

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title	Funding Code	Type of engagement	Duty Station:
Senior Consultant (P5) Humanitarian Review Decentralised Models of Field Presence	(Refer to attached email on Funding Source)	<input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Homebased with possible mission travel

Purpose of Activity/Assignment:

EMOPS/HFSS is seeking to recruit a Senior Consultant to lead, coordinate and support the tasks related to the Humanitarian Review on Direct Implementation and, in conjunction with this recommendation, review and draft Models of Decentralised field presence contributing to effective scale-up/scale-down, “stay and deliver” in large scale emergencies including complex and high threat environments.

UNICEF field experience in humanitarian settings as well as Fluency in English and another language French, Spanish or Arabic is mandatory for this position.

Scope of Work:

The objective of the humanitarian review is to examine UNICEF’s humanitarian operations broadly and in-depth. Its results will inform an organizational rethink of UNICEF’s configuration and ability for principled humanitarian action, to improve its response. This includes how UNICEF’s humanitarian action links with its development work and how it can adapt its regular programming to better prevent and mitigate the effects of crises and prepare effective emergency responses.

While we recognize that the Humanitarian Review did not identify decentralisation of field office/country office as a key issue, risk management and the need for more clarity and accountability in scaling up field presence (decentralisation) has become a pressing priority. In particular, the Humanitarian Review recognizes that “UNICEF needs to foster a more field-level approach (in such emergencies), actively encouraging staff to be visible on the ground, ready to take on frontline roles that are usually undertaken by implementing partners in other contexts” (Humanitarian review p 78).

UNICEF’s capacity to scale-up (stay/deliver) in large-scale emergencies including complex and high-threat environments is identified as a key strategy to maintain operational independence and minimize the risk of compromising perceptions of adherence to the humanitarian principles and acceptance with local communities and stakeholders. Timely, nimble, efficient programme scale-up and consequent decentralisation of authority and flexibility in operations (implementation and management) have become even more pressing as prerequisites to empower field offices and mobile operations (Ebola/COVID Response, Ukraine, and Afghanistan).

As a key principle, decisions must be placed at the level nearest to implementation where teams have sufficient authority to respond to day-to-day challenges and programmatic exigencies that confront them as they perform their tasks. As such, the level of authority delegated at the country level to the Representative, the organization also developed various models of field presence often formalized by a Field Office under the responsibility of a Chief, Field Office (CFO).

This consultancy will examine in-depth operational as well as programmatic scopes of decentralisations. For instance, a delegation of actual budgets to FOs and their empowerment to conduct projects is inconsistent between COs, CoSs.

The Humanitarian Review aimed at assessing the organizational capacity to deliver including the coverage and quality of the UNICEF humanitarian response in complex humanitarian emergencies (CHTE) (policy, structure, accountability, systems, resources) to deliver on its commitments on coverage, quality and equity, including as the provider of last

resort. The aim of the decentralisation review is also to broaden this evaluation beyond the CHTEs context to also include contexts and crises with large needs which are not CHTEs per sei.

The decentralisation reference group is established by EMOPS that includes key business owners to ensure a direct contribution to the humanitarian review recommendations and the global accountability framework exercise.

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](#)

Sara Bordas	October 05, 2022- April 5 2023		132
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Work Assignment Overview			
Tasks/Milestone:	Deliverables/Outputs:	Timeline ¹	Estimate Budget
1. Systematic engagement with the RO and COs on global, country-specific, inter-agency and other initiatives with a view to reinforcing UNICEF's decentralization initial models across the organization.	Systematic and timely weekly/monthly review and planning meetings established with the reference group and key stakeholders to ensure a direct contribution to the humanitarian review recommendations and the global accountability framework exercise.	Throughout the assignment	
2. Conduct an extensive Desk review by collecting and documenting past and current best practices on decentralisation of field offices during major crises:	<ol style="list-style-type: none"> 1. Compile all existing documentation and best practices including existing models of decentralisation of field presence. 2. Liaise with relevant divisions for adequate support in human resources, humanitarian financing, supplies, donor relations, communication, inter-agency collaboration, and technical guidance. 3. Effectively engage with COs and RO in developing and reviewing the recommendations. 	15 days	
3. Support 3 regional offices initiatives (MENARO, ESARO and WCARO) in the preparation and documentation of their consultations with CFOs	<ol style="list-style-type: none"> 1. Contribute to the documentation of Field offices models (structures, capacities, accountabilities) in the 3 Regions 2. Participate in the Regional's humanitarian networking workshops and ensure a bottom-up approach with at least 3 deep-dive workshops with key CFOs at the regional level. Take stock of 	20 days	

¹ Some activities will be implemented in parallel timeline and day count is based on estimates, budget is per number of working days and be based on submission of agreed deliverables

	<p>the discussions and recommendations related to FO decentralization models</p> <p>3. Support RO led CFO Global-Level Meeting by presenting key findings and the initial draft of models of decentralization for different types of crises.</p>		
4. Support the revision of scale-up and scale-down benchmarks of field decentralisation.	Key benchmarks are available and ready to be included in future models of field decentralisation and Emergency Procedures	20 days	
5. Support in mapping key stakeholders (internal and external) and business owners (internal)	At least 2 mapping products are available	10 days	
6. In coordination with ROs and key business owners develop the rollout strategy /workplan/key indicators and introduce a list of tools and models of field presence decentralisation as a modality where UNICEF lead on the role of implementation with sufficient technical and operational capacity.	Propose penultimate draft strategy and clear tools and models to the reference group for validation and agree on a timeline for the rollout process	20 days	
7. Support the revision of the Emergency Procedures to include minimum benchmarks on Field presence Decentralisation in coordination with the Emergency Procedures team and key business owners	New Emergency Procedures revised to include the new benchmarks and models of decentralisation in L1/L2/L3	30 days	

Estimated Consultancy fee	\$650 per day x 132		\$85.800
Travel International (if applicable)	\$ 30.200		
Travel Local (please include travel plan)			
DSA (if applicable)	TBD		
Total estimated consultancy costs¹			\$116.000
<p>Minimum Qualifications required:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines: Advanced university degree in social sciences, public administration, law, public health, nutrition, international relations, business administration or other related disciplines.</p>	<p>Knowledge/Expertise/Skills required:</p> <p>EDUCATION Advanced University degree in one of the following fields: social sciences, public administration, law, public health, nutrition, international relations, business administration, or other related disciplines. Preferably a combination of management, administration, and relevant technical fields.</p> <p>WORK EXPERIENCE</p> <ul style="list-style-type: none"> • 10 years of progressively responsible professional work experience, including serving in complex emergencies, at the national and international levels in programme/project development, planning, implementation, monitoring, evaluation, and administration. • UNICEF and other UN/Humanitarian work experience or field work experience including leading teams in complex or large emergency settings. • Specialized training / experience in emergency response management highly desirable. <p>LANGUAGE PROFICIENCY Fluency in 2 languages amongst English, French, Spanish or Arabic is mandatory.</p>		
<p>Administrative details:</p> <p>Visa assistance required: <input checked="" type="checkbox"/></p> <p>Transportation arranged by the office: <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>		

ⁱ 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 or individual contract 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 and Individual Contractors. Consultants and individual contractors 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.