



INDIVIDUAL CONSULTANTS – LONG TERM AGREEMENT (LTA) STRATEGIC ADVISORY SERVICES For Strategic Development of Connectivity Credits Model UNICEF OFFICE OF INNOVATION - GIGA

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.

I. Background

The Office of Innovation (OoI) is a critical driver of UNICEF's mission, leveraging expertise and resources from across the organization and its partners to address key challenges facing children worldwide. By continuously ideating, testing, and scaling the most impactful solutions, the OoI plays a pivotal role in advancing the Sustainable Development Goals related to children.

Giga (giga.global), an initiative launched in 2019 as a joint effort between UNICEF and ITU (itu.int), seeks to connect every school in the world to the internet, thereby addressing the growing digital divide. With over 75 years of experience in delivering emergency assistance, technical advice, and building systems in health, education, and child protection, UNICEF, through Giga, aims to provide children with access to information, opportunity, and choice. The initiative not only focuses on connectivity but also uses schools as community hubs, creating broader economic and social opportunities.

The Giga team (<https://giga.global/about-us/>) has experience and background in building technology products, finance and investment, design, and infrastructure. It's a global team, with two "centres of gravity" (in Barcelona, Spain and Geneva, Switzerland) with many team members located around the world.

Giga works across three main areas: Mapping, Finance, and Market Influence and Procurement. The Country Engagement Team supports the initiation and implementation of all three areas of Giga's support in countries. The Mapping team maps schools and their connectivity, creating a real-time display of access and need on Project Connect (<https://projectconnect.unicef.org/map>). The Finance team works to create the financing (grant, loan, and investment) for connectivity. The Market Influence and Procurement team works closely with UNICEF Supply Division to support governments through public procurement processes for contracting sustainable, high quality and affordable school connectivity. There are also cross-cutting teams that support on communications, partnerships, staff wellbeing, and operations.



The team functions similar to a tech start-up, but within the United Nations. We aim to have agility and flexibility in how we work and to be driven by real-time data about what we are doing. We also work within the political and global framework of the UN, which means that we can collaborate with policy makers and regulators, governments, civil society, and of course, most closely with our 135 country offices, in everything we do.

You can read more about Giga's work at <https://giga.global/> and by following us on twitter @Gigaglobal

As part of its broader strategy to expand school connectivity, Giga has introduced the Connectivity Credits model. This initiative offers an innovative financial approach designed to ensure sustainable internet access for schools, especially in regions where traditional funding models may not be effective. Connectivity Credits aim to decentralize and optimize funding for school connectivity by leveraging various stakeholders, including private sector partners, governments, and international organizations.

By working closely with governments and local communities, the Connectivity Credits initiative seeks to develop a Minimum Viable Product (MVP) that will serve as the foundation for scaling the model globally. This includes creating a robust structure for resource deployment, partnerships, and stakeholder engagement to ensure that the program reaches its full potential in connecting schools across underserved areas.

With Geneva as one of the strategic hubs for Giga's activities, the Connectivity Credits initiative is poised to become a cornerstone in the organization's ongoing mission to bridge the global digital divide. This Long-Term Agreement (LTA) will enable Giga to collaborate with leading experts in strategic planning, resource optimization, and stakeholder engagement to ensure that the Connectivity Credits model is scalable and sustainable.

II. Objective / Scope of Work

The objective of this Long-Term Agreement (LTA) is to provide ongoing strategic advisory services to support Giga's Connectivity Credits initiative. The consultants engaged under this LTA will offer high-level guidance on optimizing organizational structure, developing MVP strategies, and supporting the deployment of resources for the scaling of connectivity credits globally.

The consultant will be called upon for specific tasks as needed under the LTA. These tasks will include:

- **Organizational Structure Optimization**

Review and provide recommendations for optimizing the team's structure, staffing, and operational needs to meet the goals of the Connectivity Credits initiative.

- **MVP Strategy Development**

Assist in the development of Minimum Viable Product (MVP) strategies for deploying connectivity credits, including early user engagement and partner involvement.

