

United Nations Children's Fund

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title	Funding Code:	Type of engagement	Duty Station:
Second Study on Return on Investment for Emergency Preparedness (2024)	456F/F0/11/001/001/004 SM229910	<input checked="" type="checkbox"/> Consultant	Remote (Home-based)

Background

This assignment builds upon the 2015 Return on Investment (RoI) study on Emergency Preparedness from UNICEF and WFP, which produced a toolkit to systematically measure the return on investment of emergency preparedness in high-risk contexts. It initially focused on producing metrics associated to cost savings, in terms of time and money. A methodology, and a prototype spreadsheet-based tool was developed to calculate the RoI generated by preparedness interventions vis a vis the first emergency occurring after the investment.

A proof of concept was hence developed as a model to estimate the financial returns and time savings from specific preparedness efforts at country level. All 49 humanitarian preparedness investments from 3 countries (Pakistan, Madagascar, Chad) examined by Boston Consulting Group (BCG) demonstrated either time or cost savings – most (64%) delivered both. The average Savings-to Investment Ratio (SIR) was over 200% in the event of the following emergency occurrence. In other words, US\$1 invested beforehand saved more than US\$2 in future response costs. Time savings averaged 10 days.

For the second phase of research, launched in 2016, WFP and UNICEF were joined by OCHA and UNHCR. The project aimed to refine and expand the methodology to:

- encompass a more diverse range of indicators, including greenhouse gas savings;
- calculate ROI over longer time horizons and multiple emergency occurrences;
- facilitate and simplify the process of comparing scenarios and quantifying returns; and
- increase the evidence base established in the initial findings.

Phase 2 of the study, supported again by DFID, was conducted by Price Waterhouse Coopers (PWC) for 3 other countries (Myanmar, Niger, and Uganda) and was completed in 2017. The resulting toolkit includes a spreadsheet-based tool that allows users to contrast investment options with the status quo, producing results that can be used to build a business case for a portfolio of investments designed to achieve maximum collective impact. This time, for all investments, savings in the first emergency averaged US\$2.60 per US\$1 invested in preparedness or an SIR of 260%. On average, preparedness led to a 14-day reduction in the gap between the occurrence of a crisis and the initial response.

The positive humanitarian returns on investments demonstrated by this two-fold study showed the benefits of emergency preparedness and the importance and relevance of incorporating RoI analysis into humanitarian investment planning. The tool helps agencies to build the case for more effective ways of delivering effective humanitarian action. This project was one of the first initiatives to provide some of the best available evidence of the positive impact of emergency preparedness investment on the cost, timing, quality, and carbon emissions of subsequent emergency responses. Despite the achievements, some areas of improvement were suggested to make the model more robust and fit-for-purpose towards developing new financial models for the humanitarian sector. Further work should refine models to improve capturing returns from capacity strengthening and coordination investments. It should also endeavour to simplify the methodology, where possible, to improve its usability.

Purpose of Activity/Assignment:

The purpose of this consultancy is to produce an updated RoI study that will propose an improved RoI model/tool addressing the relevant recommendations from the previous studies and reflecting the recent/latest preparedness

efforts undertaken by UNICEF in terms of systems, initiatives and processes implemented by UNICEF since the initial study. The updated study will focus explicitly on preparedness actions and key programmes by key sector (Health/WASH/Nutrition/Education/Child Protection/Social Policy) and by key enabling/operation functions (Human Resources/Supply/Operations/Partnership/Planning/Monitoring).

(a) Quantifying the benefits (and perhaps costs) of humanitarian preparedness investments. This includes both financial benefits, such as reduced response costs, and non-financial benefits like timeliness and effectiveness of the emergency responses. The assignment will cover the design of the method and framework for analysis

(b) Compare the effectiveness of different preparedness interventions. This can help decision-makers and senior managers in UNICEF see the value and hopefully allocate resources to the most effective interventions.

(c) Make the case for investing in humanitarian preparedness. By demonstrating the positive ROI (Return on Investments) of preparedness interventions, the study can help us pitch and persuade donors and governments to increase their funding for preparedness. The study will also include programme quality/sustainability of intervention/outcomes.

Scope of Work

Background on the recruiting section:

The Risk Analysis and Preparedness Section (RAPS) in EMOPS provides strategic and technical leadership on emergency preparedness, risk analysis and anticipatory action; leading a change process to embed these themes more firmly throughout UNICEF and the programme planning cycle. On risk analysis, RAPS provides technical support on contextual and geospatial risk analysis and leads a regular “horizon scan” process for natural disasters, conflicts, public health emergencies, political crises, etc. The process facilitates identification of imminent risks to be prioritized by COs, ROs and HQ to strengthen preparedness. On emergency preparedness, RAPS has introduced a more systemic approach that makes preparedness mandatory, supports linking humanitarian and development and risk-informed programming, and ensures that all COs, ROs, and HQ are ready to meet the Core Commitment for Children (CCCs) in an emergency. On Anticipatory Action (AA), UNICEF is working to institutionalize and scale up AA, building on the experience of implementing AA in about 13 countries for different hazards and regions.

