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TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title Roster of Foresight Support Services Consultants	**Duty Station:** UNICEF Office of Strategy and Evidence-Innocenti, Florence (Italy) ☒ Home Based ☐ Office Based

Purpose of Activity/Assignment:
Strategic foresight is increasingly central to UNICEF's efforts to anticipate emerging risks and opportunities, stress-test policies and strategies against plausible futures, and strengthen the adaptive capacity of programmes and partners.

Background
The Foresight and Policy Unit at UNICEF's Office of Strategy and Evidence (OSE) is establishing a **roster of qualified consultants** to respond to a recurring need for on-demand, short- to medium-term technical support across a range of foresight methods and applications (strategic foresight, horizon scanning, and futures thinking). The roster will serve as a standing, pre-qualified pool of experts from which UNICEF and its country, regional, and headquarters offices can draw upon to support foresight-related initiatives. The roster of consultants is organized along 4 roster streams: Strategic Foresight; Facilitation and Participation; Quantitative Modelling; Knowledge Management and Capacity Building.

Objectives of the consultancy
Under the supervision of the Foresight and Policy team, individual consultants may be called to provide technical expertise in strategic foresight approaches, facilitate foresight processes and workshops, or support the integration of futures thinking into UNICEF's policy, programming, and organizational learning processes. Applicants are requested to demonstrate competencies and experience in one or several of the areas for which they wish to be considered.

1. Strategic Foresight Methodology and Analysis

- Provide technical guidance on foresight methodologies and approaches, such as:
- Horizon scanning
- Megatrend analysis
- Scenario development
- Systems mapping
- Backcasting
- Delphi and participatory foresight approaches
- Technical support to translate foresight insights into actionable policy and programme implications (future-oriented strategic narratives, scenarios, and recommendations).
- Support the integration of foresight into programme planning, strategic positioning, advocacy, and policy dialogue.
- Conduct environmental scanning and emerging-issue identification
- Conduct risk and opportunity assessments linked to long-term global or sectoral trends.
- Produce foresight briefs, trend reports, and scenario narratives for decision-makers.

2. Facilitation and Participation

- Integrate child-centered and equity-focused perspectives into foresight analysis.
- Design foresight workshops, strategy sessions, and multi-stakeholder consultations

- Facilitate participatory engagement processes involving government counterparts, children and youth, civil society, academia, UN agencies, and private sector stakeholders.

3. Quantitative Modeling (data, modeling, and digital tools applied to Foresight)

- **Apply quantitative and computational methods to futures analysis, including modeling and simulation**, such as Shared Socioeconomic Pathways (SSPs), Representative Concentration Pathways (RCPs), Integrated Assessment Models (IAMs), system-dynamics models, agent-based models, microsimulation, computable general equilibrium models, macroeconometric models, demographic projections, and Monte Carlo simulation.
- **Analysis of emerging trends, risks, uncertainties, and drivers of change**, using forecasting, nowcasting, probabilistic projections, early-warning models, stress testing, sensitivity analysis, scenario discovery, and the assessment of shocks, feedback loops, tipping points, and alternative development pathways.
- **Apply computational methods to horizon scanning and signal analysis**, including natural-language processing, machine learning, bibliometrics, patent analysis, web and media analytics, geospatial analysis, remote sensing, and network analysis to identify emerging issues, weak signals, and changing patterns.
- **Design and rollout of digital foresight platforms, dashboards, or signal-monitoring systems,** including data pipelines, model interfaces, scenario-exploration tools, policy-testing applications, visualization systems, and other decision-support infrastructure.

4. Knowledge management and capacity building Strategic and Programmatic Support

- Build foresight capacity of staff and partners through training and coaching.
- Deliver training and learning sessions for personnel and partners.
- Develop guidance notes, presentations, toolkits, and training materials on foresight methodologies.
- Document lessons learned and contribute to organizational knowledge management.
- Support production of reports, briefs, presentations, and communication materials as required

Outputs: Tasks and deliverables will vary by specific project and will be agreed upon per project with deliverables specified. Likely deliverables include facilitation of foresight workshops and consultations, trend scans, scenario papers, or analytical briefs, strategic presentations and visual materials, and training materials and capacity-building sessions.

For each assignment issued under the roster, specific deliverables, milestones, timelines and payment schedules will be established in the individual contract. Assignments issued under this roster will be subject to performance evaluation upon completion in accordance with UNICEF Procedure on Consultants.

Duration of roster-based consultancies: Consultants who are selected from the roster will work on specific deliverables and with timeframes as determined by the office based on project needs. The Consultant will be issued a contract for each specific assignment which is subject to UNICEF General Conditions of Contracts for the Services of Consultants. The length of the contract will depend on project needs and funding availability. The Roster will remain valid for 24 months.

Minimum Qualifications required: ☐ Bachelors ☒ Masters ☐ PhD ☐ Other

Disciplines: futures studies, public policy, international development, strategic planning, political science, economics, social sciences, systems thinking, innovation, or a related field.

Desirable:
Specialized training or certification in strategic foresight, futures studies, scenario planning, horizon scanning, or related methodologies.

Years of Experience/ Knowledge/Expertise/Skills required:

Work Experience:
Minimum of 8–10 years of progressively responsible professional experience in strategic foresight, futures thinking, scenario planning, systems transformation, public policy, organizational strategy, innovation, or related fields.

Language Requirements:
- Excellent written and spoken English required.
- Knowledge of additional UN languages (such as Arabic, Chinese, French, Russian and Spanish) is an asset.

Technical competencies:
- Strong knowledge of strategic foresight methodologies and tools, including horizon scanning, trend analysis, emerging issues analysis, scenario planning, systems mapping, futures wheels, Delphi methods, and backcasting.
- Demonstrated capacity to analyse megatrends and emerging issues affecting sustainable development (e.g. demographic change, climate change, technological transformation, governance, migration, geopolitical shifts).
- Strong analytical, synthesis, and report-writing skills.
- Demonstrated ability to communicate complex concepts clearly to technical and non-technical audiences.

Work-based Experience
- Demonstrated experience designing and facilitating foresight exercises (horizon scanning, trend analysis, scenario development, backcasting, visioning, and strategic conversations).
- Proven experience providing technical advisory support to governments, international organizations, development agencies, research institutions, or the private sector on foresight and long-term planning.
- Demonstrated experience designing and facilitating multi-stakeholder workshops, consultations, and participatory foresight processes involving diverse audiences.
- Experience integrating foresight insights into policy development, programme design, organizational strategy, risk management, or decision-making processes.

Facilitation skills
- Excellent facilitation skills, including virtual, in-person, and hybrid formats.
- Proven ability to engage senior decision-makers, technical experts, and diverse stakeholder groups.

Additional criteria
- Experience working in complex, uncertain, or rapidly changing environments, including fragile, conflict-affected, or climate-vulnerable contexts.
- Experience fostering collaboration across sectors and disciplines.

- Experience in participatory methods with children and youth
- Experience supporting capacity development and institutionalization of foresight approaches within organizations.
- Experience in quantitative analysis and modelling

Application submission: document requirements
Applications to be submitted through the online portal should contain four separate attachments:

1. **A statement** (maximum 1200 words) explaining the qualifications and skillset of the candidate. Candidates are asked to structure their letter using the following headings:
   - Educational experience: How the candidate's educational background specifically meets the educational criteria for this roster.
   - Technical competencies: How the candidate specifically meets some, all or more of the technical criteria listed
   - Professional experience: How the candidate's work experience specifically meets some or all the criteria for experience and skills
   - Facilitation: How the candidate's work experience specifically meets some or all the criteria for facilitation and stakeholder engagement
   - Additional experience: How the candidate specifically meets some or all of the additional criteria listed

2. **A sample document** (a report or other) that the candidate feels best illustrates their competencies for this role. Please make it clear how the candidate contributed to the document.
3. **Curriculum Vitae** (CV)
4. A document containing the **indicated professional fee** (daily rate)

Without all the above 4 documents, the application will be considered incomplete and may not be considered further.

The candidate should ensure to name each document clearly – e.g. Statement, Sample, CV, Financial – and include their last name as part of the filename

Important Note: Please do not indicate financials anywhere else in the online application form, please mark "n/a or 00", under the fee related questions in the online application form.

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 visa (applicable) and health insurance 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.