

The UNITED NATIONS CHILDREN'S FUND (UNICEF)
TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANCY

Consultant: The “story” of business impact on children and families: the current state of knowledge.

Brief description: a basic but comprehensively framed analysis of the current state of knowledge of business impact on children and families, identifying major issues of adverse impact and major examples of positive interventions to support the realization of rights. It will assess the degree to which these are at scale.

The aim is to support UNICEF staff to better understand the world of business in order that they are better equipped to identify key strategic business engagement directions and priorities (excluding fund-raising involving business).

BACKGROUND

The PFP Division of UNICEF is seeking to contract a consultant to provide background information, basic analysis and key insights on the business world to feed into a Situation Analysis (SitAn) on the world of business and its relevance for social change for children. This will inform the development of UNICEF's next Strategic Plan (2022-2025).

For the purposes of this ToR and the eventual SitAn, the business world is defined as the actors, institutions and relationships that are relevant to the practice of business, including governmental and inter-governmental policy, regulation and practice, trading infrastructure etc.

Over the lifetime of the current Strategic Plan (2018-2021), UNICEF has integrated the business world more systematically as a change agent in programme. Building on its child rights and business approach, the mobilization of business expertise in support of innovation, and decades of fundraising from business partners, UNICEF has launched a capacity building initiative, known as 'Business for Results' (B4R).

In addition to training, guidance has been developed or is under development on business engagement to achieve programme and advocacy objectives, and on integrating the world of business into country-level situation analyses, programmatic theories of change, results formulation, and monitoring and reporting. UNICEF takes an ecosystem approach which factors in the inter-dependence of the public and private sectors, the significance of business relationships (supply chains, financing etc) and the role of business associations and platforms.

However, a comprehensive understanding of the business world across UNICEF is still a work in progress. Specific gaps in knowledge in key parts of the house include basic relationships between business practice, public policy and regulation, business drivers and governance, the social consequences and impact of business (framed around children and families), sustainability and responsible business strategies, measurement and metrics for assessing impact, the

potential depth and scope of business as a change agent in programme, and the diversity of ways to mobilize the sector. Addressing these knowledge gaps is required to take work with business to a more strategic level.

Any analysis and understanding of the business world cannot be conducted now without reflecting on the impact of COVID-19. It is clear there will considerable and lasting implications for children and society, as well as for the world of business. While fundamental ways of “doing business” will continue, many businesses are under existential threat, and the systems, arrangements and relationships that create a globalized business world are much more precarious than at the start of 2020.

PURPOSE

The purpose of this consultancy is to provide a basic but comprehensively framed analysis of the current state of knowledge of business impact on children and families. The work will draw on information from UNICEF and other sources to identify major issues of adverse impact (respect for children’s rights) and major examples of positive interventions to support the realization of rights. It will assess the degree to which these are at scale.

It is one of three related pieces of work. The other two focus on:

- Approaches within the business world (and among multilaterals) to addressing business social impact, sustainability and human rights.
- Basic practices and trends in the business world to “doing business”.

MAIN TASKS

1. **Telling the “story” of business impact on children’s rights (placing children in the context of family and community):** framed through the workplace, the marketplace and the community, both online and offline, and should be explicit about the formal/non-formal economy and the place and role of SMEs. While relatively basic, this should make explicit where there is direct or indirect relevance to UNICEF programme areas.
 - a. Major issues across-business sector, with examples.
 - b. Workplace: key issues eg working terms and conditions and consequences for children (young employees, workers with children etc), child labour, etc.
 - c. Marketplace: key issues eg marketing and advertising, product safety.
 - d. Digital business and children.
 - e. Environment and land use
 - f. Security
 - g. Business and child safeguarding
 - h. The supply chain: consequences of intersection of businesses/business practices, the non-formal/formal intersection
 - i. Key areas of child and family focused statutory and voluntary regulation and legislation
 - j. Short discussion identifying which business sectors in which geographical areas have received most attention, and which are poorly researched.

- k. Impact of changes in business operations in the context of the pandemic on (a) to (h)
- l. The text should conclude with a list of centres of knowledge and research.

Word length guide: 4,000

Level of writing: Masters

DELIVERABLES

Within the above scope of work, the key deliverables are a written report and succinct powerpoint presentation within the contract period:

Deliverables	Timeline /Deadline	Schedule of payment
Scoping call with UNICEF	On or around 24 July	
1. Written overview on: Telling the “story” of business impact on children Desk research. Interim call with UNICEF to discuss progress on or around 11 August. Written overview to include the topics outlined in scope of work (including regional nuances).	No later than 17 August	
2. Succinct presentation to UNICEF. PPT should be no more than 6 slides.	On or around 26 August	Submission of both deliverables

Reporting

The consultant will report into the PFP Chief of Child Rights and Business for overall strategic direction and management of the scope of work, with the Principal Adviser of Partnership providing oversight.

COMPETENCIES

UNICEF's core values of Care, Respect, Integrity, Trust, Accountability and core competencies in Communication, Working with People and Drive for Results.

View our competency framework at

http://www.unicef.org/about/employ/files/UNICEF_Competencies.pdf

Estimated Duration of the contract and proposal

Tentatively from July to end-August 2020. Payment will be based on delivery of satisfactory deliverables as per the deliverable table.

Please indicate in your cover letter your **respective gross fee (in US\$)** for you to undertake Deliverable 1 and Deliverable 2 above (including other expenses related to the assignment).

Qualifications

- Master's degree required in a field of development, international relations, business administration, politics, or economics.
- A minimum five years of experience working within the business, sustainability and human rights space, either academically or professionally, with international experience and perspective
- Experience and knowledge of developing country private sectors is required.
- Experience working on child rights highly desirable, with knowledge of UNICEF programmes a significant plus.
- Experience working with multi-lateral and UN agencies is desirable.
- Strong planning/organizing skills.
- Has highest-level communication skills, including engaging and informative writing and presentation.
- Able to work effectively in a multi-cultural environment.
- Fluency in English is required.

Schedule of Payment

Payment will be based on delivery of satisfactory deliverable as per the deliverable table.

Workplace

The consultant is expected to work remotely.