

THE UNITED NATIONS CHILDREN'S FUND (UNICEF)  
TERMS OF REFERENCE FOR INSTITUTIONAL CONSULTANCY

**BUSINESS SECTOR MAPPING ANALYSIS RELATED TO CHILD RIGHTS IN PRIORITY COUNTRIES OF LATIN AMERICA AND THE CARIBBEAN (16 COUNTRY OFFICES)**

Location: **Regional Office for Latin America and the Caribbean [LACRO] – Remote work**

Closing date for applying to this consultancy: **May 26, 2021**

Estimated start date approx.: **June 14, 2021** | Estimated end date: **December 15, 2021** | Duration: 6 months

Funding source: **PR 38501457**

**BACKGROUND:**

Business directly and indirectly impacts the lives of children as consumers, family members of employees, young workers and as future employees and business leaders. Children are also part of the communities and environments in which business operate Business leaves a footprint on the lives of children through its products and services, supply chains, manufacturing methods, marketing methods, distribution practices, environmental and social impacts and investment in local communities. One key way in which UNICEF has been engaging business is through addressing child rights in the business ecosystem, working with companies and business stakeholders (including governments and regulators) to create an enabling environment for business to respect and support child rights through their policies, codes of conduct, labour practices, marketing practices, supply chains, etc.

During the past years, UNICEF has compiled annually its form with corporate partners, producing reports evaluating the potential opportunities to engage with the private sector beyond fundraising. UNICEF has developed a methodology to identify opportunities and challenges and develop strategies to involve the private sector in UNICEF's strategic programs and strategies. This proposed methodology serves to identify opportunities and challenges and develop engagement strategies that are programmatically coherent). UNICEF has thus conducted mapping exercises in pilot countries and would now like to expand this tested methodology in priority offices conducting planning processes as relevant.

**PURPOSE:**

Under the guidance of the PFP Unit, the selected institutional contractor will implement the methodology facilitated to conduct mapping exercises in 16 priority countries, as selected by the Regional PFP Unit for Latin America and the Caribbean. The Regional Office expects to complete the following mappings during 2021:

	Country	Estimated timeline and payment schedule
1	ECA (Eastern Caribbean)	Deliverable #1 (June 2021) – 25% of payment disbursed once finalized
2	Haiti	
3	Guyana & Suriname	
4	Jamaica	
5	Belize	
6	Cuba	
7	Venezuela	Deliverable #2 (July 2021)- 25% of payment disbursed once finalized
8	Argentina	

9	Colombia	
10	Bolivia	October 2021 - 25% of payment disbursed once finalized
11	Chile	
12	Costa Rica	
13	República Dominicana	
14	Ecuador	
15	Nicaragua	
16	Mexico	November 2021 – 25% of payment disbursed once finalized

#### EXPECTED RESULTS AND DELIVERABLES:

##### Known Deliverables:

Deliver fully finalized Business Mapping exercises for 16 countries where UNICEF operates in the region (based on the table above). The institutional contractor will work with the PFP Unit to revise and deliver the mappings based on the calendar dates on the table above. These mapping exercises will include (more in the Annex at the end):

1. **Business Mapping outline and raw data analysis:** this section includes mining data from official and other relevant sources, to present update information on sectorial economic lines, referencing revenue, labour force and relevant data of each sector, to the most granular level available
2. **Gap analysis on business and child rights:** an analysis of the current legislation and norms in the country related to business activities, in reference to children’s rights under the framework of the Child Rights and Business Principles (2012) which outlines policies on workplace, marketplace and community & the environment. This analysis will outline the existing gaps in both the laws and their implementation in the country, based on available data.
3. **Recommendations based on data analysis for UNICEF programming in selected countries:** UNICEF’s work in countries is determined by Country Programme Documents
4. **Monitoring mechanisms:** with follow up calls between the institutional contractor and the Regional PFP Unit, along with the respective UNICEF Offices to validate data and analysis as needed.
5. **Exec summary** – 2-pagers with the summary of insights and description of trends and opportunities for UNICEF in terms of business engagement and child rights.

