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TERMS OF REFERENCE

Global Lead, Narrative Strategy and Portfolio Approach Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Rome, Italy (Remote)
DURATION OF CONTRACT	12 months

Purpose of Assignment

The Bridge Team connects UNICEF's global programme expertise to both the public and private sectors, enabling quality funding and partnerships that deliver results for children. Bridge supports the Private Fundraising and Partnerships Division (PFP) and the Public Partnerships and Resource Mobilization Division (PPR) across three priority pillars: flexible funding, results for partnerships and empowerment of fundraisers and partners.

The role leads Bridge's narrative strategy and the rollout of the Portfolio Approach: the two levers through which the team grows quality funding for children.

Narrative strategy sets how UNICEF makes its case to governments, multilaterals, corporations, foundations and philanthropists, and builds the products that carry it. The Portfolio Approach turns that case into a partnership route colleagues can use: investment across Core Resources, thematic funding and targeted investment within a single conversation.

The two pillars sit at the intersection of the Bridge Team's strategy: Narrative strategy drives Products; the Portfolio Approach drives People and Systems.

Scope of Work

Consultancy will deliver on two pillars of work: 1. Narrative strategy; and 2. Portfolio Approach. Within each of these pillars, there are underlying areas of work.

1. **Narrative Strategy**
    a. **Narrative framework and institutional narratives:** Bridge's narrative framework for quality funding: message hierarchy and language to bring proof points to life. Institutional narratives and investment cases for strategic initiatives, including the science of play, Healthy Starts, digital (DID, U-Report) and others TBC. This area of work also includes reviewing narratives produced elsewhere in the organization and providing guidance on alignment and cohesion of what is said internally and externally.
    b. **Government strategic dialogues:** Impact narratives and dialogue materials for PPR, country by country. Work includes development of a 10–15-page document which crafts a compelling narrative connecting donor insights with UNICEF's results and programmes to tell a holistic results story.
    c. **Core Resources and flagship publications:** Develop the Core Resources suite of content for prospecting and stewardship of public and private sector partners, including leadership letters, partner recognition pieces, impact stories, post-launch materials, and other customized products for audiences and/or partners. Production moves to a modular story and evidence bank, each story signed off once by its owner and reused across outputs.
    d. **Leadership messaging and C-suite engagement:** This area of work focuses on messaging requests that come to the Bridge team for internal and external positioning of UNICEF's programmes and operations. Examples include: driving 'Quality Funding' message sets, letters, forewords and talking

points for DED Partnerships, Deputy Directors and Global Directors at the Executive Board, NatCom meetings, regional meetings, WEF and UNGA. Conversation mapping and messaging frameworks for C-suite engagement.

2. **Portfolio Approach**
    a. **Portfolio Approach: rollout, scaling and tools**: Phased rollout with pilot Country Offices (Nepal, Sierra Leone, Mexico and Indonesia) and regional offices; train-the-trainer programme; Programme Masterclass and High Value Academy; upstream and systems-strengthening narratives for Country Offices; the Quality Funding Entry Point Toolkit and pivot pathway.
    b. **Portfolio Approach messaging for high value audiences:** Narrative and portfolio logic for high value audiences, including the value proposition, the partnership narrative, and toolkits.

Standards for all deliverables: Unless stated otherwise, deliverables are submitted in English to the supervisor in editable format (Word or PowerPoint) by the deadline shown in the table below. Final versions incorporate one round of consolidated feedback. A deliverable is complete when the supervisor certifies that it meets the specification in the table. Leadership messaging and alignment products (talking points, forewords, letters or written alignment reviews of narratives produced by other teams) are commissioned by written brief from the supervisor, delivered within five (5) working days of the brief, capped at the number stated for each month and recorded in a delivery log.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
1. Narrative Framework Refresh and Portfolio Approach Packs: Refresh Bridge's narrative framework for quality funding and develop Portfolio Approach materials.	**Deliverable 1** – **1.1 Narrative Framework 2027 (8 days):** One (1) refreshed Bridge narrative framework for quality funding, 10 to 12 pages, setting out the message hierarchy, core language and proof points, submitted for PFP and PPR endorsement. **1.2 Portfolio Approach:** Two (2) draft content packs for high value fundraisers covering the value proposition, partnership offer and key messages. **1.3 WEF leadership message set (3 days):** Talking points and data points for up to three (3) leadership engagements at the World Economic Forum Annual Meeting, delivered no later than ten (10) working days before the meeting. **1.4 Leadership messaging and alignment (2 days):** Up to two (2) briefed products (leadership messaging or alignment reviews), on the terms set out under Standards for all deliverables.	21 January 2027 (20 days) Travel: 1 trip to Rome for 5 days
2. Government Impact Narratives (Tranche 1) and Training Package: Develop the first tranche of government impact narratives for PPR's 2027 strategic dialogues, begin Core Resources story drafting and build the Portfolio Approach training package.	**Deliverable 2** – **2.1 Government Impact Narratives, tranche 1 (8 days):** Three (3) Government Impact Narratives of 10 to 15 pages each, for government partners agreed with PPR, connecting donor insights with UNICEF results and programmes, each with a one-page summary. **2.2 Portfolio Approach train-the-trainer package (6 days):** One (1)	21 February 2027 (20 days)

