

Terms of Reference – Individual Contractor

UNICEF in Ghana

Title	Individual Contractor – Share Value Partnerships / Business sector engagement
Purpose	To enhance UNICEF's collaboration with the business sector to develop and manage high potential shared value partnerships that leverage support for results for children.
Location	Accra, Ghana
Duration	11.5 months
Expected Start Date	March 2019
Expected Fee	TBD
Reporting to	UNICEF Deputy Representative, in collaboration with the UNICEF Representative and in consultation with the Communications manager and other relevant UNICEF staff
Budget Code/WBS No	1620/A0/05/880/031 - Output 31: Cross sectoral approaches & convergence (NON GRANT GC)
Project and activity codes	<i>GL Account Code: Contractual Services (0007090910)</i>

Background & Justification

Ghana is a lower middle-income country experiencing a period of sustained political stability and economic growth. The economic outlook for Ghana remains positive, with average GDP growth projected at 5.7 percent for 2018-2022. However, significant disparities in development outcomes continue to disproportionately especially rural populations and poor families with children. Ghana continues to be affected by persistent development challenges, including increased inequality, slowed poverty reduction with increased extreme poverty in some parts of the country. Overall, a significant unfinished development agenda for children remains to be addressed in Ghana, particularly for children and young people. 38 percent of Ghana's current population is below the age of 15.

UNICEF continues to partner with the Government of Ghana and development partners to strengthen social systems that can advance the realization of children's rights. Under the framework of the UNICEF-Government of Ghana Country Programme of Cooperation (2018-2022), UNICEF is supporting programmes for children in health and nutrition, water, sanitation and hygiene, quality basic education, the protection of children from violence, abuse and exploitation, and social protection. It does so by leveraging national and international capacity, knowledge, and experience in priority areas for children.

UNICEF's work is funded entirely by voluntary contributions with public and private donors remaining significant contributors to results for children in Ghana, supporting a large share of activities taking place at national and local levels. An estimated US\$ 178 million is needed to advance key results for children in Ghana within the country programme period (2018-2022). However, traditional donors have gradually reduced their presence in Ghana, or shifted financial support away from large scale social reforms, moving from aid to trade, while relationships with emerging donors have not yet reached scale.

At the same time, the business sector in Ghana presents increasing potential as a source of innovative forms of partnership by which to leverage results for children. Increasing numbers of international

subsidiaries operating in Ghana point to a widening base for engagement with the business sector and with potential for generating significant investment in UNICEF-supported programmes for children. Recent analysis by UNICEF has identified several prospective pathways for resource leverage with the business sector. The office is also evaluating potential to pursue a Child Rights and Business agenda, to promote children's rights and sustain critical investment in children's wellbeing in Ghana. There are opportunities to work in the banking, cocoa, fishing and mining sectors, amongst others.

Meaningful partnership with the private sector is a key component of UNICEF's long-term Child Rights promotion strategy in Ghana. UNICEF is therefore seeking to engage a consultant to manage and expand a portfolio of strategic, shared-value partnerships that leverage resources for children and young people in Ghana.

Purpose and Objectives

The purpose of the contract is to contribute to the development, management and implementation of partnerships and engagements with key private stakeholders that leverage political and economic support for results for children. The aim is to further strengthen UNICEF's position as a partner of choice for children's rights in Ghana by engaging in innovative, transformative and holistic partnerships.

The contractor will establish a partnership function within the country office and provide an interface for environment scanning, knowledge exchange, resource leverage, and policy influence. The contractor will help ensure greater visibility and support for UNICEF's mission and expand influence in relevant economic sectors impacting on results for children, including industry and agriculture. The contractor will also serve as a focal point and resource for UNICEF on specific thematic areas of strategic relevance for partnership development.

Specific Tasks and Responsibilities

Under the supervision of the UNICEF Deputy Representative, and in close collaboration with UNICEF Representative and relevant UNICEF staff, the contractor seeks and promotes new strategic, shared value partnerships and both non-financial and financial resource leverage opportunities in various sectors in the economy, including industry and agriculture. Specifically, the contractor:

- Establishes a *Partnership* function (with a respective theory of change) and provides day-to-day coordination and technical support to all work on shared-value partnerships across the country office. Develops and implements a shared value partnership engagement plan for 2019 and a framework that outlines the basic principles of engagement including criteria for partner selection. Conducts iterative analysis to identify sources of new and continued shared value partnership and leverage opportunities, and brokers them accordingly. Receives and screens inquiries from potential collaborators. Drafts and, where appropriate negotiates, formal agreements and engagement modalities and terms, consistent with UNICEF's mandate, business model and Rules and Regulations. Coordinates the development, implementation and monitoring of shared value partnership deliverables and activities.
- Coordinates shared value partnership outreach, engagement, policy influence and collaboration activities. Maintains and expands UNICEF's network and relationships with key-influencers from the business sector and other relevant constituencies. Engages critical industries in Ghana to influence business' practice and policies towards better respect of children's rights in global supply chains, such as cocoa, fishing and mining. In particular, acts as focal point for UNICEF's evolving partnership with the cocoa industry in Ghana, including with the International Cocoa Initiative and World Cocoa Federation. Works closely with UNICEF's colleagues to ensure that policy advocacy and outreach to partners is strongly grounded in the experience and insights of the programmes that UNICEF supports. Ensures that UNICEF's interests, perspectives, and knowledge are considered in relevant social policy advocacy generated through shared-value partnerships, and that partners are fully aware of UNICEF's perspectives, policies, priorities and capabilities. Co-

ordinates planning and engagement of regular events with current and prospective partners and UNICEF supporters. Attends relevant meetings of strategic partners, to present and promote country programme priorities, initiatives and resource requirements. Develops and/ or contributes to communications products to enhance UNICEF's advocacy, visibility and influence with existing and prospective shared value partners, key stakeholders and decision makers, including materials required for partnership meetings, pitches, field visits, workshops, external and internal presentations, etc. Organizes the dissemination of knowledge and communication products to relevant audiences for information and advocacy purposes.

- Scans the external environment for shared value partnership opportunities and risks, and shares information with relevant UNICEF staff in a timely fashion. Monitors trends in development cooperation and assistance (in Ghana and internationally) through all channels; and in partners' respective policies, systems and actions. Advises UNICEF management on recommended adjustments to partnership strategy or policy to maintain and increase support for children. Establishes systems to regularly monitor and assess the effectiveness of UNICEF's shared value partnerships, including their reach and outcomes and monitors and evaluates the contribution of related channels to the objectives and targets of the country programme. Documents and reports on results as well as lessons learned from partnerships and ensures availability of other knowledge and communication products generated for and through the engagement of partners. Collects, documents, stores and shares relevant information and knowledge on partnerships in a systematic way. Develops and maintains UNICEF's institutional knowledge of current and prospective partners and relevant stakeholders, including a partner database. Develops policy papers and guidelines to enhance shared value advocacy and leverage efforts and initiatives by the country office. Engages with PFP, UNICEF National Committees and the UNICEF Regional Office for Western and Central Africa in relationship-building, coordination, knowledge management, information sharing, documentation, activity planning for common partnerships, and in consolidating country office inputs to common strategic initiatives.
- In line with overall organizational efforts, provides strategic, logistical and programmatic support to UNICEF staff to develop country office capacity to engaging effectively in shared value partnerships in the best interests of children. Performs other related duties as assigned by the supervisor to ensure the success of the team, including guiding, training, and coaching key staff, as needed.

Deliverables and time frame for submission

Tasks/Milestone:	Deliverables/Outputs:	Date
Market analysis	Comprehensive, evidence based analysis of shared-value partnership potential in Ghana and propensity to leverage resources in support of results for children.	Initial analysis completed by end of month 1; updated monthly.
Theory of change	Theory of change for shared-value partnerships	Completed by end month 2; updated monthly.
Partnership framework	Soft and hard copies of products. Includes criteria for the selection of partners, partner contribution targets and means of measuring results.	Completed by end month 2; updated monthly
Short-term outreach strategy and 2019 action plan with agreed targets and timelines.	Soft and hard copies including targets and outreach approach to engage potential donors in supporting results for children.	Completed by end month 2; updated monthly.
Targeted strategy and action plan on UNICEF's engagement with supply- and value-chain partnerships in coca, mining fishing industries.	Soft and hard copies including specific targets and outreach approach to engage.	Completed by end month 3; updated monthly.
At least 4 actionable, shared-value investment cases developed, distributed and pitched to targeted partners.	Soft and hard copy products, in accordance with timeline set out in agreed action plan translating programmatic priorities into business language.	Initial 4 investment cases by end month 4.
Capacity building sessions held for UNICEF staff	Training materials and tools collected and/or developed, in cooperation with PFP, RO and HQ; Training sessions held for UNICEF staff in Ghana	Before end of month 4
At least 4 additional partner engagement materials (using compelling visuals, infographics, etc.). The materials should illustrate shared priorities, common goals, division of labour and commitment to principles of human rights, accountability and transparency.	Soft and hard copies of products. (All original files, including data analysis, original photographs, vector files to be saved and provided with each final product). Development timeline should be specified at the start of the assignment and included in the overall action plan. The consultant may choose to develop materials concurrently with investment cases. These arrangements are to be negotiated with the supervisor and will depend on partner requirements and priorities.	Product outline submitted by end month 5.

