

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

**Consultant: Approaches within the business world (and among multilaterals) to addressing business social impact, sustainability and human rights presented in both a written text and a short Powerpoint**

**Brief description:** a relatively basic but comprehensively framed analysis of trends in business responsibility and sustainability, and the emerging world of purposeful business.

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 be 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 major trends and developments in business-related approaches to social impact, sustainability and human rights, including contextualizing these (at a high level) in the degree to which they are actually operationalized by businesses of different forms in different geographies. While global in outlook, major regional differences and trends should be identified. This will support UNICEF to identify key strategic business engagement directions and priorities (excluding fund-raising).

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

- Basic practices and trends in the business world to “doing business”.
- The “story” of business impact on children and families: the current state of knowledge.

## MAIN TASKS

This consultancy includes three main tasks:

- 1. Review of practical business-related approaches to business social impact, sustainability and human rights** (highlighting regional variation). This piece of research and analysis should explore:
  - a. Setting the scene: business accountabilities for human rights, sustainability and other forms of social and environmental impact (including mention of international and regional standards, and outstanding national examples)
  - b. Developments and trends in environmental, social and governance (ESG): major institutions involved, enforcement, strengths and weaknesses of current approaches (audit and beyond). This should include approaches to addressing business social impact within and with the financial sector, including main schemes and actors.
  - c. Industry ethical/sustainability schemes: major examples, strengths and weaknesses
  - d. Self- or voluntary regulation: examples of “smart-mix” approaches
  - e. Practical approaches adopted by business (major companies, SMEs)

- f. Shared value approaches: getting beyond rhetoric to empirical application, strengths/limitations.

Word length guide: 4,000

Level of writing: Masters

**2. How does business/the worlds of ESG and sustainability measure social impact:** strengths and weaknesses of current approaches. This should explore:

- a. basic business metrics for measuring impact (positive and negative impact)
- b. audit and getting beyond audit (including key institutions and services offered)
- c. enforcement mechanisms
- d. key approaches to human rights due diligence: framing, mechanisms

Word length guide: 4,000

Level of writing: Masters

**3. Key technical approaches to environmental and social impact used by the UN, other multilateral organizations and global movements:**

- a. While key platform initiatives should be identified, the main focus should be on technical programme modalities and approaches used by other UN agencies and organizations, with specific attention on lessons for UNICEF and potential for inter-agency coordination.

Word length guide: 2,000

Level of writing: Masters

## DELIVERABLES

Within the above scope of work, there are key final deliverables within the contract period are a written text and a succinct powerpoint :

Deliverables	Timeline /Deadline	Schedule of payment
Scoping call with UNICEF PFP	On or around 24 July	
<b>1. Written overview on:</b> <ol style="list-style-type: none"> <li>a. Review of business-related approaches to social impact.</li> <li>b. Metrics</li> <li>c. Multilateral system technical approaches</li> </ol> <p>It is expected that the consultant will conduct desk research. The written overview should include all the</p>	No later than 19 August 2020	

<p>topics outlined in the scope of work and regional nuances.</p> <p>One discussion with UNICEF on main findings in advance of finalization. Expected date is on or around 10 August</p>		
<p><b>2. Succinct presentation to UNICEF on both components (PPT no more than 10 slides).</b></p>	<p>On or around 25 August 2020</p>	<p>Submission of all final deliverables</p>

### 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 Deliverable 1 and Deliverable 2 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.