**UNICEF-Turkiye**

**TERMS of REFERENCE (ToR)**

**NATIONAL INDIVIDUAL CONSULTANCY**

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| **National Individual Consultancy Strengthen** **Private Sector Partnerships in Turkiye** | **REF: PC/TURA/2022-A** |

1. **BACKGROUND**

The fundamental mission of UNICEF is to promote the rights of every child. The business sector plays an important role in the well-being of children in the community in which they operate. Businesses have a strong impact on the life of their employees, their consumers, their suppliers, and on the communities they serve. From determining the working conditions within their operations and supply chains, health coverage, training and employability of workers, the impact of their products and services, to the environmental impact of their operations on the community, and the taxes levied by public authorities, private stakeholders and business organizations have a critical impact on society’s well-being. UNICEF brings more than 70 years of field-tested expertise, a network that spans more than 190 countries and territories, a passion for innovation, and a commitment to make every dollar count. Together with the world’s leading companies, corporate foundations and private organizations, UNICEF aims to harness our collective strengths to achieve the Sustainable Development Goals and help children survive, thrive and fulfil their potential.

The [United Nations Guiding Principles on Business and Human Rights](https://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf) (UNGPs) identify children, alongside indigenous people, women and migrant workers (among others), as a particularly vulnerable group of rights holders, who may require particular attention from business as part of their human rights due diligence responsibilities. Children have a stake in business as consumers, dependents of employees, young workers, future employees, business leaders and as citizens in the communities and environments in which business operates. Business – whether large or small – therefore inevitably interacts with and affects the lives of children.

As part of its new [Country Programme 2021-2025](https://sites.unicef.org/about/execboard/files/2020-PL19-Turkey_CPD-EN-ODS.pdf) and in line with the [Sustainable Development Goals (SDG)](https://sustainabledevelopment.un.org/?menu=1300), [UNICEF Strategic Plan 2018-2021](https://www.unicef.org/publications/index_102552.html), [UNICEF Gender Action Plan 2018-2021](https://www.unicef.org/gender-equality/gender-action-plan-2018-2021), and main national and global priorities, UNICEF has developed strategies for expanding its engagement with the private sector in Turkiye. The Country Programme identifies a key role for business under Outcome 4, which aims to ensure that “**public and private entities and civil society demonstrate a shared commitment and increased investments in child rights”** by 2025. Partnerships with the private sector and their critical role for the achievement of results for children are now also clearly included in multiple UNICEF’s rolling workplans with Government Counterparts at local and central levels. In line with UNICEF’s “Business for Results” approach and taking into account the critical role of the private sector in achieving sustainable change for children, shared value partnerships with multi-national corporations, national companies and small- to medium-sized businesses are expected to contribute to accelerate results for children across most priority areas of the country programme over the next five years.

In 2021 UNICEF convened the first ever UNICEF Turkiye Business Advisory Board, which in its first two years will support the roll-out of the global Generation Unlimited (GenU) Initiative locally. The Board will work closely with the private sector to forge innovative collaborations to address the challenges faced by young people in the country, bridging education and training to employment and entrepreneurship at-scale, including through public-private partnerships. In line with these strategies and initiatives, UNICEF engages with the private sector for financial and non-financial contributions to its work for children in Turkiye. This includes resource mobilization, leveraging non-financial resources, addressing business impacts on children’s rights, and supporting the development of business policies and practices to promote better results for children.

Moreover, Turkiye is the only country globally hosting both UNICEF Turkiye Country Office and a National Committee, which closely collaborate under a Joint Strategic Plan (JSP), designed to meet the need to manage and harmonize the requirements of the Turkish National Committee for UNICEF and UNICEF Turkiye Country Office. The National Committee is also a member of the Business advisory Board. The presence of both entities provides a unique opportunity not only to raise funds for programmes, but also to fully engage the business sector to accelerate results for children.

Understanding and partnering with business as one of the key stakeholders – along with government, civil society and local communities – is vital for achieving results at scale and public-private partnerships for social service delivery are being explored more actively by many governmental bodies. There are approximately 1.7 million registered private companies in Turkiye, representing a large potential for future important collaborations and partnerships.

1. **PURPOSE of the ASSIGNMENT**

UNICEF Turkiye is looking for a consultant to support the Partnerships team at the UNICEF Turkiye country office with experience in private sector partnerships and working on responsible business conduct and the impact of private sector on human and children’s rights, as well as on social impacts more broadly. The consultant should have a strong understanding of public-private partnerships in the social sector and preferably a network of high-level private sector contacts within the business sector in Turkiye, which can be leveraged to achieve results for children. The incumbent will analyze the business and corporate social responsibility climate in Turkiye, support senior management and partnership team in the promotion of knowledge exchange relevant for UNICEF Country programme priorities, leveraging of different assets, and provision of technical advice and support in influencing business practices in support of child rights. The consultant will contribute to developing and strengthening partnerships with private sector stakeholders, foundations and businesses, who can support UNICEF with financial investment, advocacy, and other in-kind resources. The consultant will serve as the focal point for the CO, under the supervision of the Programme Specialist Partnerships,on implementation of the Office’s Business for Results strategy and action plan, and will support the partnership team and senior management in its relations with the Turkish National Committee for UNICEF, as well as for other National Committees of UNICEF globally.

