

# **TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT** **LONG-TERM AGREEMENT FOR SERVICES (LTAS)**

**Individual Consultants - Long Term Agreement for Services on:**  
Digital Community Engagement (DCE)

**Location:**  
Global – Remote (some travel may be required)

## **1. BACKGROUND / RATIONALE**

Digital Community Engagement (DCE) has become central to UNICEF Social and Behaviour Change (SBC) work as digital platforms continue to shape how people form opinions, seek information, and interact with institutions. Communities now use a mix of messaging apps, social media channels, creator networks, and local online groups to discuss concerns, share lived experiences, and respond to services. These environments influence trust, participation, and uptake of behaviours linked to health, education, protection, climate resilience, and other programme areas. The speed and scale of digital communication also mean that concerns, gaps in understanding, and community needs appear earlier online than through traditional feedback channels.

UNICEF SBC Functional Capabilities Mapping 2025 categorized DCE as an insufficient internal capability, necessitating the need for external experts. Programmes increasingly require structured ways to build relationships with digital communities, strengthen two-way communication, support moderators and influencers who serve as community anchors, and translate insights from online conversations into programmatic interventions and communication products. Offices also need practical support to develop digital engagement strategies, design digital content and user experiences that responds to community priorities, manage creator partnerships, and ensure that digital communication aligns with participation and accountability principles.

This Long-Term Arrangement for Services (LTAS) creates a pool of individual consultants to support DCE across regions and contexts. Consultants will provide technical guidance, design and implement engagement strategies, conduct ecosystem research and audience segmentation, develop and localize digital behavior-change content, advise on influencer partnerships, strengthen community management practices, build staff and partner capacity, produce guidance materials, and deliver evaluation and learning products. By securing specialised expertise, UNICEF SBC teams can expand their ability to engage communities in digital spaces, improve the quality of insights informing communication and programme decisions, and ensure that community voices are accurately and consistently reflected in planning and response.

Selected consultants will be eligible for a Long-Term agreement for services (LTAS) contract to provide on-demand technical support to UNICEF Centers of Excellence (CoE) and COs and to other UN agencies. LTASs are non-binding arrangements that do not constitute a commitment to acquire a consultant's services.

## **2. PURPOSE OF ASSIGNMENT**

The purpose of this Terms of Reference is to establish Long Term Arrangements for services (LTAS) with individual consultants who can provide UNICEF with reliable, on demand technical

support in DCE. These consultants will help offices design and strengthen digital engagement systems, build and manage community centred content and messaging workflows, advise on creator and influencer collaborations, support two-way communication models, and translate digital insights into practical actions for programmes. The arrangement ensures that teams across the world can access consistent expertise to enhance digital participation, improve communication quality, and respond more effectively to community needs across UNICEF programme areas.

### **3. SCOPE OF WORK**

The contract holders will support UNICEF in strengthening DCE as an integrated component of SBC programming. This involves helping teams understand how communities use digital spaces to interpret services, discuss concerns, and shape everyday decisions, and translating that understanding into practical strategies, content pathways, and engagement models. The consultant will work with UNICEF teams globally to design evidence informed approaches that connect digital behaviour, community insight, and programme intent - ensuring that digital channels contribute to participation, trust building, and equitable access to information. This may include shaping strategic direction, advising on community activation, and guiding the design and management of content, campaigns, platforms, and partnerships that reflect SBC principles and behavioural drivers.

Alongside this strategic support, the consultant will help strengthen the systems and competencies needed for sustained digital engagement. This includes advising on digital governance, workflows, moderation practices, safeguarding protocols, and measurement frameworks that link engagement to behavioural outcomes. The consultant will also contribute to capacity development by designing modular learning programs, delivering training or workshops, and supporting knowledge exchange through case studies and practical tools. They will help produce guidance documentation such as messaging playbooks and user journey maps and oversee the development and localization of content and accessibility enhancements. Monitoring, evaluation, and reporting may be required to help teams design and deploy measurement frameworks, identify emerging needs, and continuously refine their digital engagement approaches. All work will be carried out in close collaboration with UNICEF teams to ensure relevance, quality, and alignment with programme goals.

