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TERMS OF REFERENCE

Strategic Partnerships Consultant – Learn AI Global Compact and Learning Passport

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Amman/Jordan (remote)
DURATION OF CONTRACT	12 months

Purpose of Assignment

UNICEF works in over 190 countries and territories to save children's lives, defend their rights, and help every child fulfil their potential, from early childhood through adolescence. UNICEF is committed to realizing the rights of every child, especially the most disadvantaged and those hardest to reach. Education is central to this mission. UNICEF's Global Education Practice (GEP) leads the organization's global agenda to ensure that every child and young person, including the most marginalized, has access to inclusive, quality learning and the skills they need to learn, thrive, and shape their own futures.

Yet the global learning crisis is widening, with a growing disconnect between education and the development of essential skills. This challenge is further compounded by humanitarian emergencies, climate change, and systemic education failures, disrupting learning for millions of children. Under the UNICEF Strategic Plan 2026–2029, UNICEF has committed to an education impact result of 350 million more children and young people learning and skilled. Reaching children at this scale requires innovation, including digital learning and the responsible use of AI, to expand access to quality learning and improve learning outcomes.

Within this framework, the **Learning Passport**—one of UNICEF's foremost and longest-running global digital learning programmes, co-developed with Microsoft—has emerged as a critical solution for delivering flexible, high-quality education, especially in crisis-affected and underserved contexts. Now active in over 51 countries and reaching more than 12 million learners, the platform exemplifies how digital tools can help bridge the gap between learning and skills development. As it continues to scale, a comprehensive strategic partnership approach is essential to ensure its sustainability, reach, and continued innovation of the programme.

In parallel, UNICEF is convening the **Learn AI Global Compact (LEARN AI)—**the flagship initiative of UNICEF's new Education Reform Strategy. LEARN AI is a multi-stakeholder compact that brings governments, technology companies, multilateral and financial institutions, teachers and young people around shared commitments to ensure that AI is deployed in education to demonstrably improve learning and safeguard child rights, with a particular focus on low- and middle-income countries. It is organised in three workstreams: (1) Standards and Global Public Goods, which includes the Global AI for Learning Alliance (GAILA); (2) Finance and Sustainable Funding, centred on a Financing Facility that links the cost of capital to learning outcomes; and (3) Movement Building and Public Engagement. Following its presentation to the Executive Board (3 September 2026) and its soft launch at UNICEF House during UNGA High-Level Week (21 September 2026), the Compact now enters its structuring phase: converting expressions of interest into founding commitments, resolving its governance model at a residential governance convening in Bellagio (spring 2027), and preparing a public launch before the start of the 2027–28 academic year.

UNICEF is establishing a **Strategic Partnerships Consultancy** to support both initiatives. Approximately **50% of the consultant's time** will be dedicated to Learn AI Global Compact partnerships engagement and governance, and approximately **50%** to Learning Passport partnership management. The successful results of this consultancy will advance the priorities of UNICEF's Education Reform Strategy and Digital Education Strategy (2025–2030) and contribute to the education impact result of the UNICEF Strategic Plan 2026–2029.

The consultant will work under the supervision of the Senior Advisor for Strategic Programme Engagement, Global Education Practice. For the Learn AI Global Compact, the consultant will work closely with the Learn AI workstream leads—including the Financing Facility team—and the Office of the Global Director, Education. For the Learning Passport, the consultant will coordinate with the Senior Product & Programme Advisor to support partnership negotiation and engagement workflows, including guiding the strategic direction of agreements and supporting executive engagements of UNICEF and its key Learning Passport partners.

Additionally, the consultant will support the management of the Learning Passport Leadership Council—under the direction of the Senior Advisor for Strategic Programme Engagement—and collaborate with major partners such as Microsoft, Adyen, Formula 1, Sony Group Corporation, Hapag-Lloyd, Phoenix Tower International (PTI), and Helios Towers. These efforts will contribute directly to the successful implementation of UNICEF's Digital Education Strategy (2025–2030) by successfully managing private sector engagements needed to scale digital learning initiatives globally.