Rationale

There is a large gap between potential savings from preparedness investments and the actual cost of humanitarian response – implying substantial investment opportunities in high-risk contexts. Advancing funding into these settings would optimize efficiencies in humanitarian action for UNICEF. More importantly, given the \$2 return on every dollar for preparedness investment against response as demonstrated by the initial studies, it implies that we can double the impact of donor contributions if humanitarian action is pre-financed in these settings. Since the savings from preparedness accrue to donors, they have a financial incentive to partner with UNICEF on preparedness. The resulting improved methodology will be used to further inform investments in preparedness made by individual agencies (beyond UNICEF) as well as partnership investments (including governments and implementing partners) within the wider humanitarian system. The improved model will be used to identify opportunities to reduce costs and increase the speed of humanitarian response. It will also be used to identify new investment opportunities.

Main duties and responsibilities:

Under the general supervision of the Chief of the Risk Analysis and Preparedness Section (RAPS) in EMOPS and working closely with RAPS team (Preparedness, Anticipatory Action, and Risk Analysis) and other stakeholders, the Consultant will:

- 1) Review the existing ROI methodology, toolkit and business case produced by the initial studies, including the specific preparedness interventions to be studied, developing data collection methods, and selecting appropriate analytical tools, among others.
- 2) Collecting and analysing data, which would involve gathering data on the costs and benefits of preparedness interventions, as well as on the context in which the interventions were implemented.
- 3) Conducting cost-benefit and cost-effectiveness analyses, which would involve comparing the costs of preparedness interventions to the benefits they generate, both financial and non-financial.
- 4) Provide an analysis of the previous study recommendation feasibility. The analysis/evaluation should build the evidence-based case for a return on investment for preparedness to:
 - assess planned and existing preparedness investments in terms of potential cost savings and response time;
 - compare different preparedness interventions along these two dimensions

- identify opportunities to reduce costs and increase the speed of humanitarian response;
- establish linkages between preparedness and anticipatory action for forecastable hazards.

5) Design improvements to the existing methodology drawing a RoI analysis for each of following recent initiatives, investments and efforts undertaken by UNICEF EMOPS NYHQ:

- Risk analysis including use of Geosight platform
- Horizon Scan
- First Action Initiative (FAI) and Co-Funding Initiative (CFI)
- Anticipatory Actions*
- Emergency Preparedness Platform (EPP)
- Simulation Exercises
- Relevant preparedness interventions at the regional or global level, such as market-shaping initiatives and regional rosters

*Anticipatory Action being quite recent in UNICEF (see Anticipatory Action Framework developed by RAPS in 2023), the lack of historical data within UNICEF may hinder a proper RoI analysis, however examples from other agencies can be assessed to complement the analysis

The consultant is expected to write a final report that presents the findings of the study, including the ROI of different preparedness interventions and recommendations for improving the effectiveness of humanitarian preparedness for non-technical and technical audience making the case towards timely, effective, and efficient emergency response.

In consultation with respective RAPS staff, the consultant will conduct:

- A desk review and objective assessment of the implementation and effectiveness of above UNICEF's humanitarian preparedness investments including anticipatory action initiatives in carefully selected sample of countries recently affected by a humanitarian crisis. This will include potential risks for which the preparedness and anticipatory action (as applicable) projects were designed, in terms of the type of emergency, its frequency, duration and intensity, and the number of affected people.
- An analysis of the data systems, based on the previous categorization of investments, with a critical view and suggestion on potentially improved categories:
 - Infrastructure/process pre-positioning
 - Long-Term Agreements (LTAs)/Programme Cooperation Agreements (PCAs)/Contingency Humanitarian Program Documents (HPD)
 - Skills and capacity strengthening (government included)
 - Supplies, equipment, and capacity pre-positioning
 - Coordination
- Stakeholders Consultations with relevant UNICEF staff, partners, and other agencies or experts involved in emergency preparedness, including anticipatory action, and response. Propose recommendations on the improvement of timeliness, efficiency, and effectiveness of humanitarian response efforts.
- 3 detailed investment cases/business cases at country level linked with the above preparedness and anticipatory action (as applicable) initiatives for 3 countries (1 per country) preferably not considered in the 2015 & 2016/17 study and presenting distinct types of crises (Public Health Emergencies, Climate related event, Conflict related event). Travel to the 3 COs will be expected. The RoI improved model will then be peer reviewed.
- A comprehensive report documenting the recommendations and conclusions drawn from the evaluation exercise.