#### Minimum Requirements and Qualifications of the Consultant(s) Assigned by the Institution

##### Education

- Relevant graduate education (including current enrollment in a graduate program), with experience in consulting

<b>Work Experience</b>	<ul style="list-style-type: none"> <li>- Experience writing formal communications documents, preferably with experience preparing reports for business sector audiences.</li> <li>- Previous research experience in one or more of the following fields: Human Rights, Business, government, Public Policy on child rights, Sustainability, among others.</li> <li>- A very good understanding and experience of the UN system, especially UNICEF dynamics would be an asset</li> </ul>
<b>Languages</b>	<ul style="list-style-type: none"> <li>- Full proficiency in Spanish, written and spoken is required. Knowledge of English and French is considered an asset.</li> </ul>
<b>Technical Knowledge (if applicable)</b>	<ul style="list-style-type: none"> <li>- Demonstrated proposal and report writing skills</li> <li>- Excellent inter-personal and networking skills (ability to build engagement and commitment)</li> <li>- Proven track record of working with deadlines</li> </ul>

**EVALUATION METHOD AND CRITERIA:**

In making the final decision, UNICEF considers both technical and financial aspects. The Evaluation Team first reviews the technical aspect of the offer followed by the review of the financial offer of the technically compliant vendors.

The proposals will be evaluated against the following two elements:

1)

Technical component score	Max. 70 points
Economical component score	Max. 30 points
<b>TOTAL score</b>	Max. <b>100</b> points

**Technical Proposal**

The technical proposal should address all aspects and criteria outlined in this Request for Proposal and attachment.

The technical proposal should include cover letter referring to the required qualifications, timeline, workplan, proposed methodology, curricula of participant(s) and 3 contact references from previous work experience.

The institution should register at UNGM <https://www.ungm.org/>

**Technical Evaluation**

Technical Criteria	Technical Sub-criteria	Maximum points
<b>Overall technical proposal</b>	Includes completeness of response and overall concordance between RFPs requirements and proposal	10
<b>Maximum Points</b>		<b>10</b>
<b>Institution and Key Personnel</b>	<b>Institution: Range and depth of experience with similar projects, especially related to business / HRB studies</b>	<b>15</b>
	<u>Key personnel:</u> relevant experience and qualifications of principal research team	15
<b>Maximum Points</b>		<b>30</b>
<b>Proposed Project Methodology and Approach</b>	Quality of the proposal, including technical relevance and comprehensiveness (timeline, workplan, proposed methodology)	30
<b>Maximum Points</b>		<b>30</b>
<b>Total Maximum obtained for Technical Criteria</b>	(Note: the total maximum score must be equivalent to the weight assigned to the technical score)	<b>70</b>
<b>Minimum score for technical compliance</b>		<b>50</b>

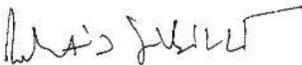
## Financial Proposal

The financial proposal should be broken down for each component of the proposed work, based on an estimate of time taken which needs to be stated. Please note that **price proposal and technical proposal must come in separate documents** or your proposal will be invalidated.

The total amount of points allocated for the economic component is **30**. The maximum number of points will be allotted to the lowest price proposal and compared among those consultants which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g:

$$\text{Score for price proposal X} = \frac{\text{Max. Score for Financial proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

Approved by:



Romain Sibille  
Corporate Alliances Specialist

**ANNEX - Detailed business mapping methodology**



## Mapping Business

**Proposed methodology to identify opportunities and challenges, and develop engagements strategies which are relevant programmatically**

## Introduction

There is a pressing need from Country Offices to both understand the potential of the private sector in accelerating their programmatic results and to translate this understanding into actionable activities and metrics into their planning. In Latin America and the Caribbean, at least 13 Country Offices are currently working on PSE activities with dissimilar planning and often not fully aligned with programmatic planning priorities and report. Thus, the proposed methodology:

- Contribute to the new Strategic Plan of UNICEF, 2018-2021, specifically to the new strategies of work to achieve SDG for children: “harnessing the power of business and markets for children” and “developing and leveraging resources and partnerships for children”.
- Consists of a step-by-step approach to conduct an exhaustive and relevant overview of the private sector in your country, identify sectors, companies and stakeholders which are to be prioritized for each programmatic strategy, and identify potential engagement modalities for scale - from previous experiences in UNICEF – to strategically prioritize these with major potential for impact on children.
- Provides Program colleagues and senior management with an evidence-based, clear case to invest time and resources in PSE to accelerate the achievement of the SDGs, UNICEF Strategic Plan and the COs goals.
- Provides PSE colleagues with a tools and data to foster relevant discussions on the potential and role of business in COs / Programmatic planning processes (SitAn – CPD, Mid Term Review, Annual planning, ...).

