectives Workshop	2 working days	OMT Chair/s / RCO	50% of the total financial proposal
3	Operational Analysis: <ul style="list-style-type: none">• Baseline Analysis• Needs Analysis• Cost-Benefit-Analysis and Prioritization	4 working days	OMT Chair/s / RCO	0%
4	Developing the BOS Results Matrix and M&E arrangements	7 working days	OMT Chair/s / RCO	0%
5	BOS finalization and validation .	6 working days	OMT Chair/s / RCO	50% of the total financial proposal

E. CONTRACT ADMINISTRATION

This Consultancy will be administrated by the RCO which is housed by the United Nations Development Programme (UNDP). All relevant UNDP rules, policies and procedures will apply. The Consultant will submit reports based on the results achieved in agreed format stating all actions taken during the assignment. Reports shall be submitted according to the deliverables schedule and approved by the RCO. This will serve as justification for payment.

F. DURATION OF ASSIGNMENT

The total duration of this assignment is 22 days over a period of two months, with one 5-day mission to Maseru, Lesotho.

G. DUTY STATION

This is a remote assignment. However, it is expected that some tasks will be performed in country as per agreement with OMT.

REQUIRED QUALIFICATONS AND EXPERIENCE

Education:

- Advanced university degree (Masters as a minimum) in economics, business administration, social sciences, and/or international development

Experience:

- A minimum of 8 years of experience in research, analysis and/or providing technical advice to government, and/or international development organizations
- Prior experience in the preparation of the UN Business Operations Strategies
- Updated knowledge on the experiences, initiatives, policies, and research studies pertaining to planning and budgeting
- Ability to work independently and respond to feedback in a timely and professional manner
- Excellent writing and analytical skills
- Excellent organization skills, attention to detail, and ability to contribute to a team
- Excellent networking and interpersonal skills required

Language Requirements:

- Excellent written and spoken English

H. SCOPE OF PRICE AND SCHEDULE OF PAYMENTS

- The proposed price will be a lump-sum, i.e. an "all-inclusive package". The financial proposal shall specify a lump sum amount to be paid upon the receipt of the final report and management letter. The payments are based upon the delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).
- The contract is fixed regardless of the changes in cost components
- Schedule of payment will be as per the table above and only upon delivering on the contract obligations in a satisfactory manner:

I. RECOMMENDED PRESENTATION OF OFFER

- Letter of Confirmation of Interest and Availability using the template provided by UNDP.
- P11 shall be required;
- Financial Proposal should be an all-inclusive fixed total price, including professional fees, travel cost as a lump sum.
- Cover letter, stating why the candidate thinks s/he is the best candidate for the assignment;
- A technical proposal highlighting a methodology or approach to complete the assignment based on the deliverables stated above.

J. EVALUATION CRITERIA FOR SELECTION OF BEST OFFER

- Applications will be assessed based on a cumulative analysis that will evaluate both the technical suitability and the financial proposal. The weight of the technical criteria is 70%; the weight of the financial proposal is 30%. Only candidates with a minimum of 70% in the technical evaluation will be considered for the financial evaluation.
- The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as responsive, compliant, and acceptable;
- Only the highest-ranking candidates who would be found qualified for the job will be considered for the Financial Evaluation.

DETAIL EVALUATION CRITERIA

Criteria	Weight 70%	Max. Point 70
<i>Technical</i>		
Advanced university degree (Masters as a minimum) in economics, business administration, social sciences, and/or international development	10%	10
A minimum of 8 years of experience in research, analysis and/or providing technical advice to government, and/or international development organizations	15%	15
Prior experience in the preparation of the UN Business Operations Strategies	20%	20
Updated knowledge on the experiences, initiatives, policies, and research studies pertaining to planning and budgeting	5%	5
Methodology / Approach	20%	20
Total	70%	70
<i>Financial proposal</i>	30%	30

UN Lesotho is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidentiality.

Note:

While preparing your financial offer, kindly note that the standard for all travel authorized by UNDP for individual subscribers is economy class. Individuals on this contract are not UN staff and are therefore not entitled to DSA. All living allowances required to perform the demands of the ToRs must be incorporated in the financial proposal.

K. ANNEXES TO THE TORs

- Template for confirmation of interest and availability;
- P-11 form template.

L. BID SUBMISSION ADDRESS

Name: Mr. Salvator Niyonzima, United Nations Resident Coordinator

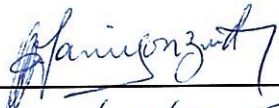
Email address for submission: ls.procurement@undp.org

REF: BOS consultancy

M. APPROVAL:

These ToRs are approved by: Mr. Salvator Niyonzima, UN Resident Coordinator in Lesotho

Signature: _____



Date: _____

