

**UNFPA LACRO**  
**Terms of Reference**  
**Innovation Strategy 2023-2025**

**Introduction**

Innovation is recognized as an accelerator to achieve all three transformative results of the UNFPA Strategic Plan 2022-2025: a) ending preventable maternal deaths; b) ending the unmet need for family planning; c) ending all forms of gender-based violence and harmful practices. To address the challenges of our times, we need to think differently and act differently in delivering rights and choices for women and girls. And we can do this through innovation

In order to help country offices use innovation to accelerate the achievement of the three transformative results, UNFPA has adopted an [innovation strategy](#) and has strengthened this area in HQ. Given the importance of strengthening country offices and guiding them in order to innovate, LACRO has activated a network of innovation focal points in the region, and finds the need to get from them inputs to prepare a regional innovation strategy.

In order to achieve these results, LACRO wants to develop an innovation Strategy that provides a framework to strengthen and support teams in the country offices in the region to enhance and develop their capacities to identify and implement innovative processes and activities that can lead them to carry out the UNFPA accelerators, in an articulated way with the UNFPA Strategic Plan, to deliver comprehensive, human-rights centered initiatives and development, in a culture of innovation, knowledge sharing and continuous learning.

The UNFPA Strategic Plan Accelerators

1. Human rights-based and gender-transformative approaches;
2. Innovation and digitalization;
3. Partnerships, South-South and triangular cooperation, and financing;
4. Data and evidence;
5. Leaving no one behind and reaching the furthest behind first;
6. Resilience and adaptation, and complementarity among development, humanitarian and peace-responsive efforts.

**Objectives:**

- Through a participative process, build a regional innovation strategy that defines the UNFPA LAC innovation path and priorities for 2024-2025.
- Increase capacities in country offices in the region to innovate, and thus, accelerate the achievement of the three transformative results.

### Scope of the strategy:

LACRO is focused on creating an enabling environment and people centered innovation culture; that support, promote, identify and communicate innovation initiatives (especially related to SP 2022-2025 Innovation Indicators), for 2024 and 2025. At the geographical level, the strategy will cover the entire Latin American and Caribbean region, this is the 21 country offices.

### Strategy development process

The strategy development is expected to be carried out in two and a half (2.5) months, from the signing of the contract until the approval of the final document. The process will be carried out in phases, to be developed as described below:

1. Work Plan draft. The Consultant will receive relevant background documents and information to read, identify a methodology for the consultancy and prepare a work plan with its timeline.
2. Work plan implementation. The consultant will prepare the draft questionnaire for interviews, focus groups, or whatever methodology in use.
3. Draft of the strategy. The Consultant will prepare and present the draft of the final Strategy

### Expected products:

1. Work plan, which must contain a timeline, methodology and determination of information collection process.
2. First Draft of the Strategy: For LAC team review
3. Final Draft of the Strategy: With comments from the previous review incorporated

### Needs of the Strategy Consultant /Team :

To carry out the regional strategy, a consultant or a team will be hired. They must have experience in developing strategies in innovation, design thinking with people, partners, programmes/projects and progress. The following qualifications will be taken into consideration:

Master's and a minimum of 5 years of professional experience in developing strategies and theory, knowledge building, strengthening of creativity and innovation capacities, experience in innovation applied to problems and approaches from the user-centered design.

He/she must demonstrate an ability to apply work as a team to identify problems to solve, implement work methodologies that allow UNFPA to generate new and better solutions, and

work along with UNFPA during the entire process to develop the innovation strategy; they should have the ability to detect the need, and to implement the strategic solution.

A personalized consulting service, clearly focused on obtaining results and managing innovation as a key element in organizational management. Additionally, she/he must have a proven track record of professional experience in Latin America and the Caribbean. Knowledge of the UN, or UNFPA interventions in the region and previous work with other UN agencies will be an asset. In addition, it is required to have a high oral and written communication skills in Spanish, as well as a working level of English.

### Strategy: Role and Functions:

The role of LACRO innovation is expected to be around 3 themes: *Collaboration, Communication, and Connection*. We expect that innovation capacity building , connects programmatic challenges with possible solutions; facilitates results by using innovation to demonstrate synergies between offices and thematic areas; advocates for innovation learning culture; establish connections and new relationships, and; by documentation and communication of results, new innovation solutions arise and a continuous learning culture is developed demonstrating the potential of people's innovation and commitment to accelerate UNFPAs 3TRs.

### Strategy process:

LACRO innovation will aim to support all six regional outputs and OEE through integration of innovative approaches in programme strategies and proposals. In addition, it will contribute to enhancing organizational effectiveness and efficiency (OEE) and expanded partnerships for impact. This will be achieved via a multi-pronged approach, which includes 1) targeted support for programme bottlenecks in country offices, 2) enhancing coordination and synergies, 3) driving internal culture of innovation; and 4) partnerships for visibility and scale. Throughout, progress will be achieved in close partnership with regional thematic leads and country offices.

This multi-pronged approach aims to strengthen UNFPA regional innovation practices, ensuring these are in line with the 9 UN principles of innovation: Design with the user; Understand the existing ecosystem; Design for scale; Build for sustainability; Be data driven; Use open standards, Open data, Open Source, and Open Innovation; Reuse and improve; Do no Harm; Be Collaborative.