

**United Nations Children’s Fund (UNICEF) - Viet Nam**  
**Terms of Reference**  
**Individual Consultancy**

<b>Title</b>	The Digital Marketing and Community Development National Consultant
<b>Purpose</b>	To provide technical support to UNICEF Viet Nam to implement the multi-channel digital strategy
<b>Location</b>	Ho Chi Minh City
<b>Duration</b>	From December 2022 to October 2023 (11.5 months)
<b>Start Date</b>	December 2022
<b>Reporting to</b>	The Strategic Partnership and Marketing Specialist
<b>WBS/PBA</b>	5750/A0/05/001/010/001
<b>Funding Expiry Date</b>	PARMO Funds
<b>Project and activity codes</b>	The Partnership and Resource Mobilization Office (PARMO)
<b>General Ledger number</b>	

**Background**

UNICEF’s mission in Viet Nam is to make sure every child in the country is healthy, educated and safe from harm, therefore having the best start in life and a fair chance to reach her or his full potential and benefit from the country’s prosperity. We believe children have a right to live in a more equitable society, where their voices are heard and needs met as a matter of priority in line with the Sustainable Development Goals.

UNICEF has core funding that supports operating costs and creates programmes and approaches that save the lives of children. However, this out-of-country funding is diminishing. In line with the changing country context, UNICEF Viet Nam seeks to identify new partnerships and relationships, introducing additional resource mobilization/funding opportunities in order to reach and address the challenges facing children in this country.

**Purpose**

This consultancy is to provide technical support to UNICEF Viet Nam, particularly the Partnership and Resource Mobilization Office (PARMO), to implement the multi-channel digital marketing strategy.

The Digital Marketing and Community Development National Consultant will lead digital programme, sitting within both our Campaigns and Marketing teams. The Consultant will drive online action; manage, develop and grow our digital channels strategically; and be at the centre of meeting our campaign and marketing goals. The Consultant will develop our digital strategy with oversight from the leadership team and implement it through expert, hands-on execution. The Consultant will work closely with the Digital Marketing International Consultant.

**Location**

UNICEF Viet Nam Office in Ho Chi Minh city

**Objectives/Tasks**

The Consultant will deliver the following objectives and tasks:

**1. Objective 1: Prepare the readiness of VCO for digital marketing**

**Tasks**

- Follow up on SEA strategy and results to date with agency
- SEO agency procurement process, team structuring with PARMO, Comms and IT
- Emailing management, segmentation, emailing integration and automation
- Develop and manage emails, landing pages, tools and graphics for online marketing activities, including forms, e-commerce store
- Conversion rate optimization, procurement and setting up of an AB testing tool, testing plan and optimizations carried on
- Run Friends of UNICEF lead generation campaigns
- Update, develop and optimize UNICEF website, taking ownership over ensuring high conversion rates on donate and action pages.
- Develop and test new initiatives and innovative concepts for public media marketing
- Create, develop and maintain key internal and external stakeholder relationships.
- Provide advice on digital revenue targets for 2023 onwards.

## **2. Objective 2: Digital marketing execution**

- Based on PSFR Business Plan and Strategy, implement and execute the digital marketing activities including supporting the Digital Marketing Plan and Annual Marketing Campaign calendar for UNICEF Viet Nam.

### **Tasks**

- Oversee digital marketing and engagement initiatives to acquire, renew and retain members.
- Oversee creation and execution of online cultivation, stewardship and engagement communications, as well as direct solicitations.
- Coordinate with other members of the PARMO and Coms team on omni-channel marketing campaigns, ensuring the creation and delivery of strategic support messaging is consistent across all platforms
- Liaise with external strategy and software partners to manage execution of online marketing best practices.
- Proactively stay abreast of industry best-practices, within public media, among nonprofits more broadly and in the commercial sector. Being the organization's resident digital expert and advising other team members.
- Develop our digital strategy and targets with oversight from the leadership team, to ensure we deliver on our campaigns and marketing goals.
- Grow Friends of UNICEF list and manage our email programme to ensure supporter-focused communications that drives action and maximizes retention.

