

TERMS OF REFERENCE

TITLE – *Senior Consultant –Child Lens Investing Communication Strategy*

CONTRACT MODALITY Individual Consultancy

DUTY STATION: Hybrid arrangement, with the assignment based at the UNICEF Innovative Finance Hub in Helsinki and part of the work undertaken remotely.

DURATION OF CONTRACT 6 months

Purpose of Assignment

UNICEF's Innovative Finance (IF) Hub works to identify and develop innovative approaches to financing that can help strengthen a focus on children and catalyze global capital in support of child rights outcome, radically accelerating progress towards the SDGs. Based in Helsinki but with a global mandate, the Hub sits at a unique vantage point where an organization working on global issues meets startup thinking, new ideas, and partners to turn this energy into scalable solutions.

We aim to understand and solve a pressing challenge: why is finance not working for children? On one hand, the funding gap to achieve the Sustainable Development Goals (SDGs) continues to grow (currently at over 4 trillion USD!), where children are particularly vulnerable to the educational, health, protection and climate challenges the SDGs try to address. On the other hand, children are seldom considered in the investment practices of investors, even the most responsible and socially conscious – while virtually all companies have material impacts on children's lives, as consumers, through their employed parents and caregivers, as community members and as future leaders.

One of the IF Hub's flagship initiatives is Child-Lens Investing (CLI), a strategy to strengthen awareness, action and investment on children's rights and outcomes in the financial sector. You can learn more of child-lens investing here: <https://www.unicef.org/innovation/innovative-finance/child-lens-investing>. Since its launch in 2022, CLI is shifting from a new concept towards a distinct field to integrate children's rights and outcomes throughout the investment cycle.

Child-Lens Investing has the potential to open new pathways for advancing children's rights and outcomes by engaging in the rapidly evolving sustainable and impact investment ecosystem. This includes investors across asset classes, financial institutions, asset owners and managers, stock exchanges, regulators, policymakers, standard setters, intermediaries, and other market actors.

External positioning, engagement and visibility of CLI are core pillars of the Innovative Finance Hub work, and instrumental pathways to advance the agenda across the financial ecosystem. Yet, as a relatively new agenda, Child-Lens Investing requires an overall and coordinated communication strategy that can increase understanding, engagement and action both externally and within UNICEF, while strengthening the positioning of the UNICEF Innovative Finance Hub and Finland as global leaders in the emerging field of Child-Lens Investing.

To support these objectives, UNICEF is seeking an experienced individual consultant to develop a comprehensive communications strategy and implementation roadmap for Child-Lens Investing. As the field continues to mature, UNICEF seeks to strengthen awareness, engagement, and adoption of Child-Lens Investing among key external stakeholders while simultaneously increasing internal understanding and ownership across UNICEF.

Scope of Work

The purpose of this consultancy is to develop a communication strategy and implementation plan that increases the visibility, understanding, relevance and adoption of Child-Lens Investing among targeted external stakeholders while strengthening internal awareness and engagement across UNICEF.

The communications strategy will serve as a strategic tool for:

- Market development and adoption of Child-Lens Investing;
- Advocacy and thought leadership;
- Partnership development and stakeholder engagement;
- Internal awareness and organizational alignment;
- Positioning UNICEF and the Innovative Finance Hub as leaders in Child-Lens Investing.

The consultant will build upon existing IF Hub communications assets, initiatives and stakeholder engagement efforts.

Main objectives are:

- **Build visibility:** Increase the visibility and recognition of Child-Lens Investing both internally and externally, including among specialized audiences, such as the global sustainable finance ecosystem, and the media, both global and Finnish outlets.
- **Build knowledge and understanding.** Develop clear and compelling narratives and communication products (e.g., what Child-Lens Investing is; why it matters; how it differs from or complements existing ESG, impact investing, sustainable finance and responsible investment approaches; how a child lens can be applied across different asset classes and investment strategies; how CLI is already applied in practice and connecting with impact on children; how CLI can contribute to measurable child rights and development outcomes; and what investors and other market actors can do to apply a child lens).
- **Pathway for market adoption and application.** Use strategic communications to support the Hub's objective of moving CLI from an emerging concept towards market adoption, partnerships, experimentation and scale. Communications should help generate investor interest, increase understanding and adoption of CLI among investors and other market actors, support partnership opportunities, advance policy and regulatory dialogue, facilitate the IF participation in relevant events and platforms; increase demand for tools, guidance and technical support; and opportunities to demonstrate and scale CLI approaches.
- **Accelerate internal UNICEF engagement.** Increase awareness, understanding and promotion of CLI across UNICEF accelerating its positioning as a relevant strategy to advance financing and partnerships goals, as well as programmatic objectives where innovative and sustainable finance can be a game changer. The communication strategy should help country and regional teams understand why CLI is relevant to their work; how it can complement existing resource mobilization, partnerships and programme strategies; where opportunities exist to engage with investors and financial markets; what support is available from the Innovative Finance Hub.
- **Strengthen the Hub's thought leadership and positioning.** Position the Innovative Finance Hub and UNICEF as credible, evidence-based and practical contributors to the emerging field of Child-Lens Investing, while ensuring that communications are grounded in UNICEF's mandate and child rights framework and also highlighting Finland's role in supporting sustainable finance.

