Terms of Reference for Individual Consultant

<table>
<thead>
<tr>
<th>Title</th>
<th>Duty Station: Global Office of Research and Foresight (Italy)</th>
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<tbody>
<tr>
<td>Foresight Planning and Future Generations Consultant</td>
<td>Remote</td>
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| Start date: 1 October 2023 | End date: 31 August 2024 | Total working days estimated: 220 days |

**Purpose of Activity/Assignment:**

The main purpose of the assignment is to support the planning and implementation of key foresight products and initiatives in 2023 and 2024. This will enable the Global Office of Research and Foresight -Innocenti (GoRAF) to institutionalize its foresight function and establish key partnerships. The consultant will finalize the Foresight Strategic Note and implement the foresight component of the Strategic Framework to help UNICEF leverage existing and emerging organizational foresight capabilities for the promotion and protection of child rights and for the benefit of child wellbeing. The consultancy will also support co-ordination of partners for UNICEF’s main foresight products of the year, including Prospects for Children: Global Outlook 2024. The consultant will work closely with policy specialists in the Foresight team to develop foresight initiatives in their thematic areas and develop foresight methodologies for use throughout Innocenti and other UNICEF Offices.

**Background**

The United Nations is paying increasing attention to planning for the future in its policy and practice (see the UN Secretary-General’s report *Our Common Agenda*). This approach entails understanding the challenges current and future generations will face and identifying how those can be addressed effectively through anticipatory policy action to improve their wellbeing and secure their human rights. Within the UN system, UNICEF brings to the table comparative advantage on this topic through its forward-looking work for and with children and youth.

In parallel and in relation to the above, the UN is seeking to build foresight risk analysis capacity to support its engagement on a range of emerging issues. By developing UNICEF’s foresight function, the Foresight and Policy Team in the Global Office of Research and Foresight seeks to bring to the attention of the organization and global networks pressing issues and trends that affect the World at Large as well as to strengthen the organization’s capacity for producing and leveraging foresight in its work in the coming years. This work will include the continuation of existing foresight initiatives and support for the work of the Foresight and Policy team policy specialists across a range of thematic areas including the preparation of the office’s flagship foresight report, Prospects for Children: Global Outlook 2024.
Objectives of the consultancy

The main goal of this consultancy is to support the planning, coordination and delivery of GoRaF’s key foresight products and initiatives.

The concrete objectives will include

1. **Support the implementation of the foresight component** of GoRAF’s Strategic Framework in particular integration of foresight methodologies, approaches and analysis into major UNICEF Innocenti publications or products (e.g. State of the World’s Children). Lead at least 2-3 office-wide foresight consultations and exercises within the period of the consultancy in collaboration with research and foresight teams. Collaborate with the youth engagement team and youth foresight fellows on the development of these initiatives.

2. **Support the Chief of Foresight and Policy** with the development of Outlook 2024 and related products. This will include coordination of the consultation process and input from various stakeholders, support for the drafting of the report, support for the dissemination and uptake of the report, engagement with regional and country offices on the follow-up and other activities.

3. **Support policy specialists in the Foresight team** to plan and deliver foresight products and initiatives in their thematic areas. This will entail the development of processes, methods, mechanisms and tools for the integration of foresight thinking into the analysis of specific global trends, support for development of scenarios in the following areas : climate and environment, frontier technologies. AI and data, macroeconomics, markets, society and governance.

4. **Building a UNICEF Community of Practice** – identify foresight champions and establish a community of practice to amplify particular products and tools that already exist or will be produced across different divisions and regional offices. Develop and adapt existing foresight methodologies for use by regional and country offices. The consultant should be able to draw on his/her networks of futurists and foresight experts to contribute to the work of the team and to help strengthen foresight capabilities within Innocenti and beyond.

5. **Coordinate donor-funded initiatives** related to frontier technologies and foresight including monitoring and donor reporting.

Major areas of work and responsibility

a) Planning of key activities, timelines, and entry points into broader UNICEF and UN process in support of the above-mentioned objectives

b) Consultation with a range of actors (internal and external) in support of the objectives above and coordination of foresight related product pipeline

c) Development or adaptation of foresight methodologies and capacity building

d) Drafting of related documents and reports including consolidating input from all stakeholders and finalising said drafts

Supervision

e) The consultant will work under the direct supervision of Jasmina Byrne, Chief of Foresight and Policy
Methodologies and Tools

f) Methodologies to be used: foresight methodologies: horizon scanning, trends analysis, scenario building, visioning, anticipatory planning and other foresight methodologies.

g) Software to be used for data analysis: N/A

h) Subscriptions that will be required: N/A

Conditions of Consultancy

i) UNICEF Innocenti does not issue computer equipment to consultants. The consultant will be responsible for providing the necessary computer equipment for the consultancy themselves and should include the cost implications of this responsibility in their bid for the consultancy. The cost of software and subscriptions that may be necessary to complete the consultancy (e.g., Microsoft Word) also needs to be factored into the bid for the consultancy.

j) This consultancy requires the consultant to travel in order to complete the required deliverables effectively and efficiently. The full cost of travel should be included into the bid for the contract. While UNICEF Innocenti does not make travel arrangements for consultants, there are value for money rules that apply to consultant travel. The consultant will arrange their own travel, clear the anticipated cost with UNICEF and invoice UNICEF for the travel cost as soon as the travel has been completed.

