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**Terms of Reference**

**for Individual contract**

**Post Title: Consultant, Transformation journey**

**Country of Assignment: UNDP Mongolia**

### Project Title: Mission driven Innovation - Mongolia

### Project Description

UNDP Mongolia Country Office (CO) has recently undergone an internal sensemaking exercise, resulting in the identification of a strategic “pivoting” opportunity for the organization, in line with the overall Next Generation UNDP strategy.

The country office is interested in embarking in a transformational journey: from being a provider of solutions (as a traditional donor) to being a facilitator of a platform that can drive a substantial shift in the development trajectory of Mongolia. The ambition therefore is to explore a new modality of operating that is not limited by the constraint of a traditional development project but rather looks at new organizing and financing mechanisms for systemic, transformational change. This is in recognition of the fact that the challenges faced by the country are systemic in nature, and a projectized approach is not the most suitable to address them.

This shift will be initiated through a ‘collective research and learning journey’. The objective is to, over time: a) increase the capacity of Country Office staff and external stakeholders in the engagement and use of system transformation approaches informed by the mission driven innovation framework; b) engage partners and donors as peers, co-designers and co-investors in the journey.

This represents a “research and development”, exploration track, that will be pursued alongside the current portfolio of activities. The Country Office is seeking to engage a consultant that can help lead the definition and implementation of the journey.

### Scope of Work

1. **Engage with CO teams to put knowledge from the first Portfolio Sensemaking in Mongolia CO into action**
* Work with subject matter experts to map the context and systemic nature of development challenges and identify weak signals of potentially major long-term trends in Mongolia
* Work with different teams in Mongolia CO and the Advisor on Mission driven innovation to formulate one strategic mission to address key strategic risks;
* Build on the outcomes from Portfolio Sensemaking and work with different teams in Mongolia CO to identify existing assets that can be repurposed in pursue of the mission
* Explore strategic options and design a plan for portfolios of experiments under the guidance of Advisor of Portfolio Sensemaking and Experiment Design.
1. **Strategic development of “Transformative Research and Learning Journey” and mission formulation**
* Develop strategies and a detailed 12-months workplan for the “Transformative Research and Learning Journey” in Mongolia CO;
* Identify concrete development opportunities for CO staff from different teams to engage;
* Support CO in engaging Government of Mongolia to secure ownership and facilitate identification of entry points into the national policy and budgetary frameworks.
1. **Partners and donors engagement**
* Apply the mission driven innovation framework to identify and engage with partners and potential donors to set the basis for a national dialogue/platform and leverage external resource to foster the development of a strategic mission
* Help organize a national dialogue platform around the identified mission
1. **Learning and working out loud**
* Conduct a series of webinars to share the learning and experience generated along the “Transformative Research and Learning Journey”;
* Regularly reflect on the progress and codify the learning and insights in blogs to engage with UNDP Mongolia, UNDP Innovation Network, and external audiences;

##### Expected Outputs and Deliverables

1. **Support to put knowledge from the first Portfolio Sensemaking in Mongolia CO into action**
* Map the context and nature of development challenges and identify weak signals of potentially major long-term trends in Mongolia CO;
* Work with CO teams to formulate one coherent mission to address key strategic risks and design a plan for portfolios of experiments which are layered by existing assets that can be repurposed in pursue of the mission and new strategic options.
1. **Strategic development of “Transformative Research and Learning Journey”**
* Develop strategies and a detailed 12-months workplan for the “Transformative Research and Learning Journey” in Mongolia CO;
* Identify and engage with partners and potential donors;
* Identify concrete development opportunities for CO staff from different teams to engage.
1. **Learning and working out loud**
* Conduct a series of webinars to share the learning and experience generated along the “Transformative Research and Learning Journey”;
* Write blog posts on key learning and insights throughout the Journey.

##### Institutional Arrangement

 The consultant will be directly supervised by RR and DRR ; will report to RR. S/he is expected to work closely with the programme team and operation team in the UNDP related to the initiatives and support to advance the broader innovation agenda in the UNDP.

 Working space, facilities, personnel, project information related to the UNDP, as well as logistical support will be provided as needed throughout the assignment of the contract.

##### Duration of the Work[[1]](#footnote-1)

**Start date:** As soon as possible

**Duration:** Withmaximum 160 days worked (maximum 20 days/month for 8 months)

##### Duty Station

**Duty station**: Ulaanbaatar, Mongolia

The consultant is expected to work initial 2-3 months in Ulaanbaatar, Mongolia with intermittent follow-up missions until mid-2020. Exact number of days in-country to be determined.

##### Qualifications of the Successful Individual Contractor

**Education:**

* Master’s degree or higher in Business Administration, Public Administration, Economics, Social Science, International Relations, International Development or related fields;

**Experience:**

* A minimum of 5 years of professional experience in development programming or policy and social innovation. A previous working experience in Asia and the Pacific is an asset;
* Proven professional knowledge and experience in social innovation approaches such as Portfolio Sensemaking, Behavioral Insights, Experiment Design & Validation, and mission driven innovation
* Demonstrated ability to engage with external partners and donors;
* Demonstrated ability to apply a portfolio logic to experiment design;
* Demonstrated ability in running co-design session and capacity-building in portfolio sensemaking and portfolio experiment design.

**Language:**

* Excellent written and spoken English required

**Competencies:**

* Demonstrated commitment to UN’s mission, vision and values;
* Demonstrated sound judgement, diplomacy and sensitivity to confidential matters;
* Demonstrated ability to meet deadlines and work under pressure;
* Innovative thinking, good coordination, organizational skills, and teamwork;
* Open, action-oriented and risk-taking mindset and eager to learn;
* Respect for individuals, gender, and cultural differences.

##### Scope of Price Proposal and Schedule of Payments

Consultant must submit a financial proposal based on **daily fee**. Consultant shall quote an “all-inclusive[[2]](#footnote-2)” daily fee for the contract period. IC Time Sheets must be submitted by the Contractor, duly approved by the Individual Contractor’s supervisor, which shall serve as the basis for the payment of fees.

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

Travel costs shall be reimbursed at actual but not exceeding the quotation from UNDP approved travel agent. The provided living allowance will not be exceeding UNDP DSA rates. Repatriation travel cost from home to duty station in Bangkok and return shall not be covered by UNDP.

##### Recommended Presentation of Offer

Candidates wishing to be considered for this assignment are required to submit the following documents:

1. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
2. **Personal CV**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
3. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided;
4. **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment.

 Incomplete proposals may not be considered. The short listed candidates may be contacted and the successful candidate will be notified.

##### Criteria for Selection of the Best Offer

Individual consultants will be evaluated based on cumulative analysis.

The award of the contract shall be made the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%) and financial criteria (30%).

Technical Criteria for Evaluation (Maximum 70 points)

* **Criteria A**: Education (max 5 points)
* **Criteria B**: Proven professional experience in development programming or policy and social innovation (max 10 points)
* **Criteria C**: Proven professional knowledge and experience in social innovation approaches such as Portfolio Sensemaking, Behavioral Insights, Experiment Design & Validation, and mission-driven innovation (max 15 points)
* **Criteria D**: Demonstrated ability to engage with external partners and donors (max 15 points)
* **Criteria E**: Demonstrated ability to apply a portfolio logic to experiment design (max 10 points)
* **Criteria G**: Demonstrated ability in running co-design session and capacity-building in portfolio sensemaking and portfolio experiment design (max 15 points)

Only candidates obtaining a minimum of 70% of the total technical points would be considered for the Financial Evaluation.

Financial Criteria for Evaluation (Maximum 30 points)

Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

##### Annexes to the TOR

N/A

##### Approval

**This TOR is approved by** : [*indicate name of Approving Manager*]

Signature

Name and Designation

Date of Signing

1. *The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.*  [↑](#footnote-ref-1)
2. *The term “All inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consummables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal* [↑](#footnote-ref-2)