

## TERMS OF REFERENCE

### **Individual Consultant: Youth Engagement Consultant (open to National Consultants only)**

**Duty Station:** New Delhi

**Contract Duration:** 16 months

**Closing Date:** 28<sup>th</sup> February 2026

#### **1. BACKGROUND AND PURPOSE**

In recent years, UNICEF's work to support the unique needs of young people has gained momentum, as the challenges faced by them have come more sharply into views. UNICEF is committed to deliver for all children and adolescents through its overall impact goal of 'realizing the rights of every child, especially the most disadvantaged.

Building on its current work with, and for, adolescents, in line with the United Nations Youth Strategy, UNICEF launched a new global partnership, Generation Unlimited (GenU), which is dedicated to expanding opportunities for young people from ages 10 to 24 years. The India chapter of GenU has been named YuWaah which signifies catalytic partnerships to unleash the potential of adolescents and young people. Since its launch in November 2019, YuWaah has built alliances with a range of stakeholders such as the Government, Civil Society, UN and other international organizations, the corporate sector and, of course, young people themselves.

Young people represent a significant proportion of India's population and therefore have the right to access and influence programmes, schemes and investments that impact their lives. A World Bank policy paper on Returns to Investment in Education 16% average ROI (lifetime earnings) gained from each additional year of secondary schooling Education and training, improving earnings, life expectancy, and well-being. Thus, the cost of not engaging young people in design, policies and services, is a direct decline in the progress of a nation's human capital, whose lived realities are inconsistent with the investments made on their behalf. To unlock the true potential of young people, they need to be included as active partners and leaders and not passive beneficiaries. Therefore, it is essential to evolve corporate strategies related to talent, and company culture, given youth form the largest employee base for corporates. Similarly, it is essential to evolve government schemes and policies towards embedding youth participation right from the design and development stages to ensure that they are relevant, responsive, and consistent to the lived realities of these youth communities, and thereby more effective.

UNICEF seeks to engage a Youth Engagement Consultant to strengthen meaningful youth participation and partnership across UNICEF's programmes and decision-making processes. The Consultant will manage and coordinate a cadre of young people, enabling their engagement as partners across UNICEF's programmes, decision-making, and partner ecosystem.

The Consultant will also support the development of a Public-Private-Youth Partnership (PPYP) Alliance to nurture youth-inclusive systems across Government Ministries, the Private Sector, and Civil Society Organizations. This will include facilitating access to young people's perspectives, enabling cross-sharing and amplification of best practices and evidence of impact, and advancing approaches that position young people as co-creators, advisors, and decision-shapers within institutional processes and partnerships.

#### **Key Objectives:**

YuWaah aims at building a pan-Indian public-private-youth alliance (PPYP) titled "Yutopia-A Public-Private-Youth-Collective", aimed at catalysing concerted adoption of 'youth centrality' as a key lens within the private and public sector through active convening, collaboration, co-creation and dissemination of evidence informed best practices and resource kits. The value proposition that stakeholders stand to gain from the forum includes cross sharing of best practices, amplification of best practices OR evidence of impact, visibility amongst and access to young people's perspectives on policies and initiatives relating to youth centricity within organisations leading to youth program strengthening and opportunities to collaborate with the public, private and youth networks of YuWaah and its partner ecosystem.

Thus the role of Youth Engagement Consultant will support YuWaah in the design, coordination, and operationalization of Yutopia: A Public-Private-Youth Collective, a pan-Indian Public-Private-Youth Partnership

(PPYP) Alliance aimed at advancing the adoption of youth centrality across public and private sector systems. The Consultant will be responsible for convening and enabling collaboration among Ministries, private sector partners, civil society organizations, and youth networks to facilitate cross-sharing and amplification of evidence-informed best practices, tools, and resources on youth-inclusive approaches. This will include seeking and integrating young people’s perspectives on policies and initiatives, supporting the generation, documentation, and dissemination of evidence on impact and learning, and translating insights into actionable guidance for partners. The role will also involve planning and delivering alliance convenings, partner meets, and knowledge-sharing forums, as well as developing high-quality documentation to strengthen youth-centric programmes and institutional practices across YuWaah’s public, private, and youth ecosystem.

