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**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS**

Title	Type of engagement	Duty Station
<b>UNICEF Operations Centre (OPSCEN 2.0) Technology Review Consultant</b>	<input checked="" type="checkbox"/> Consultant	<b>Remote with short mission travels as per the ToR requirements</b>
<b>Purpose of Activity/Assignment:</b>		
<b>Background</b>		
<p>The review of <a href="#">UNICEF's Operations Centre (OPSCEN)</a> is part of the EMOPS initiative to improve support to field offices and enhance crisis response. Since its 1996 establishment, OPSCEN has provided 24/7 global information and communication services, starting with the Kosovo crisis in 1999. The upcoming "OPSCEN of the Future/OPSCEN 2.0" review will evaluate OPSCEN's capabilities, services, and future needs to boost efficiency, strengthen partnerships, and support UNICEF's senior leaders in decision-making for global Level 3 emergencies. This review will align with the "EMOPS 2.0" strategy and build on previous assessments to improve business continuity, knowledge management, and visibility.</p>		
<b>Review Objective</b>		
<p>The objective of this review is to strategically position OPSCEN as a state-of-the-art emergency operations center, fully equipped to adapt to the increasingly complex humanitarian landscape and prepare for future challenges. The review will develop clear, actionable recommendations that align with the "EMOPS 2.0" strategy and UNICEF's next strategic plan (2026-2030).</p>		
<p>Focusing on optimizing OPSCEN's current internal operations and client services, the review will emphasize the innovative use of technology, including Artificial Intelligence (AI), Data Automation, and Digitalization. By addressing critical operational bottlenecks and ensuring streamlined collaboration within EMOPS and across other departments, the review aims to enhance OPSCEN's efficiency, responsiveness, and effectiveness in crisis situations. Ultimately, this review will ensure that OPSCEN not only meets the evolving demands of UNICEF and its senior management but also establishes its niche as a technologically leading crisis center. This positioning will also enable OPSCEN to effectively collaborate with and complement the efforts of other UN operation centers, leveraging best practices and fostering stronger partnerships.</p>		
<b>Scope of Work:</b>		
<ol style="list-style-type: none"> <li>1. <b>Assess Current Technology Utilization</b> <ul style="list-style-type: none"> <li>○ <u>Objective:</u> Conduct a comprehensive assessment of the technologies currently used in OPSCEN's daily operations, products, and business continuity processes. This will involve evaluating the integration and effectiveness of existing systems and approaches.</li> </ul> </li> <li>2. <b>Identify Gaps and Opportunities</b> <ul style="list-style-type: none"> <li>○ <u>Objective:</u> Evaluate the interactions between OPSCEN and key internal and external UNICEF clients and partners. Identify areas where technology can streamline processes and explore opportunities for enhancement.</li> </ul> </li> </ol>		

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**3. Benchmarking**

- **Objective:** Conduct interviews and research best practices and lessons learned from similar national and global emergency operation centers, including those within the UN system such as UNOCC, WFP, UNDSS, and others. Identify effective strategies that can be adapted and implemented within OPSCEN, with a focus on establishing a unique niche that aligns with and supports the priority objectives of the next UNICEF Strategic Plan.

**4. Stakeholder Engagement**

- **Objective:** Conduct surveys and interviews with internal stakeholders to gather insights into their current experiences, anticipated needs, and expectations from OPSCEN, including technology use. Collect their suggestions for new services and technologies to complement the opportunities identified in Deliverable #2. This will ensure that the recommendations align with key OPSCEN client requirements.

**5. Research on Social Listening Integration and Tool Identification for Enhanced OPSCEN Operations**

- **Objective:** Conduct research on the use of social listening to identify and evaluate tools that can be integrated into the OPSCEN Operations Centre's 24/7 services. The aim is to enhance risk monitoring and reporting capabilities, complementing the work of DGCA and ICTD, and improving support for senior management and global UNICEF offices, especially in emergency situations.

