**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS**

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| **Purpose of Activity/Assignment:**  The humanitarian context has evolved considerably over the past five years with the scale, severity and complexity of humanitarian crises reaching unprecedented levels. The UN has reported that in 2023, displacement, acute food insecurity and malnutrition have reached historically high levels[[1]](#footnote-2) with projections of a worsening situation in the future, especially due to climate related disasters. Nearly 300 million people around the world will need humanitarian assistance in 2024 – a 20% increase in the number in need since 2021 (235.4 people)[[2]](#footnote-3). In 2024, a record US$46.4 billion is needed to respond to humanitarian needs globally[[3]](#footnote-4), up from US$35.1 billion in 2021[[4]](#footnote-5).  As the humanitarian landscape shifts, so too does the demand on UNICEF to respond at unparalleled levels. As the largest Cluster Lead Agency in the UN system, UNICEF is also called on to continue to provide sector leadership in Education, Nutrition, WASH, and Child Protection sub-cluster.  Based on the above and as recommended by the Mid-Term Review of the Office of Emergency Programme (EMOPS) Operational Management Plan (OMP) (2022-2025), EMOPS has planned to carry out a comprehensive functional review and analysis of core EMOPS functions following the Programme Budget (PBR) approval. This was deemed necessary for EMOPS to be well prepared prior to the next OMP and as a part of the incremental change to increase EMOPS effectiveness and ensure affordability in line with the evolving humanitarian landscape. This will help EMOPS to improve focus on core functions/value proposition and reconfirm accountabilities with a view to identify strengths, gaps and duplications and to consolidate and centralize functions across the three geographical locations to serve the whole division. This includes planning and monitoring, knowledge management, reporting, communications and advocacy, and defining generic emergency positions as well as staffing in the Director’s Office (Geneva and New York). This was considered important for these core functions of EMOPS to ensure consistency in capacity and consolidation across sections to reinforce collective work, avoid working in silos and enhance the quality and effectiveness of the delivery of results. The functional review and analysis need to include also general service staff (GS), consultants and other non-staff within the Division. The review and redistribution of tasks of the GS function has become critical in line with the transition of some functions to other shared services and divisions such as contracting, finance and travel which have been managed by EMOPS and moved to other Offices of the Central Services Center (CSC) and the Global Shared Services Center (GSSC), respectively.  This review will help streamline workflows, optimize resource allocation, and improve overall emergency response effectiveness.  In view of the above, the objective of this consultancy is to undertake a comprehensive functional review and analysis of core functions in the Office of Emergency Programme (EMOPS) across the three locations in New York, Geneva and Istanbul to enhance the effectiveness and efficiency of UNICEF Emergency Programme and to inform functional and structural options that might be proposed in the next OMP.  This is part of the overall UNICEF current efforts and focus that aimed at positioning UNICEF’s humanitarian capacities and resources so that UNICEF’s emergency response remains effective and relevant well into the new Strategic Plan period and beyond and ensure UNICEF delivery in increasingly complex and multifaceted humanitarian and fragile contexts, and to be agile enough to adapt to changes in the global humanitarian landscape as they arise.  This focus includes evaluating the expertise and skills needed at EMOPS core functions (New York, Geneva, Istanbul), ensuring that each post is clearly defined and attached to a specific role. |
| **Scope of Work:**  The consultant will be required to: Conduct a comprehensive review of key EMOPS functions in collaboration with DHR to identify strengths, gaps and duplications and to inform proposed functional and structural options for the new OMP.  The review will be conducted to cover EMOPS core Functions in Director’s Office and across Sections, and all EMOPS contracting modalities; The Review will include the following tasks:  **Task (1): Map functions and capacities within EMOPS Division across the three geographical locations (NY, Geneva and Istanbul)**   1. Review EMOPS JDs and map functions and capacities required by the JDs against functions currently being implemented and capacities currently available. 2. Identify gaps, redundancies, duplication, and possible fragmentation of functions and make recommendations for how these can be addressed in the next OMP.   **Task (2): Review of specific functional areas within the EMOPS Division across the three geographical locations (NY, Geneva and Istanbul) including the following:**   1. Core functions in the Directors Office: 2. Operations, and financial functions (Grants’ management and reporting; GHTF and EPF and others 3. Executive support functions: executive managers/ executive associates functions and ensure administrative and secretarial support functions well defined. 4. Knowledge management and & GIS/IM Review and map KM and GIS/IM posts and assess options for centralizing capacities with a view to maximizing the support of these functions across the Division. 5. Communication and Advocacy Functions and Reporting functions in the Director’s office and across the division. 6. Planning capacity and function in the Director’s office and across the division. 7. Operations and HR capacity and function. 8. OPSCEN: Conduct a functional review of OPSCEN and generate evidence to be used for an investment case for the next OMP.  Ensure to include considerations around capacity for geo-spatial functions and capacities. 9. Emergency positions across the division. 10. General Staff Services (GSC) positions across the division.   **Task (3): Review contracting modalities for EMOPS consultants and others within the EMOPS Division across the three geographical locations (NY, Geneva and Istanbul) as specified in the following:**   1. Conduct a review of the extent and nature of the functions of consultants, Sand-by-Partners, volunteers, TAs, and other non-staff, companies and third-party personnel (that OPSCEN uses sometimes), including cost analysis of EMOPS use of the different contracting modalities. 2. Identify opportunities for greater synergy and cost effectiveness in the use of contracting modalities for achievement of the OMP results.   **Deliverables:** The consultant will deliver the following:   * 1. Inception Report: Outline of the methodology, work plan, and timeline.   2. Functional Analysis Report that includes:   1) Detailed report mapping functions and capacities across all sections in the EMOPS Division available.  2) Specific functional areas within the EMOPS Division across the three geographical locations (NY, Geneva and Istanbul) reviewed and recommendations provided, including, expertise and skills inventory.     * 1. Gap Analysis Report: Identification of gaps and overlaps in the current structure and recommendations for improvement.   2. Role Descriptions: Clear and concise role descriptions for each post.   3. Contracting modality in EMOPS reviewed, including cost analysis of EMOPS use of the different contracting modalities with recommendations for greater synergy and cost effectiveness in the future.   4. Final Report: Comprehensive report with findings, recommendations, and an implementation plan. |
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| **Child Safeguarding**  Is this project/assignment considered as “[Elevated Risk Role](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Guidance%20on%20Identifying%20Elevated%20Risk%20Roles_finalversion.pdf?CT=1590792470221&OR=ItemsView)” 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:     |  | | --- | | N/A |     **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):     |  | | --- | | N/A |   More information is available in the [Child Safeguarding SharePoint](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/SitePages/Amendments-to-the-Recruitment-Guidance.aspx) and [Child Safeguarding FAQs and Updates](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Child%20Safeguarding%20FAQs%20and%20Updates%20Dec%202020.pdf) |

