



## TERMS OF REFERENCE

### Strategic Adviser

*Office of Innovation*

*Duration: 6 months*

*Expected starting date: 23 Feb 2026*

*Duty Station: Remote, coordinates with Stockholm office time zone*

*Level: Consultant*

### Advertising summary

The consultant will support UNICEF's Office of Innovation by leading the development of digital programming strategies and advancing UNICEF's approach to digital assets. The role includes research, stakeholder consultations, strategic guidance, and contributing to organizational readiness for digital innovation.

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### 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](#)**

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UNICEF works in some of the world's toughest places, to reach the world's most disadvantaged children. To save their lives. To defend their rights. To help them fulfill their potential.

Across 190 countries and territories, we work for every child, everywhere, every day, to build a better world for everyone.  
And we never give up.

### **For every child, innovate...**

UNICEF has a 70-year history of innovating for children. We believe that new approaches, partnerships and technologies that support realizing children's rights are critical to improving their lives.

The **Office of Innovation** is a creative, interactive, and agile team in UNICEF. We sit at a unique intersection, where an organization that works on huge global issues meets the startup thinking, the technology, and the partners that turn this energy into scalable solutions.

UNICEF's Venture Fund is a pooled funding vehicle specifically designed to finance early stage, open-source technology that can benefit children. The core motivation of the Innovation Fund is to identify "clusters" or portfolios of initiatives around emerging technology - so that UNICEF can both shape markets and also learn about and guide these technologies to benefit children. We invest in solutions that can impact the lives of the most vulnerable children.

### **Scope of work:**

OOI is looking for a consultant to provide strategy development support as part of the Office of Innovation's engagement across Divisions, focused on digital programming and on the use of digital assets.

The consultant will be expected to:

- Facilitate development of two select digital programming strategies (first priority on health, with the other to be defined with consultant upon onboarding), including review of relevant documentation, research, convening of internal stakeholders and consultation of external partners. This area of work will be implemented in direct support of relevant GPD practice areas.



- Facilitate the development and execution of UNICEF's strategy on digital assets, including their value for fundraising and partnerships, as well as operational readiness to expand their use. This area of work will be implemented in close collaboration with PFP and the broader partnerships cone, DFAM, OOI and other relevant Divisions.
- Provide strategic guidance to OOI senior management related to execution of select initiatives or engagement with partners as related to the above

### Description of assignment

	Tasks	End product / Deliverables	Timeframe / Delivery date
<b>1</b>	<b>Digital programming strategy – health (35%)</b>		
	Develop a roadmap for digital programming strategy development for health, including review of existing documentation	Roadmap	Month 1 (5%)
	Stakeholder consultations and convenings and any technical background preparation	Meeting minutes of consultations Plan for background paper development Drafting of background papers as required	Month 1 and 2 (15%)
	First Draft	Draft	Month 4 (10%)
	2 rounds of revisions to final	Final draft	Month 5 (5%)
<b>2</b>	<b>Digital programming strategy – other area (25%)</b>		
	Develop a roadmap for digital programming strategy development for additional Programme area (TBC), including review of existing documentation	Roadmap	Month 4 (5%)
	Stakeholder consultations and convenings and any technical background preparation	Meeting minutes of consultations Plan for background paper development Drafting of background papers as required	Month 6 (10%)



	First Draft	Draft	Month 6 (10%)
	2 rounds of revisions to final	Final draft	Month 7 (5%)
3	<b>Digital Assets strategy (40%)</b>		
	Ongoing support to the internal "high level" digital assets working group through regular updates, convenings and documentation	Biweekly meetings Project updates Internal communication assets	5% - Month 1
	Development of a UNICEF strategy on digital assets	Definition of UNICEF value offering and priorities for engagement	Month 2 - 4 - 20%
		Identify main operational shifts needed to maximise value through internal consultations	
		Engagement strategy draft and 1 round of review for final draft	
	Provide and facilitate implementation of a roadmap for internal readiness	Regular convenings -estimated 2 one hour calls/month for 8 months-	Months 4 and 5- 15%
		Facilitate development of relevant policies, SOPs, agreements to implement roadmap	
		Regular reports to senior management and relevant committees as needed. Estimated at least 1 monthly status brief report (one page maximum) and key senior leadership update 4 times one hour over the consultancy period	
		Capture lessons and insights for internal learning and input to external engagement strategy in a final report	

### To qualify as an advocate for every child you will have...

- A university degree (Bachelor's or higher) in Science, Technology, Social Science, Business or other relevant field is mandatory.
- A minimum of 10 years of relevant professional experience in strategy development and advisory with a focus on innovation, technology and digital



- A demonstrated understanding of relevant programmatic and technology areas
- A demonstrated passion to bridge the best in technology and innovation for equitable social good
- Strong analytical, writing, and presentation skills
- Experience working with or for UNICEF or mission-driven organizations is preferred
- Fluency in English is required. Knowledge of another official UN language (Arabic, Chinese, French, Russian or Spanish) or a local language is an asset.

**Travel:**

- The consultant is expected to travel for two stays of four (4) nights in Stockholm or other location determined by the contracting manager in the contract period.
- The consultant is responsible for arranging his/her own travel, including visa and travel insurance.

**Payment details and further considerations**

- Payment of professional fees will be based on the 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.
- Payment schedules as per outlined tasks are:

<b>Deliverable</b>	Digital programming strategy - health	Digital programming strategy - other area	Digital assets strategy	<b>Total</b>
	%	%	%	%
<b>Month 1</b>	5		5	10
<b>Month 2</b>	15		5	20
<b>Month 3</b>	0		10	10
<b>Month 4</b>	10	5	5	20
<b>Month 5</b>	5	10	5	20
<b>Month 6</b>		5	10	15
<b>Month 7</b>		5		5
<b>Total</b>	<b>35%</b>	<b>25%</b>	<b>40%</b>	<b>100</b>

**How to apply:**

- Interested applicant is required to submit a financial proposal with all-inclusive fee. Please see the financial proposal template.
- **Applications without a financial proposal will not be considered.**



## For every Child, you demonstrate...

UNICEF's values of Care, Respect, Integrity, Trust, Accountability, and Sustainability ([CRITAS](#)).

To view our competency framework, please visit [here](#).

UNICEF is here to serve the world's most disadvantaged children and our global workforce must reflect the diversity of those children. The UNICEF family is committed to include everyone, irrespective of their race/ethnicity, age, disability, gender identity, sexual orientation, religion, nationality, socio-economic background, or any other personal characteristic.

UNICEF offers reasonable accommodation for consultants/individual contractors 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.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.

### **Remarks:**

Only shortlisted candidates will be contacted and advance to the next stage of the selection process.

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.

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The selected candidate is solely responsible to ensure 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.