### **4. RESPONSIBILITY OF CONSULTANT(S):**

- i. The consultant(s) will use their own equipment; laptops, software, and other accessories that may be required for this task.
- ii. The consultant(s) will not give the content/material or any part thereof to any third party without the written permission of UNICEF. All components will be the property of UNICEF, and the consultant will not share the same with anyone else.
- iii. The consultant(s) will not put their own name or logo/emblem on the content / final product. The only organization's branding will be UNICEF, if required.
- iv. The consultant(s) will follow UNICEF's Data Protection & Privacy Framework and follow information security standards when managing UNICEF's supported digital platforms.
- v. Individuals engaged under a consultancy 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 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.

- vi. The selected candidate(s) 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.

**5. RESPONSIBILITIES OF UNICEF:**

- i. UNICEF will provide all available details pertaining to the activity and the requirements.
- ii. UNICEF will orient the consultant on UNICEF’s branding guidelines.
- iii. UNICEF will provide access to specialized tools, resources, and platforms deemed necessary by UNICEF to successfully complete the assignment.

**6. DELIVERABLES**

S. No.	Work Assignment Overview	Deliverables–Outputs
1	Digital Community Engagement Strategy: Development of a structured DCE strategy for a geography, programme, or population segment, aligned to programme needs.	Strategy document of 25 to 30 pages maximum excluding annexes, covering context, behavioural objectives, theory of change, priority audiences, channel mix, governance and safeguarding considerations, and a measurement framework, delivered in PDF and editable format with up to two revision rounds.
2	Digital Insight and Diagnosis: Comprehensive analysis of audience behaviours and digital landscape in a defined geography.	Diagnostic report of 20 to 25 pages maximum excluding annexes, based on desk review only, including ecosystem mapping, audience segmentation, personas, and ecosystem map.
3	Messaging & Guidance Toolkit: Development of structured guidance for translating SBC insights and outcomes for a specific sector or programme into digital engagement initiatives, including content and user journeys.	Messaging playbook of up to 30 pages including a message library, tone guidance, channel adaptations, user journey maps, and accessibility and localisation guidance.
4	Digital Content Enhancement: Review of existing digital content and performance for content and narratives related to a specific programme priority in a given geography.	Content report reviewing up to 50 existing digital assets for a single programme area or geography, including an asset inventory, performance summary, and prioritised recommendations.
5	Digital Community Engagement Report: Overview of DCE activities, results, and outputs.	A community engagement report covering a defined reporting period, with a maximum length of 10 pages. The report will summarise DCE actions, reach, engagement levels, key outputs, and other priority KPIs, using quantitative and qualitative methods. It will also include a set of informed, evidence-based priority recommendations derived from the analysis.

6	Influencer or Creator Engagement Plan: Structured plan for engaging credible influencers or creators based on a programmatic brief.	Engagement plan of up to 15 pages defining selection criteria, vetting checklist, briefing templates, engagement workflows, and a measurement approach for one campaign or programme.
7	Digital Community Management: Manage, moderate, and nurture social media or online communities.	Report of up to 10 pages summarising all management and moderation actions taken over one month for up to two specified social media platforms or online communities. The report will include an overview of moderation activities, community engagement levels, key issues identified, escalations (if any), and data highlights relevant to platform performance and user behaviour.
8	Training (Remote or In-Person): Development and delivery of customized DCE training sessions for staff or partners.	Complete training package consisting of a session agenda, learning objectives, training materials, exercises, and delivery of one session of up to four hours.
9	Webinar: Planning, development and facilitation, remote knowledge sharing session on DCE topics.	Webinar package including concept note, slide deck, facilitation of one session up to 90 minutes, participant log, and recording.
10	Technical Support (1 month): Expert guidance to field teams and partners on identified DCE challenges or workflows.	One month of advisory support capped at ten working days, resulting in a technical advisory note (up to 5 pages) summarising issues, recommendations, and next steps.
11	Case Study: Development and documentation of a DCE application for internal or external learning.	Written case study of 5 to 10 pages documenting context, approach, outputs, outcomes, and lessons learned, formatted to UNICEF standards.
12	Community of Practice Management (3 months): Support to sustain peer learning.	Three months of coordination support for one community of practice, including one monthly meeting, materials, and one summary report (up to 10 pages) with actions and follow-up items.
13	GEO or SEO Content Package: Prepared content to strengthen digital visibility of verified and trusted information.	Content package of up to 10,000 words, including keyword mapping and on-page optimisation checklist for one topic or programme area.
14	Knowledge Management Support (1 month): Management of DCE knowledge resources.	Short report (under 3 pages) documenting updates, changes, and improvements to KM repository (SharePoint Library, SharePoint Page, Internal or External Webpage) over the past month.
15	Digital Tool Promotion Plan: Evidence based promotion, mainstreaming, upskilling, and demand generation plan	Promotion plan of up to 20 pages for one internal or external digital tool or platform. The plan will include