	package comprising a facilitator guide, session deck and participant materials, ready for use by trained facilitators in Country Offices and regional offices. **2.3 Core Resources impact stories, set 1 (4 days):** Five (5) draft impact stories of 400 to 600 words each, with sources cited and a programme owner identified for sign-off on each. **2.4 Executive Board message set (2 days):** Talking points and data points for leadership interventions at the Executive Board first regular session, delivered no later than five (5) working days before the session.	
3. Healthy Starts Investment Case and Regional Rollout: Develop phase two of the AI global investment case, complete Core Resources story drafting and deliver Portfolio Approach sessions with regional offices.	**Deliverable 3** – **3.1 Healthy Starts Investment Case, phase two (8 days):** One (1) full draft investment case of 12 to 15 pages with a programmatic annex narrative, building on phase one. **3.2 Regional Portfolio Approach sessions, Bangkok (7 days):** Up to two (2) sessions delivered with regional office colleagues, with tailored session materials and a session report of up to two pages recording participation, feedback and agreed follow-up actions. **3.3 Core Resources impact stories, set 2 (5 days):** Five (5) further draft impact stories of 400 to 600 words each, plus revised versions of set 1 incorporating programme owner feedback.	21 March 2027 (20 days)
4. Core Resources Narrative Draft: Deliver the full narrative draft of the Core Resources report suite and continue	**Deliverable 4** – **4.1 Core Resources report suite, first draft (8 days):** One (1) full	21 April 2027 (20 days)

Country Office rollout of Portfolio Approach with the addition of CPD thematic investment cases.	first draft of the narrative sections of the Main Report, Impact Companion and Partner Companion. **4.2 Leadership letters and partner recognition (3 days):** Two (2) draft leadership letters (full text) and one (1) draft Partner Recognition Package. **4.3 CPD thematic investment case draft and template (5 days):** One (1) model CPD thematic investment case finalized and accompanying template developed. **4.4 Country Office Portfolio Approach sessions (4 days):** Up to two (2) sessions delivered with pilot Country Offices (Nepal, Sierra Leone, Mexico or Indonesia), as scheduled, each with a one-page session note.	Travel: 1 trip to Rome for 5 days
5. Institutional Narratives and Story Bank: Develop the Healthy Starts narrative and a post-launch Global Play Coalition narrative, launch the modular story and evidence bank.	**Deliverable 5** – **5.1 Institutional narrative framework (6 days):** One (1) framework of 6 to 8 pages with message hierarchy, key messages and investment case framing. **5.2 Global Play Coalition narrative (4 days):** One (1) post-launch partner engagement narrative of 4 to 6 pages, with key messages for partner conversations. **5.3 Story and Evidence Bank, first release (10 days):** One (1) first release containing ten (10) modular stories, each with source citations, a named owner sign-off and usage notes.	21 May 2027 (20 days)
6. Core Resources Final Copy and Training Support: Finalize the Core Resources report suite for production and support Portfolio	**Deliverable 6** – **6.1 Core Resources report suite, final copy (11 days):** Final	21 June 2027 (20 days)

Approach training sessions.	production-ready copy of the Main Report, Impact Companion and Partner Companion, fact-checked and incorporating consolidated feedback. **6.2 Final leadership letters (2 days):** Two (2) final leadership letters incorporating consolidated feedback. **6.3 Portfolio Approach training support (4 days):** Up to two (2) training sessions co-facilitated, as scheduled, each with a one-page session note. **6.4 Leadership messaging and alignment (3 days):** Up to three (3) briefed products (leadership messaging or alignment reviews), on the terms set out under Standards for all deliverables.	
7. Executive Board Launch and Mid-Year Refresh: Deliver launch materials and leadership messaging for the Core Resources report at the Executive Board, refresh the narrative framework and update Portfolio Approach tools.	**Deliverable 7** – **7.1 Core Resources launch package (5 days):** One (1) package comprising talking points, launch email and web copy. **7.2 Executive Board leadership message set (3 days):** One (1) message set of talking points and data points for leadership interventions on the Core Resources report at the Executive Board. **7.3 Mid-year Narrative Framework update (5 days):** One (1) updated framework with a change log reflecting use and feedback in the first half of 2027. **7.4 Quality Funding Entry Point Toolkit and Pivot Pathway (5 days):** One (1) updated toolkit and pivot pathway reflecting learning from pilot Country	21 July 2027 (20 days) Travel: 1 trip to Rome for 5 days