The content may be used for other reports like donor reports and proposals including orientation and briefing updates to different audience on risk analysis and preparedness. RAPS team will provide and ensure accuracy of the areas that will be featured including quality assurance of the technical aspects of the model, document, or write-up. The team will support the consultant in reaching out to the respective COs/ROs and will facilitate in identifying the focus of each write up for the identified COs/ROs.

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES **NO**

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES **NO**

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):


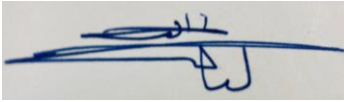
More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year: 2024	Requesting Section/Issuing Office: RAPS	Reasons why consultancy cannot be done by staff: This calls for intensified follow-up work, which may demand time beyond the regular assignments of staff - 97 consecutive full working days on a specific topic that cannot be handled by one staff team member.
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes No <input type="checkbox"/> , please justify:		
Consultant sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International: <input type="checkbox"/> Both		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment
Competitive Selection: <input checked="" type="checkbox"/> Advertisement <input type="checkbox"/> <input type="checkbox"/> Roster Single Source Selection (<input type="checkbox"/> Emergency - Director's approval)		
If Extension, Justification for extension:		
Supervisor: Patrick Laurent	Start Date: 1 Feb. 2024	End Date: 7 June 2024

Work Assignments Overview	Deliverables/Outputs	Delivery deadline	Estimated Budget
<p>Desk Review: In consultation with the RAPS team, carry out an overview of available literature on Rol for preparedness interventions, risk analysis, and anticipatory action across the international development sphere and across all relevant organizations</p>	<p><u>Deliverable 1</u></p> <p>Milestone 1: Summary note on the recent development and practices about Emergency preparedness interventions' Rol in the international development sphere (methodologies, calculations accuracy, existing/tested tools, rationale, challenges...) since the last study in 2016/17.</p> <p>Milestone 2: Inception report including an analysis of the existing Rol methodology, toolkit and business cases that were produced by the 2016/17 study, starting with an analysis of the previous study recommendations feasibility.</p> <p>Milestone 3: Proposed methodology on the Return-on-Investment assessment</p> <p>Milestone 4: Preliminary work plan with timeline outlining the consultant's understanding of the assignment, proposed overall methodology and timelines for the consultancy</p>	<p>23 Feb. 2024</p>	<p>USD 9,500 (19 working days)</p>
<p>Rol analysis: Assess the Rol for each of the recent initiatives, processes and efforts undertaken by UNICEF EMOPS NYHQ to design improvements to the existing Rol methodology.</p> <p>This will include:</p> <p>i) A desk review and objective assessment of the implementation and effectiveness of UNICEF's humanitarian preparedness investments, initiatives, and processes</p>	<p><u>Deliverable 2</u></p> <p>Rol assessment for the following initiatives, using selected countries as case studies when relevant:</p> <ul style="list-style-type: none"> • Risk analysis including use of Geosight platform • Horizon Scan • First Action Initiative (FAI) and Co-Funding Initiative (CFI) • Anticipatory Actions (AA) • Emergency Preparedness Platform (EPP) • Simulation Exercises • Relevant preparedness interventions at the regional or global level, such as market-shaping initiatives and regional rosters <p>The Rol assessment deliverable will include as milestones:</p> <p>Del. 2; Milestone 1: A desk review and objective assessment of the implementation and effectiveness of UNICEF's humanitarian preparedness</p>	<p>12 March 2024</p>	<p>USD 6,000 (12 working days)</p>