## Methodology<sup>1</sup>

The process is composed of three incremental data-collection processes (a mix of desk review from official sources, UNICEF compiled data and *ad hoc* reports such as a survey on companies’ policies) – building from the previous one:

1. **Private Sector Macro-Analysis:** An analysis of the macroeconomic and sectorial landscape of the economy, under five areas of work deemed influential on children and their families:
  - a. **Economy** (data on economic contributions of each sector),
  - b. **Workplace** (data on employee’s wellbeing and characterization on each sector),
  - c. **Reach** (who are the primary consumers / customers of the sector),
  - d. **Advocacy power** (the capacity of the sector and key players within it to influence legislation, move the social discourse and/or position key issues in the national agenda),
  - e. **Value chain** (a characterization of impacts of the sector through its value chain, including supply chain, B2B operations - geographical footprint, link with other sectors, people affected)
  - f. **Typical impacts of the sector** (based on the Child Rights and Business Principles, impacts on working parents, youth workers, child labour, marketing towards children, impacts of products, to the community, to the environment, impacts in emergencies, ...).

**End Result: Mapping of key sectors, which should be included in the regular stakeholder mapping exercise developed by countries.**

---

<sup>1</sup> This methodology has been developed by PFP and M&E teams in LACRO (Romain Sibille Francisco Biber, Jose Ramon Espinoza, Laura Salamanca), thanks to the previous work of several colleagues around the globe. We can mention some key documents and methodologies that inspired the most: “ENGAGEMENT WITH BUSINESS - Programme Guidance for Country Offices” by PD & PFP, “Children’s Rights and Business in CPDs in Asia” and “Private sector Training for COs” by Erik Nyman, “Influence of Business on programming” in Colombia, “Business and Children Mapping” of Argentina, “PSE Strategy” of Rwanda, “Mapping the Potential” in Mexico, “Mapping of the Private Sector” in Tanzania, “What are business doing for Children” from Deloitte & UNICEF LAC, and others.

2. **Gap Analysis on children and the private sector:** a compilation of information, based on the most recent situation analysis of the country and using the existing, available and reliable information, but also on the following sources of information to complete undefined gaps, develop an analysis to identify children deprivation linked to business of to which the private sector can contribute to solve:
  - a. **National indicators related to children:** a list of SDG child-related indicators, along with UNICEF standard indicators, which have been curated by UNICEF LACRO as to be potentially be impacted by the private sectors. Data should, in most cases, be readily available from M&E colleagues within UNICEF CO.
  - b. **Legal baseline analysis:**
    - a. in certain countries (i.e.: Argentina, Chile and Mexico), UNICEF and DLA Piper conducted a national baseline mapping the distinct ways in which existing legislation addresses child rights among the private sector (from childcare policies to how legal protection is extended to children and families).
    - b. **Survey “What are companies doing for children?”:** 5 countries in LAC (Colombia, Panama, Paraguay, Peru and Uruguay) have launched reports based on a 50-question questionnaire covering responses from over 310 companies. In 2019, four more countries at least (Argentina, Mexico, Bolivia and Dominican Republic) will conduct a similar comparable survey with more than 1000 companies estimated. This provide comparable regional and national data that can help identify how the legal gaps in the baseline are being addressed. UNICEF LACRO developed an online toolkit, [available here](#).

**End Result: Map of gaps identified (legal and implemented) versus relevant national indicators; Inclusion of this narrative in SitAn.**



**IMPORTANT NOTE:** This information on indicators, regulatory framework and implementation of regulation, but also on the potential of the private sector to contribute and accelerate UNICEF results for children, should be in the future part of the SitAn in countries, and not developed as a complementary document. It should be developed as a generic chapter on the private sector but also embedded in each sector to reflect the challenges and potential of engaging (or the loss of opportunity of not engaging) with business in the country.

3. **PSE recommendations for Programs:** based on Step 1 and Step 2, and through a participative process engaging Program colleagues, UNICEF CO would determine the roadmap for engagement with the private sector. For each programmatic priority in the country, the CO should identify:
  - a. **Identified priority sectors:** based on the clarified potential from Step 1 for that particular sector to contribute/redress child rights impacts related to the Programme priority gaps identified in Step 2.
  - b. **List of main companies:** Additionally, UNICEF CO should compile a list (to the latest year) of the top 100/500 companies in terms of sales in the country including the sector/subsector they belong to, and the number of employees (direct and indirect)

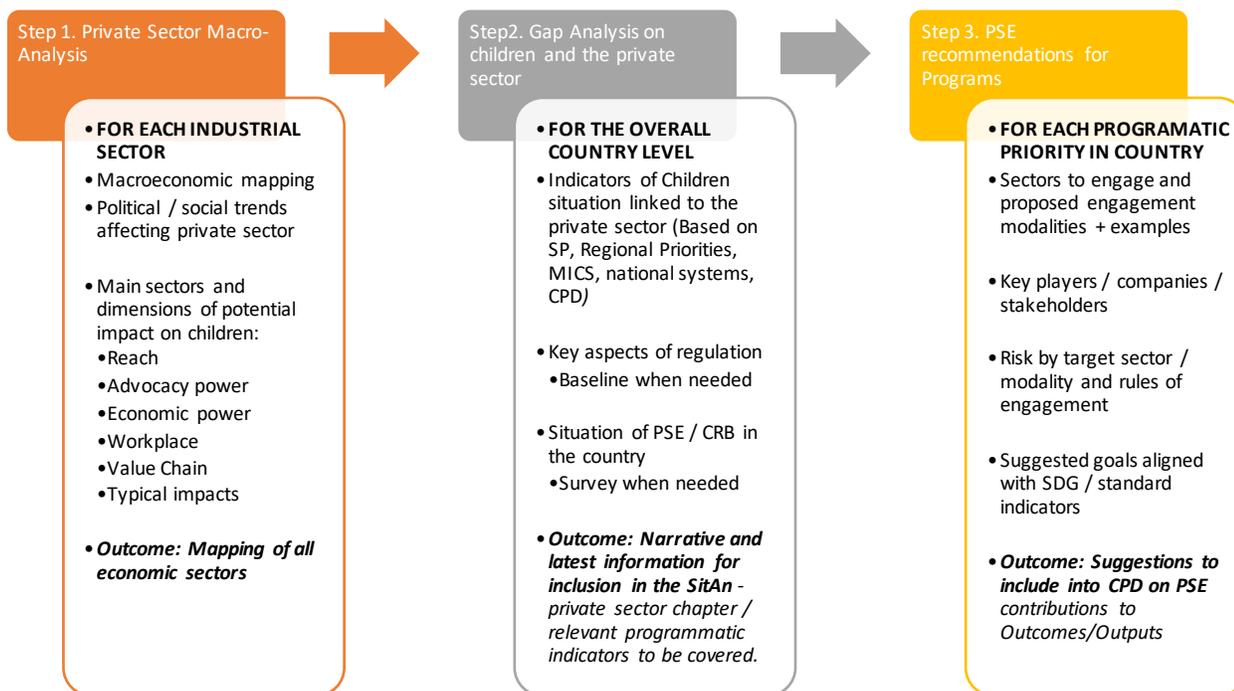
c. **Identify key associations/civil society/other stakeholders:** who are instrumental within the sector based on a qualified assessment within the CO of influence and reach. This should be part of the regular stakeholders' analysis of the country offices.

d. **Determine the modalities of engagement:** such as:



**End Result: Prioritized recommendations of clearly defined strategies of engagement with private sector, to reach or accelerate the achievement of UNICEF goals to be concluded between the CO team (as applicable: PFP, Communications, Programme Division), setting timetables for this integration of PSE narratives, indicators and contributions to Outcome/Outputs of the CPD.**

## SUMMARY OF METHODOLOGY



Source: UNICEF LACRO

## Proposed mapping process

This process should be developed on incremental steps and in close coordination between RO team and the Country Office PFP team, but also with participation of CO Management team.

### Step 1: Private Sector Macro-Analysis

**What is it?** A narrative macroeconomic review of the economy in the country and the major industrial sectors that compose it through 5 key dimensions of potential impact on children

**How to do it?**

1. **Conduct a general mapping of the economy:** include the following sections:
  - a. General comment on the main macroeconomic indicators: GDP and GDP growth
  - b. Composition of the companies' population: SMEs and large companies (official definition by size and number of employees)
  - c. Formal & informal economy: informal economy rate, and how it is measured in the country, workforce in the informal economy, ...
  - d. Geographic disaggregation: applicable only when Country Offices CPDs have a geographic focus in provinces/regions in the country, include:
    - Top three sectors by: Employment, Income to the latest year
    - Number of companies in the area, employees in the area and rate of formality
    - A narrative on relevant specific economic conditions to note (i.e.: the area houses a large mine; entry port for most trade in the country)
  
2. **A focused analysis of all sectors**

For the mapping of sectors, we use an adaptation of the [sectorial categories](#) from UNSD. This approach is taken to homogenize findings between countries.