Scope of Work

The consultant will provide strategic partnership management, governance design support, resource mobilization, donor stewardship, executive engagement and partnership coordination across two components: **Component A – Learn AI Global Compact (approx. 50% of time) and Component B – Learning Passport (approx. 50% of time).**

Working closely with internal and external stakeholders, the consultant will coordinate partner engagement and stewardship, develop proposals and engagement materials, support high-level meetings and convenings, manage reporting requirements, and maintain partnership pipeline tracking for both initiatives. Each component has its own deliverables, budget and timeline, set out in the table below.

Component A – Learn AI Global Compact partnerships and governance (approx. 50% of time)

1. **Partner pipeline and post-UNGA follow-up:** Maintain and update the Learn AI engagement mapping across governments, technology companies, multilateral and financial institutions, foundations and civil society; lead structured follow-up with organizations engaged around the 21 September 2026 soft launch; and sequence engagement with priority founding-partner prospects.
2. **Partner offer and asks**: Finalize the partner asks for the private sector, governments and civil society (including teachers' organizations and young people), and develop the partner experience roadmap—engagement tiers and entry pathway, what partners give and get, stakeholder vocabulary, and recognition and visibility guidelines—consistent with the Compact's non-endorsement principle.
3. **Governance design:** Support the design of the Compact's governance model, including options for a High-Level Steering Group, an Executive Committee of constituency caucuses, a Secretariat and hosting arrangements; the allocation of seats, voice and decision rights; the structural role of teachers and young people as principals across all workstreams; the integration of GAILA within Workstream 1; and conflict-of-interest, safeguarding and trust protections. Draw on lessons from UNICEF-hosted and comparable multi-stakeholder partnerships.
4. **Governance consultations:** Facilitate structured consultations on the governance options with each constituency—governments, technology and finance partners, multilateral institutions, Education International and teachers' organizations, and youth and student networks—and with internal stakeholders (Education, PFP, National Committees, DGCA/Advocacy, PPD and Legal).
5. **Bellagio governance convening:** Prepare the proposal to host the Learn AI governance convening at the Bellagio Center (spring 2027), and lead its design and coordination—participant selection and invitations, agenda and facilitation design, pre-read pack and logistics—as well as the outcome document setting out the agreed governance model and the road to launch.
6. **Founding commitments:** Support principal- and CEO-level engagement to convert expressions of interest into founding commitments across all three workstreams, including joint approaches with the Financing Facility team for Workstream 2 conversations with company finance teams.
7. **Launch readiness:** Prepare governance terms of reference, founding-partner onboarding materials and partner-facing launch materials for the public launch before the 2027–28 academic year, in coordination with the Learn AI

communications strategy.

8. Coordination and reporting: Coordinate with PFP, National Committees (including follow-up to the Learn AI Partnerships Sprint), DGCA, PPD and Country Offices, and provide regular pipeline and progress reporting to the Senior Advisor and the Global Director.

Component B – Learning Passport partnerships (approx. 50% of time)

9. Partner stewardship and reporting: Support stewardship and strategic engagement with existing Learning Passport partners across the corporate, foundation and technology sectors. Ensure timely delivery of donor reports, visibility commitments and contractual obligations, and keep partnership records and tracking tools up to date.

10. Partnership implementation and grant management: Support the implementation of partnership agreements, including grant management, monitoring of deliverables and timelines, and the development of joint workplans and strategic roadmaps with partners.

11. Strategic and executive engagement: Coordinate executive and stakeholder engagement with partners. This includes planning and organizing high-level meetings, annual reviews, field visits and other engagement moments, and preparing briefing materials and follow-up actions.

12. Technical collaboration and partnership growth: Support coordination of technical and in-kind collaboration with partners, such as technology, cloud infrastructure and expertise. Contribute to renewal processes and the exploration of new and expanded funding opportunities.

13. Resource mobilization: Develop donor proposals, concept notes, engagement decks and budgets, and support cultivation of a focused set of new funding opportunities across corporate, foundation, public sector and philanthropic partners.

14. Leadership Council: Coordinate quarterly Learning Passport Leadership Council meetings and support the Senior Adviser and Council Chair with agendas, presentations, briefing materials, member outreach and follow-up actions.

