

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

**Consultant: Understanding business: a report on basic business practice and the business ecosystem presented in both a written text and a short Powerpoint.**

**Brief description:** a relatively basic but comprehensively framed analysis of the way the business world works, focusing on business policy, practices and trends.

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 relatively basic but comprehensively framed analysis of the way the business world works, focusing on business policy, practices and trends that will support UNICEF to identify key strategic business engagement directions and priorities (excluding fund-raising). The focus is on relatively basic business practice and the ecosystem around it. While global in outlook, major regional differences and trends should be identified.

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

## MAIN TASKS

Overall, PFP is seeking insights into the way business operates and major trends in practice and policy, including possible changes as a consequence of the COVID-19 pandemic.

This assignment represents one component providing analysis for a business SitAn and includes four main tasks.

1. **Introducing the “World of Business” to development actors:** a basic (but analytical) social-ecological framing of the “business world” looking at the key relationships, capacities and institutions involved in “doing business”, taking into account different sizes and forms of business. This task should include the following sub-topics:
  - Key drivers of business decision-making (the aim is to identify basic drivers, but it should also touch on drivers impacting on sustainability and social impact)
  - The key forms of statutory and voluntary regulation that influence or determine business practice and social impact in the workplace, marketplace and community e.g. health and safety, fiduciary duty, due diligence requirements etc.
  - Basic business-focused international agreements, standards and regulations which facilitate or guide business practice, supply chains and trade (with some emphasis on those with indirect and/or direct consequences for the social and environmental impact of business, especially if they include overt conditionalities).
  - Introducing business associations (types and functions)
  - (Basic) business financing mechanisms, including institutions, types, investment/loans, stakeholders, conventional conditionalities, evolutions in fiduciary duty, and the implications of these for influencing business practice.
  - Introducing business foundations (roles, relationships with business).

- Core governmental/State institutions involved in supporting/regulating/facilitating business: roles

Word length guide: 3,000

Level of writing/audience: undergraduate business studies

**2. Major trends in (inter-) governmental practice and policy towards business (and vice versa).** The aim is to enhance understanding of the governmental role and place in the wider business ecosystem insofar as governmental practice facilitates, promotes, limits, sets basic standards or guides business practice. Given UNICEF's mandate, a guide for focus is what determines basic business behaviour and has either indirect or direct social impact consequences (however, ESG, responsible business practices and sustainability are considered more deeply in another consultancy):

- An assessment of the (conventional) balance of approaches among policymakers between statutory and voluntary regulation—and so-called “smart-mixes”. Identify any striking differences between major business sectors/geographical regions.
- Conditionalities and trade agreements.
- Current thinking and practice around private sector social (ie education, health, social welfare) sector service provision (including basic strengths and weaknesses of major approaches)
- Basic lessons from public-private partnerships (focusing on the social sector): including a robust look at sustainability and accountability.
- Business approaches to influencing government policy (major trends, examples of issues, estimates of expenditure).

Word length guide: 2,700

Level of writing/audience: Masters plus

**3. Major contemporary trends in “doing business”.**

- Stakeholder capitalism
- Surveillance and other forms of monopoly capitalism
- Global supply chains/just-in-time supply models
- The appeal of/commitment to responsible/sustainable business approaches now compared to 10 years ago, including a regional perspective.
- Other (consultant to propose).

Word length guide: 2,000

Level of writing: Masters

**4. Three possible scenarios on the implications of COVID 19 for business behaviour** over the next 5 years, covering supply chain management, employment practices and responsible/sustainable business practices

Word length guide: 1,200

Level of writing: Masters

## DELIVERABLES

Within the above scope of work, there are key deliverables within the contract period:

Deliverables	Timeline /Deadline	Schedule of payment
Scoping call with UNICEF PFP	On or around 24 July	
<p><b>1. Written report on the following:</b></p> <ul style="list-style-type: none"> <li>a. Introducing the “world of business” to development actors</li> <li>b. Trends in government practice and policy towards business</li> <li>c. Recent trends in doing business</li> <li>d. Three scenarios for implications of COVID-19</li> </ul> <p>It is expected that the consultant will conduct desk research (UNICEF to supply some limited background materials for consideration). The written overview should include all the topics outlined in the scope of work and regional nuances.</p> <p>Two interim discussions with UNICEF. Expected date of 1<sup>st</sup> discussion is on or around 10 August and 2<sup>nd</sup> on or around 24 August in advance of finalization of written report.</p>		
<b>2. Submission of written report and presentation of a succinct PPT to UNICEF on all four components of this</b>	On or around 27 August	Submission of all deliverables to satisfactory standard

analysis (no more than 20 slides)		
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UNICEF is open to discussing scheduling changes within this timeframe, as long as the final products come in no later than on 27 August.

### Qualifications

- Master's degree required in a field of development, international relations, business administration, politics, or economics.
- A minimum of 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.
- 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 required

### 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](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 the tasks and the deliverables above (including other expenses related to the assignment).

### 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.

### 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.