The consultant will report to the Programme Specialist (Partnerships), while working in close collaboration with the Representative and Deputy Representative.

1. **DESCRIPTION of the ASSIGNMENT**

Under the guidance and supervision of the Programme Specialist of UNICEF Turkiye Country Office, and in close collaboration with the Representative, Deputy Representative and relevant CO sections, the consultant is expected to produce the following deliverables:

1. Support implementation of the Turkiye Country Office private sector engagement strategy
* In alignment with the Country Program Document (CPD) 2021-2025 priorities, provides analysis and inputs related to private sector engagement for updates of the UNICEF Turkiye partnership and resource mobilization strategy. This analysis should include identifying good practices, and formulating recommendations for strategic approaches and message development.
* Provides coordination support to the efforts of the UNICEF Business Advisory Board, launched in 2021, and including preparation of relevant meetings and follow-up of actions agreed by the Board.
* In close coordination with the Turkish National Committee, scans the external environment according to the CPD priorities for opportunities and risks related to private sector partnerships, and updates and shares information in a timely fashion with relevant UNICEF Turkiye staff.
* Develops and maintains deep knowledge and familiarity with current and prospective private sector partners and relevant stakeholders, working in cooperation with the Turkish National Committee and other National Committees.
1. Coordination and Knowledge management in support of the office “Business for Results” agenda
* Support coordination and reporting on office commitments related to the Turkiye “Business for Results (B4R)” Action Plan.
* Provides strategic, logistical and programmatic support to senior management and other UNICEF staff for interactions with corporate and other private sector partners, including providing inputs for briefing notes, factsheets, etc.
* Expands UNICEF Turkiye’s network of key interlocutors to build stronger relationships between UNICEF and the business community in Turkiye and in the region, as well as with regional development institutions, foundations, private sector alliances, financial institutions and/or relevant constituencies.
* Supports the programme team in identifying key areas and opportunities for integration of private sector partnerships within Programme areas of the CPD.
* Positions UNICEF as a key expert on responsible business conduct for children, promoting the child rights and business principles agenda as well as other relevant guidance related to business impacts on children’s rights.
1. Supports the expansion of high-impact partnerships with international and national corporates.
* Support the Partnership Specialist as the focal point for the private sector partnership portfolio in close cooperation, Lead Programme staff and the ‘lead’ National Committee.
* Receives and screens inquiries from potential private sector collaborators and supports the partnerships team in facilitating communication with appropriate UNICEF staff and National Committees in line with the agreed Country Programme priorities with a focus on the selected priority areas of early child development and young people and skills agenda.
* Works closely with the National Committees for UNICEF and PFP to enhance positive relationships with businesses through the preparation of timely and high-quality updates, donor proposals and reports, as needed.
* In close coordination with the programme team, lead the development of Concept Notes and proposals for potential private sector donors.
1. Communication and Visibility
* Works closely with the Turkiye CO Chief of Communications and with the Turkish National Committee Communication Director, when required and in line with the JSP to contribute to strategies for engagement and the development of communications products to enhance UNICEF’s visibility and influence with existing and prospective business partners and key stakeholders.
* Works closely with UNICEF’s Communication team, as well as with the respective National Committees, to ensure that business partners’ recognition is performed on a quality and timely manner and proper visibility is ensured.
1. Performs other related duties as assigned by the supervisor to ensure the success of the team and to maximise impact for children in Turkiye
2. **REPORTING, TIMEFRAME AND DELIVERABLES**

The work is expected to be carried out within a period of 12 months between November 2022 and October 2023**.**

The consultant is expected to produce and submit the following key deliverables:

1. Private sector partnership strategy updated and implemented, in line with UNICEF Turkiye Strategy for Resource Mobilization, Partnerships and Leveraging, Communication and Advocacy Strategy, office-wide advocacy priorities and organization-wide Business for Results approach.
2. Support provided for the development, coordination and follow-up on office commitments related to the Turkiye “Business for Results (B4R)” Action Plan by organizing internal meetings with programme sections, with the Turkish National Committee, drafting a detailed workplan for implementation, support relevant teams during its implementation and prepare a progress report on the progress achieved.
3. Regular monitoring reports produced, describing the results achieved through collaboration with private sector partners, informing about new partnerships initiated and providing informed guidance and insights on private partnerships and fundraising activities.
4. Upcoming meetings (one meeting at the end of 2022 and 2 more meetings in 2023) of the UNICEF Business Advisory Board organized and facilitated and relevant minutes and reports drafted and follow-up meetings, as needed, organised.
5. Support in the establishment at least five new partnerships with the private sector in Turkiye, including with some of the Members of the UNICEF Business Advisory Board, is provided.
6. Communication with the Turkish National Committee in line with the agreed JSP and new modalities of cooperation, and other National Committee of UNICEF through regular monthly exchanges of information and updates (by email, phone calls, etc.) strengthened, meetings organized, as needed, and timely and quality reports on feedback received, submitted.
7. Private sector partners’ mapping and contact list developed and maintained according to programme priorities and in close coordination with the Turkish National Committee.
8. Analysis, proposals and reports due on and to private sector partners prepared in a timely and quality manner.
9. Content and relevant support provided to private sector capacity building initiatives, as needed.
10. Private sector information management products, including private sector partners profiles and factsheets developed and regularly updated.
11. Other relevant tasks related to strengthening of public-private sector partnerships of UNICEF Turkiye CO.
12. **DUTY STATION**

The national individual consultancy assignment will be ideally based in Ankara, with blended working modality that could be also discussed with the selected candidate.