15. Pipeline and internal coordination: Maintain partnership pipeline tracking and funding forecasts, and coordinate with National Committees, Country Offices, PFP, DGCA and Programme teams to advance priority donor opportunities.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
A1. Partner pipeline and post-UNGA follow-up	(a) Updated Learn AI engagement tracker covering all mapped organisations (status, workstream fit, UNICEF focal point, next step), refreshed monthly thereafter; (b) follow-up notes and next-step proposals sent to all organisations engaged around the 21 September 2026 soft launch; (c) prioritised founding-partner engagement plan for at least 25 priority prospects across governments, technology, finance/philanthropy and civil society.	15 Dec 2026 - 10 days
A2. Partner offer, asks and partner experience roadmap	Final asks documents for (i) the private sector, (ii) governments and (iii) civil society, including teachers' organisations and young people; and 1 partner experience roadmap setting out engagement tiers and entry pathway, what partners give and get, stakeholder vocabulary, and recognition and visibility guidelines. Reviewed with Education, PFP and National Committee colleagues and cleared by the Senior Advisor.	31 Jan 2027 - 13 days
A3. Governance options and constituency consultations	1 governance options paper presenting at least 3 options— covering structure (e.g. High-Level Steering Group, Executive Committee of constituency caucuses, Secretariat and hosting), decision rights, teacher and youth representation as principals, GAILA integration, and conflict-of-interest, non-endorsement and safeguarding protections—benchmarked against at least 5 UNICEF-hosted or comparable partnerships; and 1 consultation synthesis drawing on at least 20 structured consultations across all constituencies and internal stakeholders.	15 Mar 2027 - 15 days

A4. Bellagio governance convening – proposal and design	(a) Bellagio convening proposal (rationale, objectives, participant composition, draft agenda, expected outcomes and budget) finalised for submission; (b) convening design package—participant list and invitations balanced across constituencies, with teachers' and young people's representatives as full participants; detailed agenda and facilitation plan; and pre-read pack including the governance options	28 Feb 2027 / 31 Mar 2027 - 12 days
A5. Bellagio governance convening – delivery and outcome	Coordination of convening delivery with the Bellagio Center and UNICEF teams, including rapporteuring; 1 outcome document setting out the agreed governance model, draft terms of reference for each governance body, outstanding decisions and an updated roadmap to launch, delivered within 3 weeks of the convening. *Planned travel: Bellagio, Italy - 1 trip, 6 days (including 2 travel days).*	30 May 2027 - 14 days
A6. Founding partner commitments	Briefing packages and follow-up action notes for at least 12 principal- or CEO-level engagements, including joint Workstream 2 engagements with the Financing Facility team; and 1 founding-commitments tracker recording written expressions of interest or commitments across at least 4 constituencies, updated quarterly.	28 Feb 2027 / 30 May 2027 / 31 Jul 2027 / 31 Oct 2027 - 19 days
A7. Governance operationalisation and launch readiness	Final governance terms of reference for endorsement; 1 founding-partner onboarding pack; and partner-facing launch materials (founding-partner list, recognition protocol and principal briefings) for the public launch before the 2027–28 academic year. *Planned travel: New York - Learn AI partner engagement and launch planning, combined with Learning Passport planning - 1 trip, 7 days (including 2 travel days).*	31 Jul 2027 - 14 days
A8. Coordination and progress reporting	Monthly pipeline updates; 4 quarterly progress reports to the Senior Advisor and Global Director covering commitments, governance milestones and risks; and 1 final report with lessons learned and recommendations for the post-launch phase.	28 Feb 2027 / 30 May 2027 / 31 Jul 2027 / 31 Oct 2027 - 13 days
B1. Microsoft Strategic Partnership Management	1 strategic partnership roadmap, 2 executive briefing packages and 1 funding strategy note supporting Microsoft engagement and Azure credits discussions; support for 2 strategic engagement meetings, with meeting summaries and follow-up action plans.	31 Dec 2026 / 30 Jun 2027 - 16 days
B2. Sony Group Corporation – Field Visit	Plan and coordinate 1 donor field visit for Sony leadership. Deliver 1 visit itinerary, 1 briefing package, 1 executive presentation and 1 post-visit report with next steps. *Planned travel: Nigeria - 1 trip, 6 days (including 2 travel days).*	31 Mar 2027 - 11 days
B3. Sony Group Corporation – Stewardship, Grant Management & Renewal	4 quarterly stewardship updates supporting annual review meetings and grant management; and 1 multi-year renewal package (proposal narrative, budget, partnership roadmap and executive briefing materials).	28 Feb 2027 / 30 May 2027 / 31 Jul 2027 / 31 Oct 2027 - 15 days
B4. Sijbrandij Foundation Technical Partnership & Stewardship	1 technical collaboration roadmap, 1 executive briefing package and 2 partnership update reports; support for engagement meetings on platform enhancement and future collaboration.	31 Mar 2027 / 30 Sept 2027 - 8 days
B5. Strategic Partner	Minimum 6 partner engagement packages (donor reports, annual review presentations and stewardship plans) and 2 concept notes supporting renewal discussions and future	28 Feb 2027 / 30 May 2027 /