	Offices. **7.5 Leadership messaging and alignment (2 days):** Up to two (2) briefed products (leadership messaging or alignment reviews), on the terms set out under Standards for all deliverables.	
8. Post-Launch Dissemination and Government Impact Narratives (Tranche 2): Disseminate the Core Resources report through partner channels, deliver the second tranche of government impact narratives and review Portfolio Approach training.	**Deliverable 8** – **8.1 Post-launch dissemination pack (4 days):** One (1) pack comprising LinkedIn posts, a newsletter article, a partner email and web copy for the Core Resources report. **8.2 Government Impact Narratives, tranche 2 (9 days):** Three (3) Government Impact Narrative brochures for government partners agreed with PPR, with a design brief and dissemination guidance, each with a one-page summary. **8.3 Regional training and training review (7 days):** Up to two (2) Portfolio Approach training sessions delivered in Panama, as scheduled, and one (1) written review of training to date of 5 to 8 pages, with recommendations for scaling.	21 August 2027 (20 days) Travel: 1 trip to Panama for 5 days
9. High-Value Narratives and Scaling Proposal: Develop narratives for high-value channels and draft the case for the Portfolio Approach as UNICEF's standard partnership route.	**Deliverable 9** – **9.1 High-value narratives (8 days):** Two (2) narratives of 6 to 8 pages each for high-value channels, including corporate and philanthropy. **9.2 UNGA leadership message set (5 days):** One (1) message set of talking points, data points and event interventions, delivered no later than five (5) working days before UNGA high-level week. **9.3 Portfolio Approach scaling**	21 September 2027 (20 days)

	proposal, draft (7 days): One (1) draft proposal of 8 to 10 pages setting out the case for the Portfolio Approach as UNICEF's standard partnership route, with evidence from the pilots, resourcing options and decision points.	
10. C-Suite Engagement: Develop a messaging framework for C-suite engagement, review agency and partner-facing content and finalize the scaling proposal.	**Deliverable 10** – **10.1 C-suite messaging framework (7 days):** One (1) framework with conversation maps for up to five (5) priority C-suite audience segments. **10.2 Portfolio Approach scaling proposal, final (10 days):** One (1) final proposal incorporating consolidated feedback. **10.3 Leadership messaging and alignment (3 days):** Up to three (3) briefed products (leadership messaging or alignment reviews), on the terms set out under Standards for all deliverables.	21 October 2027 (20 days)
11. Next Core Resources Cycle and Rollout Review: Set the narrative architecture for the next Core Resources cycle, extend the story bank and review the Portfolio Approach rollout.	**Deliverable 11** – **11.1 Narrative architecture, next Core Resources cycle (7 days):** One (1) narrative architecture framework setting the report structure, key messages and evidence requirements for the next cycle. **11.2 Story and Evidence Bank, second release (5 days):** One (1) second release adding at least ten (10) modular stories, with source citations, owner sign-off and usage notes. **11.3 Portfolio Approach rollout review (6 days):** One (1) review of 8 to 10 pages assessing rollout across pilot Country Offices and	21 November 2027 (20 days) Travel: 1 trip to Rome for 5 days

	regional offices, with lessons and recommendations. **11.4 Leadership messaging and alignment (2 days):** Up to two (2) briefed products (leadership messaging or alignment reviews), on the terms set out under Standards for all deliverables.	
End-of-Year Strategic Review and Forward Plan: Consolidate 2027 outputs and deliver a 2028 roadmap for narrative strategy and the Portfolio Approach.	**Deliverable 12** – **12.1 End-of-year strategic review (7 days):** One (1) review of 6 to 8 pages assessing 2027 narrative strategy and Portfolio Approach outputs against this TOR, including their uptake. **12.2 2028 roadmap (8 days):** One (1) 2028 Narrative Strategy and Portfolio Approach Roadmap with priorities, milestones and resourcing. **12.3 Consolidated portfolio and handover (3 days):** One (1) indexed portfolio of final 2027 deliverables with handover notes for continued use by Bridge team staff. **12.4 Leadership messaging and alignment (2 days):** Up to two (2) briefed products (leadership messaging or alignment reviews), on the terms set out under Standards for all deliverables.	20 December 2027 (20 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.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- 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:** Advanced university degree (Master's) in business administration, communications, marketing, journalism, international relations, international development or a related field
- **Work Experience:**
  - At least ten (10) years of progressively responsible experience in narrative strategy, brand, strategic communications or partnerships, including at least five (5) years employed by private sector companies or agencies (outside the UN and non-profit sectors) in brand, communications or commercial partnership roles.
  - Proven record of securing and stewarding funding from corporate or philanthropic partners, including leading partnership development, including at a senior level.
  - Experience developing institutional narratives, investment cases or flagship publications for both government and private sector funders.
  - Experience writing messaging for executive-level leaders for governing bodies, global forums and partner meetings.
  - Experience designing and delivering training on partnership or fundraising strategy for programme and fundraising colleagues, including in country or regional offices.

- **Skills:**
    - Expert command of brand and messaging disciplines: value propositions, brand purpose and personality, message hierarchies and tone of voice.
    - Understanding of how companies, foundations and philanthropists make giving and partnership decisions, from commercial and brand motivations to philanthropic intent.
    - Knowledge of UN funding modalities and the case for quality funding, from Core Resources to thematic and earmarked funding.
    - Ability to turn programme results and evidence into investment cases for government and private funders.
    - Excellent writing and editing in English for senior and external audiences.

- **Language Requirements:** Fluency in written and spoken English.
- **Desirables:**
    - Experience within UNICEF, including a National Committee, or another UN agency.
    - Experience in high-value fundraising.
    - Experience leading a team.