Workstreams and Deliverables

The consultant is expected to work around the following workstreams (deliverables for each workstream are included in the table):

1. Assess the current communications landscape, assets, audiences, and opportunities related to Child-Lens Investing.
2. Develop an overall strategic positioning and narrative on CLI
3. Develop a strategic approach covering positioning, messaging, channels, and engagement approaches for both audiences.
4. Develop an implementation roadmap for execution over a multi-year period.
5. Develop a portfolio of products and content architecture, with samples for each product category.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline
Inception report	Deliverable 1 Inception report setting out the methodology, detailed workplan, stakeholder mapping and consultation approach, based on initial consultation with the IF Hub.	24 November 2026 – 14 days
Landscape and communication needs analysis	Deliverable 2 Concise landscape and communications needs analysis (maximum 8 pages) covering current positioning, audience landscape, stakeholder segmentation, communications gaps, opportunities, risks and priority engagement platforms.	15 December 2026 – 21 days
Overall strategic narrative	Deliverable 3 Overall strategic narrative package (maximum 15 pages plus annexes), including an investor-facing presentation, elevator pitch, internal UNICEF briefing, audience-specific value	29 December 2026 – 14 days

	propositions, terminology guidance, proof points and FAQs	
External communications strategy	Deliverable 4 Comprehensive external communications strategy (approximately 30-40 pages) covering stakeholder engagement, media, thought leadership, digital and social media, events and convening, content and storytelling, leadership and advocacy communications, partnerships and KPIs.	2 February 2027 – 35 days
Internal communications approach	Deliverable 5 Recommended approach and outline for an internal communications strategy, including a draft internal communications strategy of approximately 15 pages.	23 February 2027 – 21 days
Consultation, review and testing	Deliverable 6 Conduct and facilitate validation workshops with the IF Hub and other UNICEF stakeholders, expected to include two in-person workshops of approximately 15 participants each, and submit a workshop report.	9 March 2027 – 14 days
Final communications strategy	Deliverable 7 Final external communications strategy and finalized internal communications recommendations, incorporating consolidated UNICEF feedback and workshop findings.	23 March 2027 – 14 days
Implementation roadmap	Deliverable 8 6-12 month communications roll-out plan covering priority activities, channel-specific execution, timeline, milestones, key moments, concrete media leads	6 April 2027 – 14 days

	and positioning opportunities, indicative resources and KPIs	
Communications toolkit	Deliverable 9 Communication toolkit containing a portfolio of communication product samples and content, including a message bank, media mapping, FAQs, presentation templates, campaign concepts, sample visuals and content guidance for key channels.	10 May 2027 – 35 days

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.

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 for ensuring 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.

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

- **Minimum requirements:**
- **Education:** Master’s - Advanced university degree in communications, public relations, marketing, international development, sustainable finance, economics, business, public policy or a related field.

- **Work Experience:** At least eight years of relevant professional experience in strategic communications, advocacy, stakeholder engagement, partnership development, thought leadership, sustainable finance, impact investing or a related field. Demonstrated experience developing communications strategies for complex or emerging issues and engaging senior financial-sector stakeholders, investors, policymakers and/or regulators.
 - **Skills:** Strong understanding of sustainable finance, impact investing, ESG and/or responsible investment; proven ability to translate technical material into compelling narratives and communication products; strong writing and analytical skills; experience in media engagement, digital communications and internal communications; ability to work effectively across cultures and geographies.
 - **Language Requirements:** Fluency in English is required. Proficiency in Finnish is an important asset. Knowledge of another official UN language is an asset.
 - **Desirables:** Experience with children's rights, international development, innovative or blended finance, climate finance, social impact measurement, investor engagement, financial-sector policy and regulation, and/or UN/UNICEF communications and advocacy.
 - **Technical requirements:** Applicants should submit a concise technical proposal describing their understanding of the assignment, proposed methodology and approach, indicative workplan, and examples of comparable assignments
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