Stewardship & Expansion (Adyen, PTI, Hapag-Lloyd, Helios Towers, Formula 1, American Express)	funding opportunities. *Planned travel: Adyen visit and NetHope Summit - 1 trip, 6 days (including 2 travel days).*	31 Jul 2027 / 31 Oct 2027 - 18 days
B6. Resource Mobilization & Proposal Development	Minimum 4 donor proposals or concept notes, with budgets and engagement decks, for new funding opportunities including Tata Group, Banco Santander, foundations and public sector partners; and 3 donor intelligence briefs with prospect engagement strategies.	31 Dec 2026 / 31 Mar 2027 / 30 Jun 2027 / 30 Sept 2027 - 19 days
B7. Leadership Council Coordination & Senior Adviser Support	4 quarterly Leadership Council meeting packages (agenda, presentation, pre-reads and meeting summary) and 3 executive briefing packages supporting the Senior Adviser and Council Chair.	28 Feb 2027 / 30 May 2027 / 31 Jul 2027 / 31 Oct 2027 - 12 days
B8. Donor Reporting & Partnership Coordination	4 quarterly consolidated partnership performance reports covering donor reports, visibility commitments and contractual obligations across the Learning Passport portfolio; maintained partnership tracking system and engagement plan with National Committees, PFP and Country Offices.	28 Feb 2027 / 30 May 2027 / 31 Jul 2027 / 31 Oct 2027 - 11 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:
  - An advanced university degree (Master's degree) in international relations or another related field, including but not limited to the following fields: political science, health, education, economics or international business, business administration or international development.
  - In lieu of an advanced university degree, a bachelor's degree and an additional 4 years of work experience will be considered.
  - The individual should be highly proficient in a range of PC/web applications, including but not limited to: MS Word, MS Excel, MS PowerPoint, and MS Outlook.
- Work Experience:
  - A minimum of ten (10) years of relevant professional experience is required, including demonstrated expertise in managing complex, multi-stakeholder partnerships, engaging with the private sector, and leading resource mobilization efforts at the national and/or international level within the development sector and/or a global private sector organization.
- Language requirement:
  - Fluency in English is mandatory; any additional fluency on another UN Official Language is an asset.
- Skills:
  - Experience in developing, launching, and managing shared value partnerships across the UN with private and public sector partners, including securing and negotiating multi-year, multi-million-dollar agreements; managing complex, multi-stakeholder initiatives; and demonstrated ability to shape and lead strategic technology partnerships with private sector stakeholders is preferred.
  - Demonstrated experience establishing and facilitating high-level advisory councils or technical working groups, particularly those focused on digital learning, education technology, or innovation in the development sector, is considered a strong asset.
  - It is preferable that the individual has experience with, or in, multilateral institutions, UNICEF or another UN Agency, Fund or Programme. Knowledge of UNICEF context essential.
  - Demonstrated experience designing or supporting the governance of multi-stakeholder partnerships, global compacts or hosted partnerships—including facilitating high-level, multi-constituency convenings—is strongly preferred.
  - Knowledge of AI and EdTech policy and governance debates, including child rights and responsible AI, is considered a strong asset.

Desirables:

- Experience with the Learning Passport or a similar digital platform is considered an asset.
- Experience scaling EdTech solutions, especially within the UN system, is considered an advantage.