Partner database, filing system	An accurate, comprehensive and fully populated partner database. Electronic and physical filing system established.	Completed by end month 6; updated monthly.
At least 3 major shared-value partnerships underway with business sector		Completed by end month 6.
Monthly activity reports and management summaries	Monthly activity reports on the progress of partner engagement activities (as per workplan), achievement of shared-value partnership targets (including investment generated, in pipeline, etc.) clear assessment of effectiveness of actions and any proposed adjustments. Progress reporting will include monthly summary for senior management.	Monthly.
Work process documentation, and knowledge products.	A quarterly report and detailed record/ log of partnership work undertaken, including the analysis of various approaches employed. The record will be supported by electronic and hardcopy documents, stored centrally.	Quarterly report.
Further deliverables related to production and dissemination of investment cases, proposals and engagement materials will be elaborated and agreed.		

Supervision and reporting arrangement

The contractor will be supervised by the Deputy Representative, in close cooperation with the Representative and in consultation with the Communications manager and other relevant UNICEF staff.

Payment and Payment Schedule

The contractor shall receive a monthly payment upon satisfactory submission of monthly deliverables as agreed with the supervisor. Monthly payment shall be a negotiated lumpsum that comprises fees and cost of staying in Ghana. An initial advance covering travel to Ghana and/or partial subsistence will be made on signature of the contract.

Timeframe

The assignment shall be for 11.5 months.

Expected Qualifications, Experience, specialised knowledge/skills and competencies

- An Advanced university in international development, public affairs, public administration, international relations, political science, social policy, communication, business administration and management or another related field, such as sustainability related projects.
- At least eight (8) years of progressively responsible professional experience in private sector engagement, partnership building, external relations and/or leveraging resources, preferably in an international organization is required.

- Significant ability in market analysis, research, documentation, and report writing.
- Proven experience effectively engaging companies and/or developing an effective “pitch”/ advocacy messages
- High-level ability in written English, with a reader-friendly style and demonstrated ability to translate complex information into simple and accessible text for a wide audience. Candidates may be asked to provide writing samples such as publications, articles, policy briefs.
- Fluency in English is required. Knowledge of another official UN language is an asset.
- Good networking and inter-personal communication skills. Prior experience in business sector engagement and/or partnerships building required
- A track record of working with the business sector
- Demonstrated planning, communication, research, fundraising experience and very strong writing and editing skills
- Strong leadership skills; capacity to prioritize and manage a diverse range of partners, projects and activities
- Familiarity with UNICEF’s work, and experience working in a developing country are considered an asset.

General Conditions: Procedures and Logistics

- The contractor will work full-time at UNICEF premises to ensure daily contact with supervisor and other appropriate staff members.
- The contractor will be provided with tools including workspace, computer and connectivity to internet and access to UNICEF information resources.
- All travels related with the assignment will be arranged by UNICEF. Only one round international trip will be paid for – at start and end of contract.

Copyright, Patents and other Proprietary Rights (if applicable)

All materials developed will remain the copyright of UNICEF and UNICEF will be free to adapt and modify them in the future.

Policy both parties should be aware of:

- Under the consultancy agreements, a month is defined as 21 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.
- Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.
- No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor.
- Unless authorized, UNICEF will buy the tickets of the consultant. In exceptional cases, the consultant may be authorized to buy their travel tickets and shall be reimbursed at the “most economical and direct route” but this must be agreed to beforehand.
- Consultants will not have supervisory responsibilities or authority on UNICEF staff and budget.
- Consultant will be required to sign the Health statement for consultants/Individual contractor prior to taking up the assignment, and to document that they have appropriate health insurance, including Medical Evacuation.
- The Form 'Designation, change or revocation of beneficiary' must be completed by the consultant upon arrival, at the HR Section

Application Procedure

- Interested candidates should apply on-line to the link provided. In addition to the detailed CV/Resume, candidates should attach a two-page note on how he/she intends to effectively accomplish this assignment within time frame.

- Two examples of previous work done should be attached (e.g. strategic documents, publications, policy briefs etc.)
- Candidates should indicate proposed Monthly fees in USD that will comprise professional fees and cost of staying in Ghana.