- **Resource Deployment and Scaling**

Provide strategic guidance on the deployment of resources for scaling connectivity credits in Geneva and beyond. Facilitate partnerships with key stakeholders to support the initiative.



- **Performance Evaluation**

Conduct periodic evaluations of organizational changes and MVP deployment, offering recommendations for improving performance and scaling strategies based on early results.

- **Knowledge Sharing and Strategic Recommendations**

Support knowledge-sharing efforts with key stakeholders and prepare comprehensive reports outlining strategic recommendations for the next phase of connectivity credits development.

III. Expected Deliverables could be:

Task	Deliverable	Unit	Unit Rate (USD)	Timeline
1. Organizational Structure Optimization	Assessment reports and recommendations on team structure, staffing, and operational needs.	Per day	\$X/day	Timeline and specific milestones to be defined at the contracting stage
2. MVP Strategy Development	Strategy documents for MVP development, including early user engagement strategies.	Per day	\$X/day	Timeline and specific milestones to be defined at the contracting stage
3. Resource Deployment and Scaling	Advisory reports on resource deployment strategies and scaling approaches.	Per report	\$X/report	Timeline and specific milestones to be defined at the contracting stage
4. Performance Evaluation	Periodic performance reviews and recommendations for improvements.	Per day	\$X/day	Timeline and specific milestones to be defined at the contracting stage
5. Knowledge Sharing and Strategic Recommendations	Comprehensive reports with strategic insights for the initiative.	Per report	\$X/report	Timeline and specific milestones to be defined at the contracting stage

IV. General conditions of Long-Term Agreement and contracts:

1. The Long Term Agreement (LTA) will be established under each task for a period of 24 months with the possibility of renewal for a subsequent year on the same rates, terms and conditions, subject to satisfactory performance evaluation and continuing need for the service. The LTA to be signed will have a fixed fee rate for 24 months. However, UNICEF does not warrant that any quantity of services will be purchased during the term of the LTA.
2. Contracts created against the LTA: Whenever consultancy services are required, details of the requirement/deliverables including quantities and deadlines will be presented to the LTA holder. Upon receipt of confirmation of availability and interest in the assignment, a contract will be issued based on the unit prices/fees agreed in the LTA. The consultant must sign the contract prior to commencement of work.
3. The consultant is responsible for arranging his/her own travel, including visa and travel insurance.



4. The consultant is responsible for his/her own health insurance.
5. 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. Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants.
6. 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.

V. Conditions of payment:

1. Payment will be made after completion of deliverables and submission of invoices for the actual work completed, subject to satisfactory performance.
2. The consultant must submit a financial proposal as part of the application, establishing the fee for the services defined in each task. The quoted fee will remain fixed during the entire period of the Long-Term Agreement.
3. UNICEF reserves the right to withhold payment if the deliverables do not meet the required standards or if there are delays in submission. Payments will be processed only after the deliverables are approved by the relevant Giga team.

VI. Consultant supervisor:

The consultant supervisor will be determined at the contracting stage.

VII. Location:

Remote, with some mission travels to Geneva, Barcelona and countries working with Giga which will be determined at the contracting stage.

VIII. Responsibilities of the Consultant:

1. The consultant will use their own equipment; laptops, microphones, software and other accessories that may be required for this task.
2. The consultant will not give the content/material or any part thereof, to any third party without the written permission of UNICEF. All components will be a property of UNICEF, and the consultant will not share the same with anyone else.
3. The consultant will not put their own name or logo/emblem on the content / final product. The only organization branding will be UNICEF, if required.

IX. Responsibilities of UNICEF:

1. UNICEF will provide all details pertaining to the activity and the requirements
2. UNICEF will orient the consultant on UNICEF’s branding guidelines



X. Required qualifications, expertise and competencies:

1. Required qualifications:

Education:

An advanced university degree in business administration, Technology Management, or a related field. **A first University Degree in a relevant field combined with 2 additional years of professional experience may be accepted in lieu of an Advanced University Degree.**

Work experience:

- Minimum **10 years of professional experience** in leading and scaling technology companies internationally, with a proven track record in executive management, business development, and strategic advisory roles.
- Demonstrated experience fostering innovation, growth, and positive leadership within technology sectors.
- Experience in navigating high-level contracts, vendor selection, and government relations.
- Strong background in blockchain, AI, and other emerging technologies is preferred.
- Excellent analytical and strategic thinking skills, with a strong attention to detail and a commitment to achieving high-quality outcomes.

