

TERMS OF REFERENCE

Data analytics and trend analysis for Global Effectiveness Review (GER)

CONTRACT MODALITY Individual Consultancy

DUTY STATION Florence, Italy & Home based

DURATION OF CONTRACT 5,5 months

Purpose of Assignment

UNICEF is in the first year of the implementation of its new Strategic Plan, 2026-2029, and preparing to launch comprehensive analytical processes to assess the current progress, examine factors that are fostering/impeding progress at the pace and scale envisioned and inform the pathways in which the organization can accelerate its organizational performance for more tailored support to the Governments to catalyze more ambitious and transformative outcomes for children.

The Global Effectiveness Review (GER) is one of the key organization-wide processes that informs key strategic decisions and serves as a strategic reflection point in assessing the Strategic Plan's progress at global, regional and country level and generating recommendations for evidence-informed adjustments in programmes, strategies and approaches.

The analysis reviews performance gaps and trend analysis and informs the identification of the approaches that can accelerate impact at scale. It includes a comprehensive review of the global, regional and country level trends on the child-related outcomes and relevant SDGs progress as well as a critical assessment of the role the strategies, enablers, accelerators, and key shifts in the Strategic Plan 2026–2029 play in driving measurable impact for children worldwide. The insights and findings of the GER process will also inform the Mid-Term Review (MTR) of the Strategic Plan and Integrated Budget that UNICEF will initiate during the second half of 2027.

The UNICEF Strategic Planning and Analytics (SPA) unit within the Office of Strategy and Evidence – Innocenti coordinates these processes. The unit is seeking a professional to work closely with the relevant teams and contribute to the data-driven deep-dive analysis on the relevant programmatic and organizational performance matters to inform the strategic thinking and decision-making recommendations.

Scope of Work

The consultant will work in close coordination with the SPA team and will contribute to the following objectives and deliverables of these analytical processes:

- Assess the current progress towards achieving the Impact Results of the Strategic Plan 2026-2029;
- Analyse the role and effectiveness of its Strategies, Enablers, and Accelerators and assess their effectiveness in enabling evidence-based support to governments and improving outcomes for children;
- Generate evidence-informed recommendations for targeted, actionable corrective actions based on synthesized evidence to guide the implementation and resource allocation of the Strategic Plan towards catalysing the pace of the pursued change towards achieving tangible and transformative outcomes for children;
- Strengthen the practical application of the Strategic Plan's approach to focus, scale and impact, and differentiation.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Initial assessment of the available data sources to be utilized in the GER process and proposed methodologies for analysis	Concept note on the initial data sources assessment and proposed methodologies for analysis developed	22 December 2026
Comprehensive review of the evidence on relevant aspects of the organizational performance on the Strategic Plan implementation.	Document with initial detailed findings of the review and proposed strategic insights for deep-dive review developed	1 March 2027
Deep-dive quantitative and qualitative analysis on the selected programmatic and operational aspects of the organizational performance on the Strategic Plan implementation.	GER paper developed based on the outcomes of the comprehensive assessment	3 May 2027
Synthesis of the key results of the analytical review, including analytical synthesis, visual elements and technical notes on the applied analytical data models applied.	Synthesis of the analytical review outcomes developed, including: • Analytical synthesis • Visuals (including set of slides for the GER meeting) • Technical notes on the analytical data models utilized in the analysis.	31 May 2027

Payment Schedule:

Payment will be made on submission and acceptance of 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.

Important Notes

- 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.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- 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.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

- **Education:** Master's degree in economics, public policy, public administration, statistics, international relations, or other related fields, with strong quantitative training
- **Work Experience:** At least 7 years of relevant work experience in strategic planning and results-based programme management in the international development sector, including with the United Nations
- **Language Requirements:** Fluency in English (written and verbal)
- **Knowledge/Expertise/Skills:**
 - Demonstrated experience in reviewing and analyzing organizational processes, including strategic analysis, prioritization, and results frameworks.
 - Experience in conducting comparative reviews, identifying patterns and good practices, and translating analytical findings into practical recommendations to strengthen organizational processes and learning.
 - Demonstrated expertise in strategic planning with strong analytical skills and the ability to review complex planning documents, assess the quality and coherence of strategic decision-making, synthesize evidence across contexts, and develop practical, actionable recommendations.
 - Proficiency in statistical software (e.g. R, Stata, Python, SPSS, or equivalent)

- Experience in analyzing multiple datasets
 - Proficiency in data visualization tools (preferably Power BI)
 - **Desirables:** Familiarity with the UNICEF Strategic Plan 2026–2029 and its strategic priorities, and prior experience conducting organizational reviews or developing analytical frameworks for programme planning is an asset.
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