## **3. Objective 3: Support the budget manager specifically with digital advertising budget and business analytics**

### **Tasks:**

- Manage the digital advertising budget to ensure high-impact return on investment.
- Support the budget manager and oversee digital advertising budget for specific projects as delegated by the Strategic Partnership and Marketing Specialist
- Conduct regular reporting, analyzing data and analytics to adapt accordingly, and work working with our PARMO team to measure impact.
- Be a key member of both our campaigns and marketing teams — actively contributing to team strategies and projects; coordinating the integration of digital activity across teams

## **Methodology and Expected deliverables and timeline**

#	Deliverables	Tasks	Timeline
	<b>Prepare the readiness of VCO for digital marketing</b>		
1.	Execution of SEA and SEO Strategy with agencies	<ul style="list-style-type: none"> <li>SEA follow up on strategy and results to date with agency</li> <li>SEO agency procurement process, team structuring with PARMO, Comms and IT, and follow up</li> </ul>	Q4/2022 to Q1/2023
2.	Email marketing and CRM	<ul style="list-style-type: none"> <li>Emailing management, segmentation, emailing integration and automation</li> <li>Develop and manage emails, landing pages, tools and graphics for online marketing activities, including forms, e-commerce store</li> </ul>	Q4/2022 to Q3/2023
3.	Execution of Friends of UNICEF lead generation campaigns, Donor Journey and public media marketing	<ul style="list-style-type: none"> <li>Friends of UNICEF lead generation campaigns are run</li> <li>Donor Journey toward Friends becoming donors is established with conversion targets set</li> <li>Update, develop and optimise Unicef website, taking ownership over ensuring high conversion rates on donate and action pages</li> <li>Develop and test new initiatives and innovative concepts for public media marketing.</li> </ul>	Q4/2022 to Q3/2023
4.	Business relationship development and nurturing	Create, develop and maintain key internal and external stakeholder relationships	Q4/2022 to Q3/2023
	<b>Digital marketing execution</b>		
5.	Execution of digital marketing and engagement initiatives	<ul style="list-style-type: none"> <li>Oversee digital marketing and engagement initiatives to acquire, renew and retain members.</li> <li>Oversee creation and execution of online cultivation, stewardship and engagement communications, as well as direct solicitations.</li> </ul>	Q1 to Q3/2023
6.	Coordination of omni-channel marketing campaigns and execution of online marketing best practices.	<ul style="list-style-type: none"> <li>Coordinate with other members of the PARMO and Coms team on omni-channel marketing campaigns, ensuring the creation and delivery of strategic support messaging is consistent across all platforms</li> <li>Liaise with external strategy and software partners to manage execution of online marketing best practices.</li> </ul>	Q1 to Q3/2023

7.	Digital marketing strategy development and implementation	Develop our digital strategy and targets with oversight from the leadership team, to ensure we deliver on our campaigns and marketing goals.	Q1 to Q3/2023
8.	Growing Friends of UNICEF list through support-focused communications	Grow Friends of UNICEF list and manage our email programme to ensure supporter-focused communications that drives action and maximises retention.	Q1 to Q3/2023
	<b>Support the budget manager with digital advertising budget management and business analytics</b>		
9.	Support the budget manager with management of digital advertising budget	<ul style="list-style-type: none"> <li>Support to manage the digital advertising budget to ensure high-impact return on investment.</li> </ul>	Q4/2022 to Q3/2023
			Q4/2022 to Q3/2023
10.	Business data analytics and reports	<ul style="list-style-type: none"> <li>Conduct regular reporting, analysing data and analytics to adapt accordingly, and work working with our PARMO team to measure impact.</li> </ul>	
11.	Coordination of integration of digital activities	<ul style="list-style-type: none"> <li>Be a key member of both our campaigns and marketing teams — actively contributing to team strategies and projects; coordinating the integration of digital activities across teams</li> </ul>	

### Management and Reporting

The consultant works under the direct supervision of the Strategic Partnership and Marketing Specialist, UNICEF Viet Nam.