The Consultant will also support the recruitment and engagement of the Young People’s Action Team, enabling young people to engage as partners across UNICEF’s programmes, decision-making processes, and the broader YuWaah ecosystem.

## 2. MAJOR TASKS AND ACTIVITIES TO BE ACCOMPLISHED

| <b>Work Assignments Overview (<i>Include Major Tasks and Activities</i>)</b>  | <b>Deliverables/Outputs Upon submission and acceptance by UNICEF</b>  | <b>Timeline for submission of Deliverable</b> |
|---|---|---|
| 1. Design engagement of ongoing cycle of 4th cohort of YuWaah’s Young People’s Action Team (YPAT) through capacity-building sessions, team meetings, town halls, and high-level interactions with the Board and Leadership Council. | 1 YPAT engagement strategy note   | 29 April 2026                                 |
| 2. Facilitation of the graduation for the 4th YPAT cohort, encompassing end-to-end planning, coordination, and successful convening.  | 1 Document carrying agenda, List of attendees, and key outcomes   | 25 May 2026                                   |
| 3. Facilitate mentorship support for young people by enabling their engagements with YuWaah’s Governing Board and senior leaders from YuWaah’s Leadership Council to enhance their leadership and employability pathways.           | 1 PPT compiling the design of the mentorship engagement, SOP and guidelines to be followed by mentors and mentees.<br><br>1 terms of engagement document drafted for mentors. | 15 July 2026                                  |
| 4. Design and development of annual Strategy for UNICEF-YuWaah’s youth engagement FY 2026-2027 in coordination with outcome and programme leads   | 1 Strategy document, carrying SOP for call for applications and shortlisting, selection criteria and final list of Young People’s Action Team Members                         | 28 Aug 2026                                   |
| 5. Create a youth engagement workplan for International Youth Day 2026.   | 1 youth engagement workplan for IYD 2026.   | 22 September 2026                             |
| 6. Draft a strategy note for engaging with CSOs on implementation and adoption of SMART commitments around youth-centric practices.   | 1 Strategy document for CSO engagement and indicative SMART Commitments from CSOs   | 10 October 2026                               |
| 7. Draft a strategy note for engaging with private sector on implementation and adoption of SMART commitments around youth-affirmative cultures, policies, and practices for young employees.                                       | 1 Strategy document for private sector engagement and indicative SMART Commitments  | 7 November 2026                               |

|  |   |                  |
|--|---|------------------|
| 8. Facilitate Youth Participation at Youth Central 2026  | 1 document carrying shortlisted YPAT and other youth leaders, including selection criteria and profiles, nominated to attend the key sessions and their indicative talking points/ session interventions.<br><br>1 document identifying and outlining the media engagements that these youth would be participating in. | 5 December 2026  |
| 9. Draft a strategy note for engaging with government on implementation and adoption of SMART commitments around advancing meaningful youth–government partnerships.                 | 1 Strategy document for government engagement and indicative SMART Commitments  | 20 January 2027  |
| 10. Design the public launch and amplification of SMART commitments by CSO and private sector partners.  | 1 document carrying run of show.<br><br>1 PPT Deck compiling smart commitments across stakeholder types.  | 19 February 2027 |
| 11. Forge partnership with employer review platform to develop benchmarks for youth-friendly workplaces  | 1 document consolidating benchmarks for youth-friendly workplaces based on consultations with employees and employers.  | 31 March 2027    |
| 12. Enable regular public dialogue on youth centrality through an ongoing social media campaign.   | 1 Social media strategy document FY 2026-27   | 21 May 2027      |
| 13. Develop and launch framework for 1) Young People in Workplaces<br>2) Young People as Beneficiaries with CSOs and CSRs  | 1 document carrying framework for<br>1) Young People in Workplaces<br>2) Young People as Beneficiaries with CSOs and CSRs   | 30 June 2027     |
| 14. Collate and consolidate insights from consultation on young people’s perspectives around youth centric workplaces  | 1 report carrying consolidated insights based on youth perspectives around youth centric workplaces   | 30 July 2027     |
| 15. Facilitate a consultation with young people around the ideal features and functions that they would expect from local youth resource centers, and derive insights from the same. | 1 report carrying insights around young people’s needs and expectation from local youth resource centers  | 18 August 2027   |

### 3. DUTY STATION

New Delhi (home-based)

### 4. OFFICIAL TRAVEL INVOLVED (ITINERARY AND DURATION)

A total of 04 air travel trips of 3 days each to Maharashtra (Mumbai) and Karnataka (Bengaluru).

### 5. ESTIMATED DURATION OF CONTRACT

16 months, starting from 15<sup>th</sup> April 2026.

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

### Qualification:

Bachelor's in Sciences/ Education/Development Studies, or other relevant discipline.

### Professional Experience:

- (1) At least five years of relevant professional experience in the areas of program design and implementation with a focus on meaningful youth engagement or youth centrality;
- (2) Experience designing participatory mechanisms for integration of enhanced and meaningful engagement of adolescents and youth across policies, priority setting and governance of organisations
- (3) Experience of working with and engaging a range of Partners, from grassroots NGOs to private sector entities and UN agencies, is preferable;
- (4) Strong understanding of principles of inclusion, equity, and Sustainable Development Goals
- (5) Developing country work and/or field work is essential;
- (6) Effective communication and leadership skills;

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

Technical and Financial ratio is 75:25 (technical proposal-75 points and financial proposal-25 points)

| S. No. | Evaluation Criteria  | Max. Marks | Min. Marks |
|--------|--|------------|------------|
| 1.     | At least five years of relevant professional experience in the areas of program design and implementation with a focus on meaningful youth engagement or youth centrality  | 5          | 34         |
| 2.     | Experience designing participatory mechanisms for integration of enhanced and meaningful engagement of adolescents and youth across policies, priority setting and governance of organisations (through submission of written samples of youth engagement mechanism designed by the candidate) | 10         |            |
| 3.     | Experience of working with and engaging a range of Partners, from grassroots NGOs to private sector entities and UN agencies   | 10         |            |
| 4.     | Direct youth engagement with diverse groups of adolescents and youth through field work  | 10         |            |
| 5.     | Demonstrated understanding of gender and equity and how to engage with most marginalised adolescents and youth   | 10         |            |
|        | <b>Sub-Total</b>   | <b>45</b>  | <b>34</b>  |
| 6.     | <b>Interview</b>   | <b>30</b>  | <b>NA</b>  |
|        | <b>Total</b>   | <b>75</b>  | <b>56</b>  |

**Note:** Applicants scoring 34 marks (out of 45) will be called for interview and need to score 56 points (out of 75) to qualify in technical evaluation. Candidate scoring highest marks in cumulative evaluation (technical + financial) will be shortlisted for the consultancy.

## 8. 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.

## 9. 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 to ensure 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.

### **HOW TO APPLY:**

The application to be submitted through the online portal and must contain three separate attachments, as follows:

1. A Cover Letter (max 2 pages) detailing the suitability of the candidate for the job in terms of education background, experience, and professional certification, if any **(to be uploaded online under “Cover Letter” tab)**
2. An updated CV demonstrating all requirements stated above **(to be uploaded online under “CV/Resume” tab)**
3. Written samples of youth engagement mechanism designed by the candidate **(to be uploaded online under “Writing Sample or list of Publication or Portfolio” tab)**
4. A financial proposal indicating all-inclusive amount against each of the deliverable, as per the template attached. Please do not forget to specify your name in the file while saving **(to be uploaded online under “Financial Bid” tab).**

**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.

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

- 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.
- Women, trans, non-binary and gender diverse 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.
- General Terms and Conditions for the Consultancy Contract is attached, for your reference.

**For any clarifications, please contact:**

UNICEF

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