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TERMS OF REFERENCE

Senior Expert II - Organizational Decision Making/ Evaluation of risk-taking, risk-sharing and risk management in humanitarian action

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	**New York, USA (remote with travel to countries for data collection)**
DURATION OF CONTRACT	**9.5 months**

Purpose of Assignment

The UNICEF Evaluation Office (EO) is commissioning a global evaluation of UNICEF's risk governance frameworks and practices in humanitarian action. Building on a set of case studies conducted across different emergency contexts, the evaluation will allow tracing the decision-making processes that led to either action or no action during past emergency responses and will attempt to measure their repercussion on the delivery of services and good to children, especially those in hard-to-reach areas. The evaluation aims to put forward recommendations that will equip UNICEF staff across a variety of emergency contexts to manage, prevent and share risks more responsibly and effectively in the future.

The EO is seeking a Senior Expert in Organizational Decision-making for this evaluation.

Scope of Work

The consultant is expected to support the Humanitarian Effectiveness Portfolio (HEP) within the Evaluation Office by undertaking the following tasks during Phase 1 and Phase 2 respectively:

Phase 1:
- Design and pilot vignettes; drafts the ex-ante decision standard; Tests monitoring data availability; codes pilot documents;
- Conduct 1 case study;
- Contribute to the development of a draft Leadership Risk Framework
- Contribute to the Mini Report 1

Phase 2:
- Run the survey; compares stated and revealed behavior;
- Runs the quantitative analysis on response times;
- Conduct at least 3 case studies;
- Contribute to the finalization Leadership Risk Framework
- Contribute to the Mini Report 2 and the draft/final report

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Evaluability and Pilot Testing	**Deliverable 1** – • Inputs to the revised Theory of Change and a draft Leadership Risk Framework • Write-up of at least 1 case study to be included in Mini Report 1	30/04/2027 Approximately 6 days
Inception	**Deliverable 2** – Inputs to the Inception report as agreed with the Evaluation Manager	10/05/2027 Approximately 1 day
Data Collection (in-person and remote)	**Deliverable 3** – • At least 3 Case study write-ups (max 3 pages each with annexes) • Preliminary debriefs with internal stakeholders	30/06/2027 Approximately 16 days
Data Analysis, Consolidation and Write-up	**Deliverable 4 –** • 2 Sensemaking sessions with internal stakeholders • Inputs to Min Report 2 • Inputs to the Draft evaluation report	30/07/2027 Approximately 5 days
Finalization and Dissemination	**Deliverable 5 –** • Recommendations Workshop • Contribution to the Final presentation(s) • Contribution to the finalization of the Leadership Risk Framework	15/09/2027 Approximately 2 days

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.
- The selected candidate is solely responsible for ensuring that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates 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. It 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.

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

- **Education:** PhD in Behavioural science, decision science, organizational psychology, social sciences or a related field.
- **Work Experience:**
  - At least 12 years of applied experience studying how people and organizations make decisions under uncertainty.
  - Proven experience designing survey experiments or vignette studies, including factorial designs, and analyzing the results
  - Applied work in humanitarian, security or public-sector settings
  - Experience translating behavioural findings into organizational design recommendations
- **Language Requirements:** English required; other UN languages considered an asset
- **Knowledge/Expertise/Skills:**
  - Knowledge of the risk culture literature, including calculative cultures, and of cognitive biases relevant to evaluation such as hindsight and outcome bias
  - Knowledge of the UN system and the global humanitarian system as a whole;
  - Excellent analytical, communication and writing skills