### Performance indicators for evaluation

- Quality of deliverables meet the standards set by UNICEF and specifications outlined in the contract.
- Deliverables are submitted in a timely manner as indicated in the contract.
- Performance evaluation will be completed at the end of the assignment.

**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](#)  
[Payment Schedule linked to Deliverables](#)

Monthly payment upon completion of deliverables

<b><i>Deliverables</i></b>	<b><i>Payment Schedule (including travel/misc. costs) be directly linked with satisfactory deliverables</i></b>
Deliverables 1 to 4	1 <sup>st</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 4	2 <sup>nd</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	3 <sup>rd</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	4 <sup>th</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	5 <sup>th</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	6 <sup>th</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	7 <sup>th</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	8 <sup>th</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	9 <sup>th</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	10 <sup>th</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	11 <sup>th</sup> payment upon satisfactory completion of tasks
Deliverables 1 to 11	Last payment upon satisfactory completion of tasks

## Qualification/Specialized Knowledge and Experience

### Qualifications and Experience

- Bachelor's degree preferred, plus five plus years of related work in digital
- Knowledge of and proven ability to develop and implement digital marketing strategies.
- A minimum of five years of professional experience in digital business and performance is required, with progressively increasing responsibilities, including direct responsibility for setting and meeting income targets.

### Knowledge and Skills

- Experienced in raising significant amounts of funds for non-profit organizations from the general public and/or successful marketing for consumer goods/services etc. is desirable.
- Experienced in running marketing/marketing campaigns in different channels and media.
- Experience in managing Customer Relationship Management systems
- Experienced in leading a marketing/marketing/campaign team.
- Excellent team player, but also able to work independently.
- Experienced in managing agencies and other external service providers.
- Strategic thinker, able to plan ahead.
- Literate in all standard Office applications and other software solutions like customer databases
- Experience with building and maintaining forms, surveys and other user engagement features, and running reports/interpreting audience analytics.
- Comfort moving between different departments and bridging different goals/strategies within the organization
- Display creativity and initiative; respond quickly to last-minute needs and changing priorities.
- A team player that is detail-oriented, organized, motivated and creative.
- Propensity for innovation and the pursuit of improvement.
- Must have good judgment and the ability to handle confidential matters.
- Enthusiasm for public media with a desire to create and share a solid case for support with staff, donors, viewers
- Great influencing and messaging skills.
- Fluent in English.
- Knowledge of UNICEF and non-profit organizations is an advantage.

### Languages

- Fluent in English.

## Assessment Criteria

*For evaluation and selection method, the Cumulative Analysis Method (weight combined score method) shall be used for this recruitment:*

### *a) Technical Qualification (max. 100 points) weight 70 %*

- *Degree Education in Marketing, particularly Digital Marketing, Communications, Business Administration (10 points)*
- *Knowledge of marketing, particularly digital marketing, digital work, advertising etc. in different channels and media (25 points)*
- *Experience in planning and execution of digital marketing campaigns, etc. (40 points)*
- *Quality of past work (e.g.: methodology, reference check, submission of a successful digital marketing campaign, etc.) (25 points)*

*b) Financial Proposal (max. 100 points) weight 30 %*

*It is suggested that the Financial Proposal will be estimated on monthly payment basis (22 working days a month).*

*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 if needed.*

### 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;
- d. Performance evaluation reports or references of similar consultancy assignments (if available);
- e. Separate Financial proposal: All-inclusive lump-sum cost including daily/monthly consultancy fee, travel and accommodation cost for this assignment.

### 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 as 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.

**Note:** The contract may be terminated by either party before its specified termination date by giving notice in writing to the other party. The period of notice shall be five (5) business days (in the UNICEF office engaging the Contractor) in the case of contracts for a total period of less than two (2) months and ten (10) business days (in the UNICEF office engaging the Contractor) in the case of contracts for a longer period; provided however that in the event of termination on the grounds of impropriety or other misconduct by the Contractor (including but not limited to breach by the Contractor of relevant UNICEF policies, procedures, and administrative instructions), UNICEF shall be entitled to terminate the contract without notice.

**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.