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| Work Assignments Overview | Deliverables/Outputs | Delivery deadline |
| 1. **Inception Report**  * Conduct an initial meeting with key stakeholders to understand the scope and expectations. * Review relevant organizational documents and existing functional structures. * Develop a detailed methodology outlining the approach for the review and analysis. * Prepare a work plan with specific timelines and milestones. * Submit the inception report for approval and feedback. | Inception Report with methodology, work plan, and timeline | 31 October 2024 |
| 1. **Functional Analysis Report:**  * Collect and review data on the current various functions and structures as indicated in tasks above in EMOPS across all geographic locations. * Conduct interviews and focus group discussions with relevant staff and stakeholders to gather qualitative insights. * Analyse the roles and responsibilities within the various functional areas and roles. * Assess the expertise and skills required for each role.   + Cataloguing the skills and expertise currently linked to the various functional area.   + Mapping Skills to Roles: Ensuring that the identified skills align with the specific roles and responsibilities of each position within the various functional area. | Presentation of key findings  Discussion with management team Functional Analysis Report detailing the current structure and required expertise and skills. | 28 November 2024 |
| 1. **Gap Analysis Report :**  * Compare the current structure against best practices and industry standards. * Identify gaps where roles or skills are lacking. * Highlight any overlaps where roles or responsibilities may be duplicated. * Engage with stakeholders to validate findings and gather additional insights. * Develop recommendations to address identified gaps and overlaps. | Presentation of key findings  Discussion with management team  Gap Analysis Report with identified gaps, overlaps, and recommendations for improvement. |
| 1. **Role Descriptions:**  * Define the purpose, responsibilities, and expectations for each role based on the analysis conducted. * Outline the required qualifications, skills, and experience for each role. * Ensure that role descriptions are aligned with organizational objectives and standards. * Review and validate role descriptions with key stakeholders. * Make necessary revisions based on feedback. | Presentation of key findings  Discussion with management team  Comprehensive role descriptions for each post in the various functional area. |
| 1. **Final Report:**  * Synthesize information from the Functional Analysis Report, Gap Analysis Report, and Role Descriptions. * Develop an implementation plan outlining steps to address identified gaps and improve the functional structure. * Present the draft final report to stakeholders for feedback. * Incorporate feedback and finalize the report. * Submit the final report and present key findings and recommendations to EMOPS senior management team. | Final Report with findings, recommendations, and an implementation plan | 13 December 2024 |

Masters

A relevant advanced degree in organizational development, human resources, emergency management, or a related field

Work experience:

Knowledge/Expertise/Skills required \*:

Minimum 10 years’ experience in organizational development, preferably within the humanitarian or emergency response sector.

Proven expertise in conducting functional reviews and skills assessments.

Strong analytical and report-writing skills.

A deep understanding of the complexities and nuances of emergency response operations at different organizational levels (HQ, regional, and country).

Excellent communication and stakeholder engagement abilities.

Adequate experience engaging with senior stakeholders and managing complex projects.

1. Global Humanitarian Overview. OCHA. December 2023 [↑](#footnote-ref-2)
2. Global Humanitarian Overview. OCHA. December 2021 [↑](#footnote-ref-3)
3. Global Humanitarian Overview. OCHA. December 2023 [↑](#footnote-ref-4)
4. Global Humanitarian Overview. OCHA. December 2021 [↑](#footnote-ref-5)