Language requirements:

Fluency in English is required. Knowledge of another official UN language (Arabic, Chinese, French, Russian or Spanish) or a local language is an asset.

2. UNICEF Core Values and Competencies:

UNICEF's Core Values of Care, Respect, Integrity, Trust and Accountability and Sustainability (CRITAS) underpin everything we do and how we do it. Get acquainted with Our Values Charter: [UNICEF Values](#)

Core competencies: Demonstrates Self Awareness and Ethical Awareness (1), Work Collaboratively with others (1), Builds and Maintains Partnerships (1), Innovates and Embraces Change (1), Thinks and Acts Strategically (1), Drive to achieve impactful results (1), Manages ambiguity and complexity (1). Familiarize yourself with [our competency framework](#) and its different levels.

XI. Application details:

1. **Cover/motivation letter** in the section *"Please upload your cover letter"*.
2. **Resume** in the section *"Please upload your C.V. / Resume"*.
3. **Degrees and relevant certificates** in the section *"Please upload a copy of your highest level of education certificate"*.



4. **Financial proposal** in the section “Please upload financial proposals here”. This document must be submitted in United States Dollars (USD). Please state your consultancy daily fee separately for the roles you would like to be considered.

XII. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA):

1. The selection of consultants for the LTA will be based on technical evaluation and financial offers in the ratio of 80:20. The criteria for technical evaluation will be as follows:

Criteria	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 role.	6	10
2. Relevant Educational qualification of the candidate	11	20
3. Relevant work experience	21	40
4. Blockchain, AI, and other emerging technologies background	6	10
TOTAL TECHNICAL SCORE The minimum overall qualifying score is 44. Only those candidates who meet the overall qualifying marks of 55 and score the minimum cut-off in each of the above sub-criteria, will be considered technically responsive, and their financials will be opened.	44	80
Financial Score The selection of the consultant will be on the basis of technical evaluation & financial offer in the ratio of 80:20		20
TOTAL		100

2. If no suitable candidate is found, UNICEF reserves the right to advertise this LTA again for an equal period for new candidates.
3. Please note that only those candidates who are shortlisted will be contacted.

XIII. 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 below 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 below 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](#)

The results of this consultancy will be the property of UNICEF and will be used by UNICEF in any way it deems appropriate.

The Consultant must respect the impartiality and independence of UNICEF and the United Nations and in connection with the Contract must neither seek nor accept instructions from anyone other than UNICEF. During the term of the Contract the Consultant must refrain from any conduct that would adversely reflect on UNICEF or the United Nations and must not engage in any activity that is incompatible with the policies, procedures, standards, guidance, and other administrative issuances of UNICEF (together, the "UNICEF Regulatory Framework"). The Consultant must exercise the utmost discretion in all matters relating to the Contract

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 is committed to promote the protection and safeguarding of all children. All selected candidates will, therefore, undergo rigorous reference and background checks, and will be expected to adhere to these standards and principles. 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.

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. 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.

Selected consultant who currently works as a government official will not be offered a consultancy contract without the prior written clearance of the Government. Exceptional cases can be reviewed on a case-by-case basis in consultation with DHR and the Ethics Office

The selected consultant 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 consultant is 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. The vaccine mandate, 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.

All consultants must complete the following online courses prior to signing their contract with UNICEF Office of Innovation.

1. [Security Awareness Training BSAFE](#)
2. [Ethics and Integrity at UNICEF](#)
3. [Prevention of Sexual Harassment and Abuse of Authority \(PSHAA\)](#)
4. [Prevention of Sexual Exploitation and Abuse \(PSEA\)](#)