

## INDIVIDUAL CONTRACTOR (IC): Systems planner - Implementation of “Delivering as One”

---

**Location :** New York  
**Application Deadline :** 26 April 2013  
**Type of Contract :** Individual Contractor (IC)  
**Languages Required :** English

**Duration of Assignment :** 13 May 2013 – 12 August 2013 (Extension may be considered)

### Background

---

The General Assembly adopted on 21 December by consensus a landmark resolution (67/226) on the quadrennial comprehensive policy review (QCPR) of UN operational activities for development. The resolution recognizes the value of improving linkages between operational activities and norms and standards such as freedom, peace, security and human rights and the importance of mainstreaming sustainable development into the mandates, programmes, strategies and decision-making processes of UN entities. There is also, for the first time intergovernmental recognition of the “Delivering as one” model though it remains a voluntary option.

GA resolution 67/226 represents a significant step in the reform of the UN development system. It was stated by one Member State at the time of the adoption of the resolution that “this legislation is a major confidence-builder in the UN development system”.

With regards to the “Delivering as one” model, member states in the QCPR request the UN development system to provide programme countries wishing to adopt the “Delivering as One” approach with an integrated package of support, comprising of Standard Operating Procedures and “Delivering as One” specific guidance on programming, monitoring and evaluation, reporting and other operational areas. The UNDG has finalized Standard Operating Procedures as overarching principles to ensure that “Delivering as one” is firmly focused on results, accountability, monitoring and evaluation and improved outcomes, based on the findings of the independent evaluation of lessons learned from “Delivering as one”. The UNDG is in the lead for organizing the implementation of “Delivering as one” in three parallel work streams:

- Support of the UNDG Working Mechanisms that are now tasked to develop the specific guidance required for each of the “Ones” of the “Delivering as one” model.
- Support of the UNDG, its Regional Teams and its constituent agencies, funds and programmes to implement important reform measures outlined in the Plan of Action for headquarters.
- Support of UN Country Teams rolling out the “Delivering as one” SOPs to enable them to do so fully successfully.

For further information, visit the UN-DESA **QCPR** (<http://www.un.org/esa/coordination/2012qcpr.htm>); UNDG **“Delivering as one”** (<http://www.undg.org/index.cfm?P=7>) and **independent evaluation of “Delivering as one”** (<https://www.un.org/en/ga/deliveringasone/>) websites.

## Objectives

---

The implementation of the reforms requested in the QCPR with a view on “Delivering as one” are guided by a clear vision and change strategy in order to allow countries to implement the “Delivering as one” approach fully and successfully and make “Delivering as one” firmly focused on national ownership and leadership, increased results and development outcomes, strengthened accountability, monitoring and evaluation, and reduced transaction costs.

## Tasks and Deliverables

---

To support DOCO in achieving its deliverables, the consultant will:

- Develop a communications strategy (and materials) which creates momentum and ownership for implementation of the SOPs (mid May);
- Further develop implementation plan for the UNDG system at the HQ, Regional and country levels for “Delivering as one” including a road map for successful SOP roll-out at the country level (approx. twelve pages, by 31 May);
- Draft a training and capacity building strategy (approx. five pages, by 28 June);
- Support the UNDG Working Mechanisms, their conveners and task forces, in the collaborative process of producing the DaO-specific guidance (first draft of guidance by 28 June); work and support of the revision of the first draft of the guidance (due end July);
- Assist and review materials that are being prepared by work teams within DOCO (e.g. preparation of webinars and key messages to key clients, etc.);
- Support the DOCO focal points throughout the process in organizing/ facilitating in-person or virtual meetings of stakeholders involved in the process, including through scheduling, drafting concept notes and agendas, producing meeting minutes and follow up on action points (ie. continuous support of the DOCO DaO implementation strategy);
- Final report summarizing key deliverables achieved, lessons learned, and follow-up issues and recommendations (upon completion of the consultancy) – (approx. 4 pages).

## Reporting and working hours

---

The consultant will report to the Team Leader “Joint Funding, Business Operations and Programming” in UNDOCO and be present in UNDOCO in New York during regular office hours.

## Competencies

---

- Strong technical knowledge and understanding of the UN coherence agenda and joint approaches to programming, funding, leadership, business practices and communication
- Strong technical knowledge in change management concepts and strategic planning in large organizations;
- Excellent technical writing skills;
- Strong analytical skills with conceptual understanding;
- Strong, proven functional skills in analytical writing, producing reports, research and assessments;
- Excellent demonstrated ability to be flexible and work under tight deadlines in an independent working environment;
- High level of communication and interpersonal skills and experience in working effectively in a multi-cultural environment; and
- Computer literacy.

## Required Skills and Experience

---

### Experience

- At the least 7 years of professional development related work experience
- Experience in developing and implementing change management strategies
- Experience in producing technical reports and communication materials
- Preference for relevant experience in a Delivering as One pilot or self-starter country
- Excellent technical writing skills;

### Education

- Graduate degree or equivalent in a relevant discipline.

### Language Requirement

- Fluency in written and spoken English;

## Evaluation and Selection

---

Offers will be evaluated on a cumulative analysis method – combination of technical and financial score – to obtain the total score. The Offer with the highest total score will be recommended for the award of the contract provided that the financial offer is within the hiring unit's budget allocation. The maximum score is 100 points.

The Offers will be evaluated based on the following criteria:

*Technical assessment: maximum 70 points (weight 70%)*

- Technical Proposal (maximum 30 points, pass mark 21 points)
- CV – Qualification, Relevance and Expertise in the subject matter (20 points)

- Interview (20 points)

*Only those Offers that score 70% (28 points) and above in the Technical Proposal will be considered for further evaluation.*

*Financial assessment: maximum 30 points (weight 30%)*

The lowest financial offer will receive the assigned maximum financial score (30 points). All other technically qualified financial offers will receive points in inverse proportion to the lowest offer.

### Application Documents/Submission

---

Interested candidates must include the following documents in their application:

1. Cover letter indicating a summary of experiences, motivation and qualification for this consultancy;
2. CV
3. A technical proposal (approx. 2-3 pages) outlining a change management vision based on recommendations and requests for reform in the Quadrennial Comprehensive Policy Review (QCPR) and the Standard Operating Procedures for Countries Wishing to Adopt the “Delivering as one” Approach and which takes into consideration following key questions:
  - i. What organizational risks need to be identified and managed to improve readiness for “change”?
  - ii. How to position “change” with a particular emphasis on proactively mitigating resistance?
  - iii. How best to measure and monitor progress to help ensure sustainable benefits?

The Offer Letter – indicating the cost of the service and confirming your interest and availability for the assignment. The template for the Offer Letter is accessible from the following link

<http://undg.org/docs/12777/Offeror's%20Letter2.docx>

Only shortlisted candidates will be required to present the P11 Form that will be provided by DOCO.

**IMPORTANT \*Offers must upload the cover letter, proposed methodology, the offer letter and the CV as 1 (one) Adobe PDF File only.**

*Offerors applying through the UNDP Procurement website should submit their proposal electronically to [km.doco@undg.org](mailto:km.doco@undg.org) and reference “UNDG System Planner Implementation of Delivery as One” in the subject header.*