k) UNICEF Innocenti will assist consultants with arrangements for visas, work permits, vaccinations, etc.

l) UNICEF does not regard individuals engaged under a consultancy contract as “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures. Consultants are therefore not entitled to benefits such as leave pension and medical insurance coverage. Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants.

m) Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant. Prospective consultants are encouraged to ensure that they fully understand (a) the requirements of each deliverable and (b) the workload associated with reaching a deliverable.

n) UNICEF Innocenti recognises that, due to the locations of some of its research, events may occur that either delay deliverables or prevent them from being completed. These events need to be reviewed on a case-by-case basis to determine the impact on the payment schedule of the contract. It is UNICEF Innocenti’s objective to be fair to consultants in situations where deliverables are delayed or no longer attainable through no wrongdoing of the consultant.

o) Consultants are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
**Minimum Qualifications required:**

- Bachelors
- Masters
- PhD
- Other

**Enter Disciplines:** sociology, political science, anthropology

**Knowledge/Expertise/Skills required:**

**Essential skills:**

- Advanced university degree in sociology, political science, anthropology or related fields.
- A minimum of 8 years of relevant work experience related to analysis of social and political trends, development of participatory methodologies, and other relevant areas are required.
- Excellent analytical, writing and communication skills, and strong experience in designing foresight related analytical products and policy recommendations/guidance are required.
- Demonstrated knowledge of foresight methodologies and proven record in the production of foresight products.
- Demonstrated leadership skills and ability to mobilize a range of actors to work on a common goal.
- Excellent knowledge of emerging social issues and societal trends is required.
- Fluency in English (written and verbal) is required. Knowledge of another official UN language (Arabic, Chinese, French, Russian, or Spanish) is an asset.

**Desirable qualifications:**

- Demonstrated experience in working at the country level on strategic planning, policy and political engagement with government, intergovernmental agencies and civil society organizations.
- Previous work experience in developing countries is required. Experience/familiarity with humanitarian contexts a strong asset.

**Core Values**

- Care
- Respect
- Integrity
- Trust
- Accountability
- Sustainability

**Competencies**

- Builds and maintains partnerships
- Demonstrates self-awareness and ethical awareness
- Drive to achieve results for impact
- Innovates and embraces change
- Manages ambiguity and complexity
- Thinks and acts strategically
- Works collaboratively with others

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<thead>
<tr>
<th>Consultancy Deliverables</th>
<th>Estimated number of working days</th>
<th>Deadline</th>
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<tr>
<td>Develop and deliver a detailed implementation plan for the foresight component of the Innocenti strategic framework including how major office products (Global Outlook for Children, SOWC) will include foresight thinking and analysis</td>
<td>20</td>
<td>31 October 2023</td>
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<tr>
<td>Co-ordinate the process of the development of the Global Outlook 2024 and write certain sections of the report</td>
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<td>• facilitate consultation with internal and external experts (approx. 6 rounds of sessions) using foresight methodologies and write summaries of these consultations</td>
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<td>• co-author methodological and editorial sections, and the swan and signals section</td>
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<td>• author short blogs and derivative products in preparation for the launch of the report</td>
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<tr>
<td>• co-ordinate comms and dissemination of the report with the comms chief, policy specialists and the editorial team</td>
<td>40</td>
<td>31 December 2023</td>
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Support foresight exercises for SOWC 2024 and other major initiatives and products

- Work with the chief editor of SOWC and Chief of Foresight to organise and co-ordinate a series of foresight consultations for the report (minimum 4 consultations)
- Identify key experts, discuss their contributions and prepare methodologies for the foresight component of the report
- Support at least 3 other similar exercises carried out by the Policy Team

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<tr>
<td>Support foresight exercises for SOWC 2024 and other major initiatives and products</td>
<td>30</td>
<td>15 February 2024</td>
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Develop, finalise and adapt foresight methodologies to be used across the Office and training sessions carried out

- Develop a UNICEF specific foresight primer and a methodological toolkit, drawing on already existing material from other UN agencies and foresight institutions and think tanks
- Carry out at least 4 training sessions with Innocenti staff and staff from regional offices

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<td>30</td>
<td>30 March 2024</td>
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Develop foresight community of practice and maintain its activities

- Write a concept note on how to develop a community of practice, what tools to utilise, how to identify focal points from regional and country offices
- Work with the foresight team policy officer to establish and promote this network and train her how to maintain it

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<td>Develop foresight community of practice and maintain its activities</td>
<td>20</td>
<td>30 April 2024</td>
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Co-ordinate key deliverables of the donor supported project on frontier technologies and foresight

- In collaboration with policy specialists develop foresight components of the donor supported project on data governance, fin tech and neurotechnology, ensuring that each component utilises foresight methodologies
- Co-ordinate and organise at least 4 foresight meetings of the network of partners from different parts of the world and document the discussions
- Write 2-3 periodic monitoring and donor reports

| 3 reports produced and finalized jointly with policy specialist with a strong foresight component | 40 | 31 August 2024 |