**6. Research on Cyberwarfare and its Impact on Humanitarian Needs**

- **Objective:** Investigate the potential impact of cyberwarfare on humanitarian response efforts and explore how OPSCEN can assist in preparedness measures within its scope of work. Consider the implications for OPSCEN's business continuity and crisis management.

**7. Research on the Use of AI for Threat/Risk Assessment, Analysis and Reporting**

- **Objective:** Explore AI's potential to enhance OPSCEN's real time situational monitoring and its ability to predict threats and risks to the organization and its operations by analyzing historical and real-time data.

**8. Final Report with Recommendations for the Current OPSCEN and OPSCEN of the Future (including Business Continuity and Risk Management).**

- **Objective:** Develop actionable recommendations to enhance the current and future use of AI, Data Automation, and Digitalization within OPSCEN's operations, client services, and business continuity capabilities. Identify potential risks, such as responsible AI use in security, technology integration challenges, data privacy concerns, and outline mitigation strategies. Provide a forward-looking vision for OPSCEN of the Future (OPSCEN 2.0), detailing its future technological requirements to position it as a state-of-the-art crisis center.

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**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](#)

Work Assignment Overview	Deliverables/ Outputs	Delivery deadline
<b>1. Assess Current Technology Utilization</b>	Inception Report outlining the work plan, methodology, risks and opportunities and initial findings from preliminary assessments.	November 11, 2024
<b>2. Identify Gaps and Opportunities</b>	A Comprehensive Review, building on stakeholder engagement analysis with a detailed report on current technology utilization, identified gaps, opportunities/areas for improvement, and recommended solutions.	November 25, 2024
<b>3. Benchmarking</b>	Benchmarking Report summarizing findings and recommendations for applicable best practices from national and global emergency operation centers, including UN entities (e.g., UNOCC, WFP, UNDSS).	December 16, 2024
<b>4. Stakeholder Engagement</b>	A Stakeholder Engagement Report that offers a strategic summary of findings, insights, and actionable recommendations based on consultations with internal	December 23, 2024

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	stakeholders regarding OPSCEN's current and anticipated services.	
<b>5. Research on Social Listening Integration and Tool Identification for Enhanced OPSCEN Operations</b>	A detailed research report on social listening tools, including an assessment of their potential integration into OPSCEN's 24/7 operations. The report will identify suitable tools, evaluate their effectiveness, and provide recommendations for enhancing risk monitoring and reporting services.	December 23, 2024
<b>6. Research on Cyberwarfare and its Impact on Humanitarian Needs</b>	Cyberwarfare Impact Report detailing the findings and proposed strategies for mitigating risks.	December 23, 2024
<b>7. Research on the Use of AI for Threat/Risk Assessment, Analysis and Reporting</b>	AI in enhanced 24/7 situational awareness monitoring summarizing research findings and recommendations for implementation of best practices and tools.	December 23, 2024
<b>8. Final Report with Recommendations for the Current OPSCEN and OPSCEN of the Future (including Business Continuity and Risk Management).</b>	<ol style="list-style-type: none"> <li>1. Final Recommendations Report and presentation including an impact and feasibility analysis/estimated budget.</li> <li>2. Performance metrics: Develop clear metrics to evaluate the impact of the implemented technologies on OPSCEN's operations, including both quantitative measures (e.g., response time, error rates) and qualitative feedback from stakeholders.</li> <li>3. Continuous improvement: Establish a framework for ongoing technology review and improvement, ensuring that OPSCEN remains adaptable and responsive to emerging challenges and opportunities.</li> </ol>	January 13, 2025

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<b>Travel</b>	The confirmation of the three weeks required for mission travel to NYHQ during the assignment will be determined during the inception meeting with the selected consultant. Note that these three weeks are in total and will not be consecutive, covering specific periods throughout the assignment. Approval for the exact travel dates will be granted at the beginning of the consultancy.		
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