	for an internal or external tool / platform.	evidence-based user activation pathways, content and messaging guidance, key performance indicators (KPIs), and a costed measurement and monitoring framework to support promotion, mainstreaming, upskilling, and demand generation.
17	Digital Media Campaign Management (1 campaign): Management and optimisation of organic or paid campaign either directly or with a partner agency.	Campaign report (up to 5 pages) covering optimisation actions, budget changes, and performance results.
18	Re-Engagement Strategy: Approach to improve retention and continued participation from a specific audience segment or community group.	Strategy document of up to 15 pages focused on a defined audience segment, including retention tactics, nudges, and response pathways.
19	Creative Brief and Content Plan: Evidence based guidance for a DCE campaign.	Comprehensive document of up to 15 pages including message directions, scripts or conversation outlines, editorial calendar, and accessibility considerations.
20	Original Static Post or Infographic: Production of one asset for digital campaigns.	One original static post or infographic with caption in required size and format variations, including editable files.
21	Static Post or Infographic Adaptation: Resize or edit of one existing asset.	One resized or edited static post or infographic with caption, including editable file.
22	Original Animated GIF: Production of one animated asset for campaigns.	One original animated GIF with caption in required size variations, including editable file.
23	Animated GIF Adaptation: Resize or edit of one existing animated asset.	One resized or edited animated GIF with caption, including editable files.
24	Original Short Video (under 30 seconds): Production using UNICEF provided materials.	One original under 30 seconds video with caption in vertical or horizontal format, cover thumbnail and script.
25	Short Video Adaptation: Resize or edit of existing short video.	One resized or edited under 30 seconds video with updated captions and thumbnail.
26	Campaign or Content Design Workshop: Planning, design, and facilitation of a session using HCD methods.	Workshop package including materials, facilitation, participant workbook, and session outputs.
27	DCE Capacity Building Materials: Production of one learning product.	One DCE capacity building tool (presentation, facilitator guide, handbook, job aid, or assessment tool).
28	Training Needs Assessment and Competency Framework: Definition of skills and learning pathways.	Full TNA and competency framework document (up to 30 pages) with role profiles and recommended pathways.
29	Quarterly Platform Management Report (3 months): Oversight of one DCE platform and governance.	Quarterly platform management report (under 10 pages) covering governance, security, safeguarding, rumor tracking, and optimization workflows.

30	Platform SOPs or Guidance: Clear instruction for platform administration and use.	Assessment report and DCE platform SOPs or quick reference guide for platform administration and use.
31	Digital Engagement Dashboard: Dashboard design and maintenance.	Design or update of one dashboard tracking agreed indicators, plus one quarterly performance summary under 10 pages.
32	Monitoring and Evaluation Framework: Contextual system for tracking digital engagement outcomes.	An M&E framework document defining programmatic indicators, data sources, tools, and analysis approach for one DCE initiative.

## 7. TRAVEL

Consultants may need to travel to UNICEF offices for on-site or in-country support. Consultants will need to make their travel arrangements and will be reimbursed for travel costs and subsistence allowance in line with and limited to those payable by UNICEF.

The payment of travel costs shall be limited to economy class air travel, regardless of the length of travel. Airfare and terminal expenses will be paid upon completion of each duty travel against the invoices.

## 8. ESTIMATED DURATION OF LTAS

The Long-Term Agreement will be for a duration of three years. The initial period would be for two years with an option for renewal for a subsequent year on the same rates, terms and conditions, subject to satisfactory performance evaluation and continuing need for the service. The services of the individual consultants selected under the LTAS would also be made available to other UN agencies, UNICEF Regional and Country offices.