	<p>investments, initiatives, and processes in carefully selected sample of countries recently affected by a humanitarian crisis, looking at the type of emergency, its frequency, duration and intensity, and the number of affected people.</p>		
<p>ii) An analysis of the data systems, based on the previous categorization of investments, with suggestions for potential improvements</p>	<p>Del 2; Milestone 2: An analysis of the data systems, based on the previous categorization of investments, with a critical view and suggestion on potentially improved categories:</p> <ul style="list-style-type: none"> a. Infrastructure/process pre-positioning b. Long-Term Agreements (LTAs)/Programme Cooperation Agreements (PCAs) c. Skills and capacity strengthening (government included) d. Supplies, equipment, and capacity pre-positioning e. Coordination 	<p>20 March 2024</p>	<p>USD 3,000 (6 working days)</p>
<p>iii) Stakeholders Consultations with relevant UNICEF staff, partners, and other agencies or experts involved in emergency preparedness and response. Proposing recommendations on the improvement of timeliness, efficiency, and effectiveness of humanitarian response efforts.</p>	<p>Del 2; Milestone 3: Recommendations on improvement of timeliness, efficiency, and effectiveness of humanitarian response efforts from Stakeholders Consultations with relevant UNICEF staff, partners, and other agencies or experts involved in emergency preparedness and response.</p>	<p>10 April 2024</p>	<p>USD 7,500 (15 working days)</p>
<p>iv) 3 detailed investment cases/business cases at country level linked with the above preparedness initiatives for 3 countries (1 per country) preferably not considered in the first study.</p>	<p>Del 2; Milestone 4: 3 detailed investment cases/business cases at country level who benefited from the most extensive range of the above preparedness initiatives for 3 countries (1 per country) preferably not considered in the first study. The RoI improved model will then be peer reviewed.</p>	<p>17 May 2024</p>	<p>USD 15,000 (30 working days)</p>
<p>v) A comprehensive report documenting the recommendations and conclusions drawn from the evaluation exercise</p>	<p>Del 2; Milestone 5: A comprehensive report documenting the recommendations and conclusions drawn from the assessment exercise</p>	<p>7 June 2024</p>	<p>USD 7,500 (15 working days)</p>

Estimated Consultancy fee	48,500		
Travel International (if applicable)	3,000 9,000 (3000x3)	One travel to New York Visit to each of the three Countries (Offices)	
Travel Local (please include travel plan)	N.A.		
DSA (if applicable)	3,000 (500x6) 4,500 (250x18)	6 days DSA in New York 3x6 days DSA in 3 COs	
Total estimated consultancy costsⁱ	68,000		
<p>Minimum Qualifications required*:</p> <p><input type="checkbox"/> Bachelor's <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Master's degree in economics, Data & Statistics, Information Management, Financial Management, Planning Monitoring and Evaluation, MBA, Disaster Risk Management, Humanitarian Action, Social Sciences, International Development, or other relevant areas.</p> <p>*Minimum requirements to consider candidates for competitive process</p>	<p>Knowledge/Expertise/Skills required*:</p> <ul style="list-style-type: none"> - At least 8 years of relevant experience and proven expertise in humanitarian preparedness and response, with a strong understanding of preparedness systems evaluation, preferably within UN agencies' framework with knowledge of relevant Programming Guidelines at field and HQ. - Experience in documentation to convey humanitarian and development programming efforts. - Proven record of accomplishment of similar studies, elaboration of business cases, investment cases, impact evaluation or building financial models - Knowledge of statistics software's/applications and related IT literacy - Ability to analyze humanitarian data & statistics and convert these into visual and easily understandable information - Capacity to familiarize or experience with UNICEF's work and UN agencies work in emergencies - Fluency in English language, written and spoken, with ability to convey technical language in simple English. - Excellent writing and editing skills. - Good interpersonal skills - Experience working in a multicultural team and environment and meeting strict deadlines. <p>*Listed requirements will be used for technical evaluation in the competitive process</p>		
<p>Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance))</p> <p>A) Technical Evaluation (e.g. maximum 75 Points) B) Financial Proposal (e.g. maximum of 25 Points)</p> <ul style="list-style-type: none"> • Experience undertaking similar studies (elaborating investment cases, impact evidence generation/evaluation studies, assessing/improving financial models or building business cases) (30 pts) • Experience in working with Emergency Preparedness systems evaluations and relevant Disaster Risk Management processes (25 pts) • Knowledge and Experience working with international organizations (UN, NGOs, donors) in Humanitarian Settings, particularly UNICEF (20 pts) <p>B) Financial evaluation: according to template and related guidance and formula</p>			

<p>Administrative details:</p> <p>Visa assistance required: <input type="checkbox"/></p> <p><input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:</p>	<p>If office based, seating arrangement identified: <input type="checkbox"/></p> <p>IT and Communication equipment required: <input type="checkbox"/></p> <p>Internet access required: <input type="checkbox"/></p>
<p>Request Authorised by Section Head</p>  <p>Kevin Wyjad, RAPS OIC, 16 January 2024</p>	<p>Request Verified by HR:</p>
<p><i>Approval of Chief of Operations (if Operations):</i></p>	<p><i>Approval of Director, a.i., EMOPS</i></p> 
<p><i>Representative (in case of single sourcing/or if not listed in Annual Workplan)</i></p>	

Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

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

Text to be added to all TORs:

Individuals engaged under a consultancy will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements 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. 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.

The selected consultant is solely responsible for ensuring that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected consultants are subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. The vaccine mandate, does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations, or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