1. **SUPERVISOR**

**Management**: Supervision by Programme Specialist (Partnership), UNICEF Turkiye Country Office

The evaluation of the contractor(s)’ performance will be based on:

* Quality of produced outputs;
* Compliance with the established timelines;
* Compliance with ethical UNICEF standards related to reporting on children;
* Responsibility and communication.
1. **DURATION & COST**
* **Duration:** This assignment will commence on 1 November 2022 and end on 30 October 2023 and will cover official UN workdays in Turkiye per month.
* **Payment Schedule**: UNICEF will issue a contract in TRY. The payment for the entire consultancy will take place in TRY and will be made in monthly instalments against official UN workdays in Turkiye per month upon submission of monthly invoices and reports demonstrating satisfactory progress/ completion of the deliverables as mentioned above.
* **Reservations:** UNICEF reserves the right to terminate the contract without a prior notice and/or withhold all or a portion of payment if performance is unsatisfactory, if the rules and the regulations regarding confidentiality, ethics and procedures of UNICEF and the project partners are not followed, if work/outputs are incomplete, not delivered or for failure to meet deadlines.
1. **QUALIFICATIONS and SPECIALIZATION REQUIRED FOR THE ASSIGNMENT**

To qualify as an advocate for every child you will have:

* An advanced university degree in one of the following fields is required: Business, Marketing, International Relations, Social Sciences or another relevant technical field.
* A first level university degree in a relevant field combined with 10 years of professional experience may be accepted in lieu of the advanced university degree.
* A minimum of five years of professional work experience in corporate social responsibility, responsible business conduct, child rights and business or business and human rights, or fundraising, commercial or non-commercial account management or marketing
* Ability to work independently and to meet tight deadlines.
* Excellent communication and writing skills.
* Good commercial awareness and proven business acumen.
* Experience in the area of children’s rights and business is considered as an asset.
* Experience/familiarity with UNICEF planning and programming frameworks, including the Business for Results Approach, would be an advantage.
* Fluency in English and Turkish is required.

*Ethical considerations*

Consultants are required to clearly identify any potential ethical issue, as well as the processes for ethical review and oversight of the research/data collection process in their proposal. UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis can be found at: <https://www.unicef.org/evaluation/documents/unicef-procedure-ethical-standards-research-evaluation-data-collection-and-analysis> and should be consistently applied throughout the research process. The procedure contains the minimum standards and required procedures for research, evaluation and data collection and analysis undertaken or commissioned by UNICEF (including activities undertaken by individual and institutional contractors, and partners) involving human subjects or the analysis of sensitive secondary data.

1. **APPLICATION DEADLINE AND SELECTION CRITERIA**

Please note that this assignment can only be held by an individual consultant. Applications should be submitted in English.

1. Application deadline:

The submission deadline is **16 September 2022 by 23:30 Ankara time**. After the technical evaluation, the financial proposals of qualified candidates will be evaluated accordingly.

1. Selection Method:

All applicants will be screened against qualifications and requirements set above. Candidates fully meeting all the requirements will be further evaluated based on the criteria below.

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| **Criteria for technical evaluation** | **Max points** |
| Having the desired qualifications as requested in the ToR (education background, education and skills) | 35 |
| Having the desired work experience as requested in the ToR | 35 |
| **Maximum total points:** | **70** |

The financial proposals will be opened only for the candidates that reach or exceed fifty (50) points out of maximum seventy (70) points. Thirty (30) points will be awarded to the candidate that presented the lowest fee for the services requested. The remaining financial offers will receive proportional points ((lowest bid/bid) X 30 points).

**REMARK:**

*UNICEF is committed to diversity and inclusion within its workforce and encourages qualified female and male candidates from all national, religious and ethnic backgrounds, including persons living with disabilities to apply.*

**Only shortlisted candidates will be contacted and advance to the next stage of the selection process;**

* UNICEF Turkiye Office holds copyrights for all deliverables. The documents (including raw materials, etc.) may not be reproduced, distributed or published without the written permission from UNICEF.
* UNICEF Turkiye Office will share with the selected consultant all the relevant materials it has and provide required expertise.
* UNICEF Turkiye Office and the Regional Office Business for Results (B4R) expert will review and provide feedback on deliverables/ concept notes prepared by consultant.

All information from produced deliverables cannot be shared with the media without the written approval of UNICEF Turkiye Office.

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| **Prepared by**  | **Reviewed by** | **Approved by**  |
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