## 9. QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ LANGUAGE SKILLS REQUIRED

- Advanced university degree in marketing, digital marketing, communication, social sciences, or a related field.
- Demonstrated experience in Digital Community Engagement, including the design of digital engagement strategies, development of content and messaging frameworks, audience analysis, and management of digital platforms or communities.
- Experience working with global audiences and deploying campaigns internationally, particularly low- and middle-income countries (LMIC).
- Knowledge of Social and Behaviour Change principles and their application to digital communication, community engagement, and behavioural outcomes.
- Experience in translating behavioural research data and Social and Community Listening (SCL) insights into strategic digital campaigns.
- Proven experience in planning and executing digital campaigns, including organic and paid media, influencer engagement, content optimisation, and community led activation.
- Strong analytical skills with experience conducting digital ecosystem assessments, audience segmentation, behavioural insight analysis, and monitoring of digital performance metrics to inform programme decisions.
- Hands on experience using digital analytics tools and platforms such as Meta Business Suite, Google Analytics, Talkwalker, Sprinklr, PowerBI, Tableau, or comparable commercial or open-source tools.

- Experience designing and delivering capacity building initiatives, such as trainings, workshops, coaching sessions, or webinars, for technical and non-technical audiences.
- Demonstrated ability to produce high quality written and visual outputs, including strategies, playbooks, content plans, dashboards, reports, case studies, and workshop materials.
- Understanding of safeguarding, data protection, and responsible digital engagement standards, including managing risks in online communities.
- Experience working with or supporting UN agencies, NGOs, humanitarian organisations, or development programmes is an asset.
- Strong ability to manage multiple workstreams, coordinate with diverse stakeholders, and deliver on time within complex environments.
- Fluency in English required; knowledge of additional UNICEF regional languages is an advantage.

#### 10. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA)

The selection of consultants for the LTA will be <b>based on technical evaluation and financial offers in the ratio of 80:20</b> . The criteria for technical evaluation will be as follows:	Marks	
	Min	Max
1. Cover Letter – Explaining the motivation for applying and explaining how the qualifications and skill set of the candidate are suitable for this position.	5	10
2. Relevant educational qualifications of the candidate.	10	20
3. Relevant work experience (detailing examples)	35	50
<b>TOTAL TECHNICAL SCORE</b> The minimum overall qualifying score is 50. Only those candidates who meet the overall qualifying marks of 50 and score the minimum cut-off in each of the above sub-criteria, including the interview, will be considered technically responsive, and their financials will be opened.	<b>50</b>	<b>80</b>
<b>Financial Score</b> The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those candidates which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price. All candidates' financial proposals should indicate the cost per deliverable as per table 6 and the total lump sum for the entire assignment. <b>Daily rates should not be included.</b>		<b>20</b>
<b>GRAND TOTAL</b>		<b>100</b>

#### 11. FINANCIAL PROPOSAL: Document attached

The application to be submitted through the online portal should contain four separate attachments:

- i. A Cover letter explaining the motivation for applying and explaining how the qualifications and skillset of the candidate **(to be uploaded online)**
- ii. Curriculum Vitae (CV) detailing responsibilities relevant to this assignment under each applicable role **(to be uploaded online)**
- iii. A financial proposal indicating professional fee as per the template provided. Please do not forget to specify your name in the file while saving. **(To be uploaded under other supporting documents).**
- iv. Copy of educational qualifications **(to be uploaded online)**

***Without all the above 4 documents your application will be considered incomplete and invalid and will not be considered further.***

## **12. ADDITIONAL INFORMATION**

- **Note: Courses will be required for the successful LTAS holders:** Certificates of mandatory courses (Ethics and Integrity at UNICEF (2020 version); Prevention of Sexual Harassment and Abuse of Authority (2021 version) & Sexual Exploitation Abuse (PSEA) (2021 version) consolidated in one single pdf. For LTAs which include travel assignments, BSAFE will be a mandatory course requirement to be added to the list of certificates to be uploaded.
- Any attempt to unduly influence UNICEF's selection process will lead to automatic disqualification of the applicant.
- Joint applications of two or more individuals are not accepted.
- Please note, UNICEF does not charge any fee during any stage of the process.
- Female candidates meeting the requirements are strongly encouraged to apply.
- UNICEF is committed to diversity and inclusion and encourages qualified candidates from all backgrounds including persons living with disabilities to apply.
- 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 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.
- 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.