

# TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT

<b>Optimizing UNFPA's Organizational Structure in Latin America and the Caribbean for the 2026-2029 Strategic Plan</b>	
Hiring Office:	UNFPA LACRO
Purpose of consultancy:	<p>In preparation for the next UNFPA Strategic Plan 2026-2029, UNFPA has kicked off a global discussion around the Business Model/s required by UNFPA to advance the ICPD Programme of Action and stay relevant in an ever-changing world.</p> <p>To this purpose, in mid-2024 the Latin America and the Caribbean Regional Office (LACRO) established a Task Force to foster a regional strategic reflection around a new UNFPA Business Model in Latin America and the Caribbean. As a mainly middle-income region, Latin America and the Caribbean faces the paradox of positive economic performance amidst persistent and deeply entrenched inequalities, which present unique challenges to programme countries and require a value proposition, modes of engagement and operational and funding/financing models that are adapted to the regional and country-specific needs.</p> <p>The main outcome of the work of the Task Force has been the elaboration of a draft Think Piece, which sets out the conceptual model, the principles and key elements of the new Business Model in LAC. In the final stages of the work of the Regional Task Force, LACRO requires the services of a consultant to provide recommendations on a possible fit-for-purpose architectural reconfiguration needed to strengthen and better position UNFPA at regional and country levels in Latin America and the Caribbean, taking into account the different office typologies.</p>
Scope of work:  <i>(Description of services, activities, or outputs)</i>	<ul style="list-style-type: none"> <li>• Develop a comprehensive organizational design proposal with different country office typologies, including multi-country hubs and shared resource models.</li> <li>• Conduct a cost analysis for each proposed typology, identifying potential cost savings and efficiency gains.</li> <li>• Present findings in a visually compelling report with data analysis and diagrams to inform resource allocation and decision-making.</li> </ul> <p><b><u>Output and activities</u></b></p> <ol style="list-style-type: none"> <li>1. Draft workplan</li> <li>2. Draft report including organizational design, typologies, costing, and potential savings</li> <li>3. Final report incorporating UNFPA LACRO feedback</li> </ol> <p>The consultancy will entail the following <u>activities</u>:</p> <ul style="list-style-type: none"> <li>• <u>Initial consultation with Task Force Chair on the Business Model</u>: this meeting aims at kick-starting the work of the consultant, keeping him/her abreast of the work conducted so far by the Task Force and familiarize him/her with the draft Think Piece on the UNFPA Business Model for LAC.</li> <li>• <u>Produce a draft workplan for review and approval by the Chair of the Task Force.</u></li> <li>• <u>Desk review of relevant documents and data provided by UNFPA LACRO (Data analysis and organizational design development, Costing and financial modeling)</u></li> <li>• <u>Produce a draft report on the strategic reconfiguration</u>, which outlines a proposal of organizational set up, including CO typologies, based on key evidence-based criteria and in alignment with the key principles guiding the elaboration of the UNFPA new Strategic Plan 2026-2029. The proposal should include not only the minimum structure for each typology, but also the development of a proposal for multi-country hubs with shared human resources among COs in the region. This report should also include a structure of costs associated to each typology with savings generated.</li> <li>• <u>Report writing and presentation to UNFPA- LACRO</u></li> </ul>
Duration and working schedule:	The consultancy will be conducted over a period of 8 weeks, starting on February 17, 2025 and ending on April 11, 2025.
Place where services are to be delivered:	The consultancy will be conducted remotely from any country in Latin America and the Caribbean
Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):	The report must be delivered according to the following schedule:

	<ol style="list-style-type: none"> <li>1. Draft workplan: Within 7 days of starting the consultancy, submit an inception report outlining the consultant's understanding of the assignment, proposed methodology, and workplan.</li> <li>2. Draft report with organizational design, typologies, costing, and potential savings within 4 weeks of starting the consultancy, submit a draft report presenting the organizational design options, cost-benefit analysis, and initial recommendations.</li> <li>3. Final report incorporating feedback: Within 7 weeks of starting the consultancy, submit a final report incorporating feedback from UNFPA LACRO, with refined recommendations and a clear action plan for implementation.</li> </ol> <p>All deliverables will be submitted electronically in Microsoft Word and Excel format to:</p> <ul style="list-style-type: none"> <li>• Jorge González Caro, Deputy Regional Director</li> <li>• cc: Doretta Di Marco, Regional Programme Specialist</li> </ul>
Monitoring and progress control, including reporting requirements, periodicity format and deadline:	<ul style="list-style-type: none"> <li>• Jorge González Caro (Deputy Regional Director) and</li> <li>• Doretta Di Marco (Regional Programme Specialist)</li> </ul> <p>Will oversee the consultancy, providing guidance, feedback, and ensuring timely progress. Regular communication will be maintained through virtual meetings and email correspondence.</p>
Supervisory arrangements:	<ul style="list-style-type: none"> <li>• Jorge González Caro, Deputy Regional Director</li> <li>• Doretta Di Marco, Programme Specialist</li> </ul>
Expected travel:	No travel expected. The consultancy is expected to be conducted remotely
Required expertise, qualifications and competencies, including language requirements:	<p>The consultant will have the following profile:</p> <p><b>Essential Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Master's degree in Political or Social Sciences, Demography, International Relations, Human Resources, Organizational Development, or a related field.</li> <li>• Minimum of 10 years of experience in organizational design within the UN system or international development organizations.</li> <li>• Strong analytical and problem-solving skills.</li> <li>• Excellent written and spoken English.</li> <li>• Proficiency in Spanish.</li> </ul> <p><b>Desirable Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Knowledge of UNFPA's mandate and programs.</li> <li>• Experience in change management processes.</li> <li>• Experience working in Latin America and the Caribbean.</li> </ul>
Inputs / services to be provided by UNFPA or implementing partner (e.g support services, office space, equipment), if applicable:	<p>LACRO will provide the draft Think Piece as the main background document for the development of the proposal on the architectural reconfiguration and a draft document with proposals to be considered. The document contains key inputs and analytical data, including analysis of financial streams, HR and staffing trends, and other key information on the current Business Model in the LAC region, as well as the principles and key elements of the new envisaged Business Model.</p> <p>The consultant will work from home.</p>
Other relevant information or special conditions, if any:	<p><b>Intellectual Property:</b> All reports and materials produced by the consultant are the intellectual property of UNFPA.</p> <p><b>Payment Schedule:</b> Payment will be made in 3 installments upon satisfactory completion and acceptance of the following deliverables:</p> <ol style="list-style-type: none"> <li>1. Draft workplan: 20%</li> <li>2. Draft report: 50%</li> </ol>

3. Final report: 30%

**Confidentiality:** The consultant shall maintain the confidentiality of all information and data shared by UNFPA during the consultancy.

Signature of Requesting Officer in Hiring Office:

Date: