**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS**

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| **Title:**  Digital Strategy consultant (international/national) | **Funding Code**  NON-grant / PFP grant or other CO’s available | **Type of engagement**  Consultant  Individual Contractor Part-Time  Individual Contractor Full-Time | **Duty Station:**  Viet Nam CO |
| **Purpose of Activity/Assignment:**  To develop UNICEF Viet Nam’s Digital Integrated Strategy | | | |
| **Background** | | | |
| UNICEF Viet Nam is one of more than 190 offices of the United Nations Children’s Fund globally and part of the United Nations system in Viet Nam working in close collaboration with the Government and all UN agencies in the country. Guided by the Convention on the Rights of the Child and the SDG, UNICEF has a universal mandate to promote and protect the rights of all children, everywhere – especially those hardest to serve and most at risk.  As a trusted and strategic development partner, UNICEF has been active in Viet Nam since 1975 supporting our partners to improve the lives of children and their families. The first country in Asia and the second globally to ratify the Convention on the Rights of the Child in 1990, Viet Nam and its children today face new and emerging challenges following the COVID-19 pandemic. In response, UNICEF is working with the government and partners to reduce disparities and bring about an inclusive, non-discriminatory, and caring society that protects the rights of Viet Nam’s 26 million children, including the most marginalized and vulnerable.  In the first year of its new Country Programme (CPD) (2022-2026) UNICEF Viet Nam aims to review its digital strategy and develop its Digital Integrated Strategy to unlock the untapped potential of digital communication and marketing in support of UNICEF’s programme in Viet Nam. | | | |
| **Justification** | | | |
| Digital Communication and Marketing evolve rapidly, bringing up new opportunities and challenges to UNICEF Viet Nam’s digital communication and marketing strategies contributing to policy advocacy, donor engagement and fundraising, social and behavior change, risk mitigation and brand building goals.  To ensure opportunities are boosted and challenges addressed by reaching and engaging key audiences, UNICEF Viet Nam will hire a digital communication and marketing specialist to coordinate all components involved in the development of the Digital Integrated Strategy and its implementation plan according to these Terms of Reference. | | | |
| **Purpose** | | | |
| This consultancy aims to coordinate a substantive review of UNICEF Viet Nam’s Digital Strategy and to develop an Integrated Digital Strategy with communication and marketing efforts aligned.  The consultant will be responsible for developing an implementation plan with recommendations and activities aiming to enable the capacity, the systems and the tools that must be in place for a successful implementation and monitoring of the strategy. The incumbent will also provide support by assessing strengths, needs and gaps; ensuring coordination with internal and external stakeholders; and writing, consolidating, and presenting strategic papers and plans. | | | |
| **Objectives** | | | |
| Key objective of this consultancy in to ensure that UNICEF Viet Nam’s Digital First Integrated Strategy covers all critical goals of digital communication and marketing performance:   * Optimize the user experience, including private sector audiences, through specialized analysis and recommendations for each target audience. * Enhance the donor engagement experience. * Increase overall audience reach and engagement by applying target audience strategies. * Strengthen the online community approach by applying differentiated strategies to enhance engagement of each target audience in support of resource mobilization, advocacy, SBCC and brand strategies. | | | |
| **Methodology** | | | |
| The consultant will be supervised by the Chief of Communication and Advocacy in coordination with the Partnerships Specialist. Close coordination with relevant stakeholders and informants will be required to receive the necessary strategic guidance, technical references, and feedback to the consultancy deliverables. This consultant will also coordinate a working group, which will support all phases of the development of the strategy.  Tasks, deliverables, and timeline will be included in the consultancy plan to be implemented accordingly. Weekly meetings with the Chief of Communication and Advocacy and the Partnerships Specialist will be required. Upon request from supervisor, the consultant will deliver briefings and presentations to UNICEF Viet Nam senior management. | | | |
| **Performance indicators for evaluation** | | | |
| Indicators for satisfactory completion measurement will be based on UNICEF Viet Nam own evaluation and judgement, and not that of the consultant. This means that deliverables will be deemed to be satisfactorily completed by the supervisor of the consultancy. The supervisor is required to provide timely and written feedback to the consultant to avoid miscommunication and hold regular meetings with the consultant as needed. | | | |
| **Child Safeguarding**  Is this project/assignment considered as “[Elevated Risk Role](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Guidance%20on%20Identifying%20Elevated%20Risk%20Roles_finalversion.pdf?CT=1590792470221&OR=ItemsView)” 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](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/SitePages/Amendments-to-the-Recruitment-Guidance.aspx) and [Child Safeguarding FAQs and Updates](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Child%20Safeguarding%20FAQs%20and%20Updates%20Dec%202020.pdf) | | | |

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| **Budget Year:**  **2022-2023** | **Requesting Section/Issuing Office:**  Communication and Advocacy | |  | | | |
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| **Included in Annual/Rolling Workplan***:*  Yes | | | | | | |
| **Consultant sourcing:**  National  International  Both  **Consultant selection method:**  Competitive Selection (Roster)  Competitive Selection (Advertisement/Desk Review/Interview) | | | | **Request for:**  New SSA – Individual Contract  Extension/ Amendment | | |
| **If Extension, Justification for extension: N/A** | | | |  | | |
| **Supervisor:** The consultant will report to the Chief of Communication and Advocacy in coordination with the Partnerships Specialist. | | **Start Date:**  1 October 2022 | | | **End Date:**  31 May 2023 | **Number of Days (working)**  243 Days |
| **Work Assignment Overview** | | | | | | |
| **Tasks/Milestone:** | | **Deliverables/Outputs** | | | **Timeline** | **Estimate Budget** |
| Consultancy plan | | Consultancy plan covering objectives, activities, deliverables, deadlines, monitoring and reporting is finalized in close consultation with internal stakeholders. | | | 15 OCT 2022 |  |
| The consultancy plan is presented to internal stakeholders including the senior management | | | 25 OCT 2022 |
| Establishment of the internal and external working groups (WG) | | Draft the WG ToR, get the WG members’ agreement and organize the first meeting. | | | 30 OCT 2022 |
| UNICEF Viet Nam’s digital performance assessment | | A report on UNICEF Viet Nam’s digital performance is produced in consultation with key informants and including a clear understanding of strengths and needs. | | | 30 NOV 2022 |
| Conduct an audience and channel mapping | | Draft of the audience and channel mapping in coordination with key stakeholders is delivered | | |
| Finalize the digital performance assessment and the audience & channel mapping | | The assessment report and the mappings are consolidated with Comms and PARMO feedback; a presentation is developed and presented to all internal stakeholders including the WG and senior management | | | Before 10 DEC 2022 |  |
| Assessment report and mappings are consolidated with feedback provided by WG and the senior management | | | Before 15 DEC 2022 |
| Develop UNICEF Viet Nam’s Digital Integrated Strategy | | Outline of the strategy is proposed to Comms and PARMO and consolidated according to their feedback | | | 15 DEC 2022 |
| Consolidated outline of the strategy is proposed to the senior management | | | Before 20 DEC 2022 |
| Production of the 1st draft of UNICEF Viet Nam’s Digital Integrated Strategy to enhance our digital performance in support of communication, advocacy and fundraising strategies is started | | | 20 DEC 2022 |
| Develop UNICEF Viet Nam’s Digital Integrated Strategy | | 1st draft of the strategy including an outline of the implementation plan is delivered to Comms and PARMO | | | 20 JAN 2023 |
| Draft is consolidated with feedback from Comms and PARMO | | | 31 JAN 2023 |
| Finalize UNICEF Viet Nam’s Digital Integrated Strategy | | Draft is presented to WG and their feedback is consolidated | | | 2nd week of FEB 2023 |
| Consolidated draft is presented to the senior management | | | 3rd week of FEB 2023 |
| Draft of the strategy is consolidated with feedback received from the senior management and final draft is delivered | | | 3 MAR 2023 |
| Develop the strategy’s implementation plan | | Outline of the strategy’s implementation plan is included in all presentations of the strategy | | | Before 28 FEB 2023 |  |
| 1st draft of the implementation plan including activities, roles & responsibilities, training to staff, indicators and targets, timeline and budget is developed and presented to Comms and PARMO | | | 15 MAR 2023 |
| Consolidated draft with feedback from Comms and PARMO is presented to WG | | | 20 MAR 2023 |
| Draft consolidated with feedback from WG is presented to the senior management | | | 25 MAR 2023 |
| Feedback from the senior management is consolidated and final draft is delivered | | | 31 MAR 2023 |
| Capacity building | | A learning plan to strengthen UNICEF Viet Nam’s digital capacity and ensure that the office is ready for implementation is included in the strategy’s implementation plan | | | APR 2023 |  |
| The learning plan is implemented under the coordination of the consultant | | |
| Support the review and update of UNICEF Viet Nam’s Influencers Strategy | | Recommendations to UNICEF Viet Nam’s Influencers Strategy are provided | | | 15 MAY 2023 |
| Recommendations and SOP to establish/strengthen systems and tools in support of an effective coordination of digital communication and marketing. | | SOP to establish/strengthen systems and tools in support of a long-term effective coordination of digital communication and marketing are developed. | | | 31 MAY 2023 |
| Guidance and mentoring to UNICEF Viet Nam Digital teams. | | Regular guidance and mentoring to UNICEF Viet Nam Digital teams is provided | | | 1 OCT 2022 to 31 MAY 2023 |
| Updates/briefings to supervisor and stakeholders as required. | | Regular updates/briefings to supervisor and stakeholders as required is provided. | | |
| Coordination | | Coordination of all meetings; meeting minutes; follow-up with the WG and other stakeholders on the action points | | |

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| **Payment Schedule linked to Deliverables**  **\* The fees shall be calculated based on the days estimated to complete the assignment in the Terms of Reference and shall be considered the maximum compensation as part of a lump sum contract and agreed on a work plan for submission of deliverables. No additional fees shall be paid to complete the assignment. Payment will be made upon delivery of all final products and full and satisfactory completion of the assignment. 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**  **•** upon satisfactory completion of tasks & deliverables for timeline 15 OCT to 30 NOV 2022  • upon satisfactory completion of tasks & deliverables for timeline 13 DEC 2022 to 3 MARCH 2023  • upon satisfactory completion of deliverable for timeline 15 to 31 MAR 2023  • upon satisfactory completion of tasks & deliverables for timeline APR to 31 MAY | |
| **Minimum Qualifications required:** | **Knowledge/Expertise/Skills required:** |
| Bachelors  Masters  PhD  Other   * University Degree in Communication, Marketing or/and related field is required. * Educational background on Digital Communication & Marketing is required. * At least five (5) years of work experience in developing and implementing successful audience-focused digital strategies. * Demonstrated experience in working for international organizations or companies. | * Demonstrated knowledge of all technical aspects of the rapidly evolving digital sphere is required. * Knowledge of the links between the Vietnamese, Asian and Global markets is required. * Good knowledge and ability to produce easy-to-read, easy-to-view documents targeted at different types of partners. * Knowledge of UNICEF programmes in Viet Nam is an asset. * Excellent communication (writing and oral), negotiation, and other soft skills relevant to this consultancy. * Proficiency in a range of PC/web applications, including but not limited to: MS Word, MS Excel, MS PowerPoint, MS Outlook.   **Languages**   * Advanced English is required. * Knowledge of Vietnamese is an asset. |
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| **Assessment Criteria**  A two-stage procedure shall be utilised in evaluating proposals, where the evaluation of the technical proposal will be completed prior to any price proposal being reviewed and compared. The templates for documenting the assessment are available in link.  The Cumulative Analysis Method (weight combined score method) will be used for evaluation and selection in this process.   1. Technical Qualification (max. 100 points): weight 70 %   Degree Education as per minimum qualifications required in this ToR : (20 points)  Knowledge of digital communication and marketing: (30 points)  Experience in developing digital strategies: (30 points)  Quality of past work (e.g. understanding, methodology): (20 points)   1. Financial Proposal (max. 100 points): weight 30 %   The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum 70 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.  The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.] | |
| **Submission of applications**  Interested candidates are kindly requested to apply and upload the following documents to the assigned requisition in UNICEF Vacancies: http://www.unicef.org/about/employ/  a. Letter of interest and confirmation of availability;  b. CV or resume  c. Separate Technical proposal which clearly explains the outline on how to deliver the tasks and deliverables (preferably less than two pages); samples of past work.  d. Performance evaluation reports or references of similar consultancy assignments (if available);  e. Separate Financial proposal: All-inclusive lump-sum cost including consultancy fee, travel and accommodation cost for this assignment as per work assignment:  • Consultancy daily fee  • International travel to/from Viet Nam (if applicable). The travel cost shall be based on the most direct and economy fare.  • In-country travel for xx days, per-diem to cover lodging, meals and any other cost associated to take over the full assignment  • Medical insurance (health and accidental death, medical evacuation) for the entire duration of the contract. | |
| **The Paid Time Off (PTO)**  • The Paid Time Off (PTO) benefits apply to individual contractor and consultants who work on time-based contracts on an ongoing and full-time basis with a minimum contract duration of one calendar month (hereafter the "individual Contract").  • Entitlement: The individual contractor will receive PTO credit at the rate of one-and half days (1.5 days) for each full month of service, to be credited on the last calendar day of the month, and up to 17 days for a maximum of 11.5 months contract.  • Utilization: PTO may be taken in units of days and half days. In calculating the PTO to be charged, any absence of more than two hours but less than four hours (excluding lunch hour) is counted has half days; similarly, any absence of more than four hours (excluding lunch hour) is counted as one day.  • Unused Paid Time Off: PTO is a benefit that must be used during the time of the contract. Any unused PTO cannot be carried to future contract and any accumulated PTO will be forfeited at the end of the contract. | |
| **Nature of ‘Penalty Clause’ to be Stipulated in Contract**  • Unsatisfactory performance: In case of unsatisfactory performance the contract will be terminated by notification letter sent five (5) business days prior to the termination date in the case of contracts for a total period of less than two (2) months, and ten (10) business days prior to the termination date in the case of contracts for a longer period  • Performance indicators: Consultants’ performance will be evaluated against the following criteria: timeliness, quality, and relevance/feasibility of recommendations for UNICEF Viet Nam. | |
| **Policy both parties should be aware of:**  • 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.  • Under the consultancy agreements, a month is defined as 22 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.  • Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.  • No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor.  • For international consultants outside the duty station, signed contracts must be sent by fax or email.  • Consultants will not have supervisory responsibilities or authority on UNICEF budget.  • Consultant will be required to sign (1) the Health statement, (2) Certificate of Good Standing for Consultants/Individual Contractor and to submit the Covid-19 vaccination if the Consultants/Individual Contractors are required to work on UNICEF premises, travel on behalf of UNICEF and access to programme delivery locations, prior to taking up the assignment, and a copy of appropriate health insurance, including Medical Evacuation.  • The Form 'Designation, change or revocation of beneficiary' must be completed by the consultant.  Please consult with HR on entitlements if you have any queries. | |
| **Administrative details:**  Visa assistance required:  Transportation arranged by the office: | Home Based  Office Based:  If office based, seating arrangement identified:  IT and Communication equipment required:  Internet access required:  The contractor will work remotely, with the ability to attend meetings at UNICEF office in Hanoi and travel to HCMC Office if/as needed |
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