### Proposed list of sectors

UNICEF Sector	Sector CIUU	Subsector CIUU
<b>1. Agriculture</b>	A. AGRICULTURA,	
<b>2. Extractives</b>	B. EXPLOTACIÓN DE MINAS Y CANTERAS	
<b>3. Manufacturing</b>	C. INDUSTRIAS MANUFACTURERAS	
Food and Beverages		CA ELABORACION DE ALIMENTOS Y BEBIDAS NO ALCOHOLICAS, NO AGUAS (Sum of multiple subsectors on F&B)
Clothing & Garment		CB TEXTILES Y PRENDAS (Sum of multiple subsectors on garment production)
Pharma		C21 FABRICACION DE PRODUCTOS FARMACEUTICOS, SUSTANCIAS QUIMICAS MEDICINALES Y PRODUCTOS BOTANICOS DE USO FARMACEUTICO
Electronics		CC FABRICACION DE ELECTRONICOS Y ELECTRICOS (Sum of subsectors)
Automobile		C29 FABRICACION DE VEHICULOS AUTOMOTORES, REMOLQUES Y SEMIRREMOLQUES
<b>4. Utilities (electricity, water)</b>	D+E: SUMINISTRO DE ELECTRICIDAD, GAS, VAPOR, AIRE ACOND, DISTRIBUCIÓN DE AGUA	
<b>5. Construction</b>	F. CONSTRUCCIÓN	
<b>6. Sales (Wholesale and Retail)</b>	G. COMERCIO AL POR MAYOR Y AL POR MENOR; REPARACIÓN DE VEHÍCULOS AUTOMOTORES Y MOTOCICLETAS.	
Wholesale		G46. COMERCIO AL POR MAYOR
Retail		G47 COMERCIO AL POR MENOR, EXCEPTO EL DE VEHÍCULOS AUTOMOTORES Y MOTOCICLETAS.
F&B Retail		G47A VENTA AL POR MENOR ALIMENTOS Y BEBIDAS, GENERAL
<b>7. Travel &amp; Tourism</b>	I. ACTIVIDADES DE ALOJAMIENTO Y DE SERVICIO DE COMIDAS.	
<b>8. Transport and ICT</b>	H+J	
Transport	H. TRANSPORTE Y ALMACENAMIENTO	
ICT & Media	J. INFORMACIÓN Y COMUNICACIÓN	

<b>9. Financial services and insurance</b>	K. ACTIVIDADES FINANCIERAS Y DE SEGUROS	
Financial services		K64 ACTIVIDADES DE SERVICIOS FINANCIEROS, EXCEPTO LAS DE SEGUROS Y FONDOS DE PENSIONES
Insurance		K65 SEGUROS, REASEGUROS Y FONDOS DE PENSIONES, EXCEPTO LOS PLANES DE SEGURIDAD SOCIAL DE AFILIACIÓN OBLIGATORIA
<b>10. Business professional services and leasing</b>	L. ACTIVIDADES INMOBILIARIAS M. ACTIVIDADES PROFESIONALES, CIENTÍFICAS Y TÉCNICAS N. ACTIVIDADES DE SERVICIOS ADMINISTRATIVOS Y DE APOYO. (SUM)	
<b>11. Public administration</b>	O. ADMINISTRACIÓN PÚBLICA Y DEFENSA; PLANES DE SEGURIDAD SOCIAL DE AFILIACIÓN OBLIGATORIA	
<b>12. Teaching</b>	P. ENSEÑANZA.	
<b>13. Health services (public, private)</b>	Q. ACTIVIDADES DE ATENCIÓN DE LA SALUD HUMANA Y DE ASISTENCIA SOCIAL.	
<b>14. Other services (repairs, cleaning services, beauty, etc)</b>	S. OTRAS ACTIVIDADES DE SERVICIO	

For each sector, produce the following key statistics from official national sources as available:

- a. Key sector dimensions and proposed metrics (some dimensions are more relevant or do not apply for some sectors / data should be as recent as possible)
  - **Economy:**
    - Yearly production and contribution to total GDP (%)
    - Percentage of the sector to total exports
    - Sales, in USD or local currency
    - Concentration: share of production (or sales) from large companies in a sector, subsector (market share)
    - 10-20 highest income companies
    - **Recommended Sources:** Central Bank database, National Statistics Institute data on production and national GDP metrics
  - **Workplace:**
    - Number of workers (formal or available employment data)
    - % of employees from total base
    - Average salary of the sector, subsector / vs. national average
    - Women: Men ratio in the sector or subsector
    - Concentration: number of workers in large companies (to latest year) in a sector, subsector
    - 10-20 highest employers
    - **Recommended Sources:** Household national surveys, National Statistics Institution, Ministry of Labor/similar database
  - **Reach:**
    - Estimated reach to population – qualitative: large / medium / small
    - Population targeted: Children / Adolescents / Adults / Men / Women
    - Reputational risk / sensitivity of the sector
    - 10 companies per sector with largest reach
    - **Recommended Sources:** Data on reach and target can be inferred qualitatively; Data of 20 top companies in total from business journals/magazines ranking by sales, disaggregate by sector and include as applied (if a sector does not have any company, include up to the relevant top 5 companies by sales within the sector).
  - **Advocacy power**

- Qualitative assessment featuring cases and methods used by economic agents in the sector to promote a given interest.
- **Recommended Sources:** Political consultants reports, Business consultants reports (KPMG, Deloitte, EY), NGOs such as Oxfam, Greenpeace, Amnesty International, Human Rights Watch; Specialized investigative press.
- **Value Chain (as available)**
  - Qualitative analysis of supply chain: size, geography, labor
  - Qualitative and quantitative analysis of B2B activities: % sales B2B, sectors, geography, labor
  - **Recommended Sources:** National Statistics Institution database on sales per sector, Business consultants reports on supply chains
- **Typical impacts of the sectors**
  - From UNICEF studies, guidelines and toolkits published in previous years in the region and abroad, propose a standard list of typical impacts of each one of the sectors analysed. Full list of typical impacts by sector in Annex 1.



Economic sectors mapping template available [here](#).

	Economic power					Workforce			How many times the avg salary?	Reach
	GDP (BCE), thousands USD	% GDP	% sales in large companies	Concentration Index	% of Exports	% employees (ENEMDU)	Women:Men Ratio	Who they reach predominantly? LOW, MEDIUM OR HIGH reach to consumers		
1. Agriculture	\$ 9,730,031	10%	NA	NA	NA	26%	0.33	NA	LOW, Producers, Intermediaries	
2. Extractives	\$ 5,023,893	5%	97%	56%	33%	1%	0.13	1.86	LOW, Producers, Intermediaries	
3. Manufacturing	\$ 14,983,046	15%			41%	11%				
Food and Beverages		9%	93%	22%		5%	0.46	1.16	HIGH, Final Consumer (Children & Adults)	
Clothing & Garment		1%	51%	18%		2%	1.26	0.83	HIGH, Final Consumer (Children & Adults)	
Pharma		0%	80%	13%		0.2%	0.76	1.28	MEDIUM, Final Consumer (Adults)	
Electronics		1%	89%	30%		0.5%	0.21	1.14	MEDIUM, Final Consumer (Adults)	
Automobile		1%	90%	52%		0.2%	0.15	1.11	MEDIUM, Intermediaries, Final Consumer (Adults)	
4. Utilities (electricity, water)	\$ 1,826,445	2%	95%	38%	NA	7%	0.23	1.87	HIGH, Final Consumer (Adults)	
5. Construction	\$ 12,087,372	12%	65%	7%	NA	7%	0.16	0.90	LOW, Intermediaries	
6. Sales (Wholesales and Retail)	\$ 9,960,093	10%			NA	19%				
Wholesale			71%	7%		9%	0.51	1.12	LOW, Intermediaries	
Retail			61%	10%		10%	0.93	0.84	HIGH, Final Consumer (Children & Adults)	
7. Travel & Tourism	\$ 2,225,384	2%	47%	10%	NA	7%	0.97	0.70	MEDIUM, Final Consumer (Adults)	
8. Transport and ICT	\$ 7,319,034	8%			NA	6%				
Transport			55%	6%		NA	0.27	1.00	MEDIUM, Intermediaries, Final Consumer (Adults)	
ICT			87%	65%		2%	0.60	1.46	HIGH, Final Consumer (Children & Adults)	
9. Financial services and insurance	\$ 3,536,287	4%			NA	1%				
Financial services			95%	22%		NA	1.30	1.57	MEDIUM, