TERMS OF REFERENCE
(Individual Contractor Agreement)

Title:	Institutional Capacity Development Consultant – Institutional Design
Project:	LCR, PAOH Saint Lucia, Multiple
Duty station:	Retainer, Part time home based and mobilization to Caribbean
Section/Unit:	LCR, PAOH, Saint Lucia
Contract/Level:	IICS - 11
Supervisor:	Deputy Head of Office

1. General Background

UNOPS mission is to serve people in need by expanding the capacity of the United Nations, governments and other partners to manage projects, infrastructure and procurement in a sustainable and efficient manner. Within these three core areas of expertise, UNOPS provides its partners with advisory, implementation and transactional services, with projects ranging from the construction of schools and hospitals, to procuring goods and services and training local personnel. UNOPS works closely with Governments and communities to ensure increased economic, social and environmental sustainability for the projects we support, with a focus on developing national capacity.

Working in some of the world's most challenging environments, our vision is to advance sustainable implementation practices in development, humanitarian and peacebuilding contexts, always satisfying or surpassing partner expectations.

With over 7,000 personnel spread across 80 countries, UNOPS offers its partners the logistical, technical and management knowledge they need, wherever they need it. A flexible structure and global reach means we can quickly respond to our partners' needs, while offering the benefits of economies of scale.

St Lucia Project Center-LCPC

The Saint Lucia Project Center is based in Castries, Saint Lucia and manages a portfolio of projects for the English and Dutch speaking Caribbean territories. These projects are aimed to support the economic and social development of the Caribbean region. UNOPS provides project management and infrastructure expertise and collaborates with different countries supporting both institutional capacity development and project implementation. There is currently a portfolio of approximately 10 projects across Saint Lucia, Belize, Jamaica, Grenada, Dominica, Saint Vincent and the Grenadines, Antigua and Barbuda and Curacao.

The present position relates to supporting institutional capacity development engagements in the area of national infrastructure regulation, development, planning and operation in St Lucia, Grenada, Antigua and/or Curacao. More specifically these projects involve a range of capacity building activities that seek to assist Government develop the capability to prepare and execute long term national infrastructure regulation, development, planning and operation with particular focus on nationally integrated infrastructure systems, resilience, sustainability and cost effectiveness while maximizing the social returns on capital investment budgets.

2. Purpose and Scope of Assignment

Under the guidance and supervision of the Deputy Head of Office for the English-Speaking Caribbean and the appropriate Project Manager the consultant will provide institutional capacity development support in their areas of their expertise. They will have considerable experience as both a practitioner and advisor. The consultant will be part time, home based but expected to mobilize for short periods to any of the Caribbean nations UNOPS has projects in.

The area of expertise required is institutional design including;

- Expertise in assessing the current capacity of an institution, visioning and documenting an optimised operating model, developing a capacity development workplan and leading an institution through a series of change activities to achieve the new versioned operating model.

Activities the consultant will be required to facilitate include:

- Identify, select and present the latest international models of 'best practices' about institutional design applicable to the geographical, cultural and institutional context of the project.
- Support government entities in the assessment of institutional capacity, gap analysis and capacity development planning; and based on the results found, make recommendations, jointly with government entities.
- Design, agree and implement, jointly with governmental entities, measures (conceptual models, tools) for the institutional design, restructuring, development of organizational structures, establishment of new units.
- Develop, together with government entities, a model for gathering and mapping processes; and lead its application towards processes being prioritized by government entities.
- Design, together with government entities, proposals for process reengineering/optimisation.
- Present and analyse innovative conceptual, technical and methodological approaches for institutional design of government entities related to infrastructure management.
- Advise and implement, for government entities related to the project, on the design, execution and evaluation of measures for the development of institutional capacities in the area of institutional design; through tools development, training development, training delivery, coaching, mentoring and knowledge transfer.
- Prepare, present and discuss periodic reports on the activities and results achieved; as well as identify difficulties or limitations, and propose measures to solve them.
- Systematize and deliver the conceptual and methodological elements presented by the consultancy; and to agree, jointly with the governmental entities, the institutionalization of such conceptual and methodological elements presented by the consultancy.

3. Monitoring and Progress Controls

- Performance evaluation
- Initially 12 month part time retainer (home based) contract will be issued with a possibility for extension, based on performance and funds availability.

4. Qualifications and Experience

a. Education

- Masters Degree preferably in Organizational Development, Organizational Psychology, Public Administration or other relevant field.
- A Bachelors degree and additional 2 years relevant experience will be accepted in lieu of a Masters Degree.

b. Work Experience

- A minimum of 7 years of relevant experience in assessing institution capacities including visioning and documenting an optimized operating model, or developing a capacity development workplan or leading an institution through a series of change activities to achieve the new operating model.
- Experience in management consulting or institutional capacity development
- Experience in provision of advisory services and support to governments
- Experience in developing countries is desired

c. Language

- Fluent in English (read, write, speak)
- Working knowledge of Dutch or Spanish would be an asset

d. Key Competencies



Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.



Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.



Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilizing appropriate leadership styles.



Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).



Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.



Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behavior. Performance is consistent, even under pressure. Always pursues continuous improvements.



Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.



Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

Project Authority (Name/Title):		Contract holder (Name/Title):	
Signature	Date	Signature	Date