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TERMS OF REFERENCE

Review and analysis Office Management Plans including through a value for money lens

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Florence, Italy (Remote)
DURATION OF CONTRACT	4.5 months

Purpose of Assignment

The purpose of this consultancy is to assess how UNICEF Office Management Plans (OMPs) as the principal management planning instrument for Headquarters Divisions and Offices as well as Regional Offices translate the Strategic Plan into organizational priorities and planned results. The assessment will consider how OMPs bring together strategic support, innovation, technical leadership, knowledge, partnerships, monitoring and operational excellence, while aligning resources, staffing, governance, risk management, performance monitoring and accountability.

Anchored in the UNICEF Strategic Plan 2026–2029, the assignment will reflect its renewed emphasis on results-based management, organizational effectiveness, evidence-informed decision-making, strategic prioritization, public value creation and accountability. Particular attention will be given to maximizing the impact of limited resources in a constrained financing environment across development and humanitarian settings.

Within this context, the consultancy will examine the integration of Value for Money (VfM), defined by UNICEF as the most advantageous combination of cost, quality and sustainability to achieve intended results. This will include consideration of prioritization, resource alignment, operational efficiency, governance, monitoring, evaluation, risk management and accountability.

As UNICEF implements the Strategic Plan 2026–2029 and the associated Global and Regional Programme (GRP), the consultancy will review how OMPs are operationalized across Headquarters Divisions and Offices as well as Regional Offices, assess their contribution to organizational effectiveness, and determine whether resources are used efficiently and strategically. The findings will inform organizational learning, Global Management Team decisions, future OMP cycles, performance management, resource allocation and continuous improvement.

Scope of Work

The consultancy will assess the strategic alignment, pace of implementation, organizational performance and Value for Money of UNICEF Office Management Plans. It will review relevant frameworks, analyse resource use and enabling management systems, consult stakeholders, and provide evidence-based recommendations to strengthen OMP design, implementation and future planning cycles.

Scope of work:

The consultant will undertake the following tasks:

- Review of policy, guidance and strategic frameworks to establish a normative and strategic basis for assessing OMP alignment, implementation and value for money.
- Assessment of OMPs to assess strategic alignment to determine the coherence of priorities, results, resources and performance frameworks with the Strategic Plan 2026–2029 and associated organizational

commitments.

- Development of an approach to assess Value for Money to determine how economically, efficiently, effectively, equitably and sustainably resources are used to deliver quality OMP results.
- Organizational performance analysis to assess how governance, accountability, risk management, monitoring and evidence-informed decision-making enable effective OMP implementation and organizational value creation.
- Stakeholder consultations to validate emerging findings, capture implementation experience and identify practical opportunities to strengthen OMP performance and value for money.
- Synthesis and recommendations to consolidate evidence, draw actionable conclusions and inform improvements in OMP design, implementation, monitoring, accountability and future planning cycles.

Timeline:

- Inception report by 15 January 2027;
- Draft analytical report by 19 March 2027;
- Final report by 30 April 2027.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Prepare and submit an inception report.	**Deliverable 1** – Inception report setting out the finalized methodology, assessment questions and proposed VfM framework, document and data requirements, stakeholder consultation plan, workplan, quality-assurance approach and delivery schedule.	15 January 2027 (7 days)
Conduct a comprehensive review of relevant documents and data reports; and submit a draft analytical report.	**Deliverable 2** – Completed evidence review covering the OMPs and relevant policy, strategic, financial and performance documentation, supported by a structured evidence matrix that records sources, findings, data gaps and preliminary observations for each assessment criterion. Draft analytical report presenting the methodology, evidence base, findings against all agreed assessment criteria, comparative VfM analysis, conclusions and prioritized, actionable recommendations, with supporting annexes and an executive summary.	19 March 2027 (26 days)
Submit final report, incorporating stakeholder feedback.	**Deliverable 3** – Final analytical report submitted (max. 30 pages for the main document) and slide deck (max 30 slides), incorporating consolidated stakeholder feedback and providing validated findings, evidence-based conclusions, prioritized recommendations, responsible action areas and indicative implementation timeframes, with a response matrix showing how comments were addressed. This should include illustrative good practices and key lessons for strengthening organizational performance.	23 April 2027 (12 days)

Prepare a concise executive summary of the final report.	**Deliverable 4** – Decision-oriented executive summary of no more than five pages and a concise (max 15 slides) summarizing the purpose, methodology, principal findings, key VfM conclusions, priority recommendations and proposed management actions.	30 April 2027 (5 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.
- 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:** An advanced university degree (Master's or equivalent) in International Development, Development Studies, Public Policy, Public Administration, Economics, Development Economics, Social Sciences, Political Science, Sociology, International Relations, Strategic Planning, Programme Planning and Management, or another discipline directly relevant to programme planning, strategic analysis and development programming. Specialization or demonstrated academic training in results-based management, public policy analysis, development planning, programme design, theories of change, or the analysis of development results is an asset.

- **Work Experience:**
  - Minimum 10 years of progressively responsible professional experience in strategic planning, programme development, results-based management or programme design and analysis, preferably within UNICEF or the UN system.
  - Proven experience in Value for Money assessments, mixed-methods reviews, data analysis, and senior-level reporting.
  - Experience with UN organizations, international institutions, or complex decentralized organizations.

- **Skills:**
    - Strong expertise in resource analysis, organizational performance, governance, accountability, and RBM.
    - Excellent analytical, stakeholder-engagement, facilitation, and report-writing skills.

- **Language Requirements:** Fluency in English, with excellent written and oral communication skills.

- **Desirables:**
    - Familiarity with UNICEF planning, budgeting, performance, and accountability frameworks.
    - Experience reviewing Headquarters, regional, or decentralized organizational structures.
    - Knowledge of UN financial, human-resource, and performance-management systems.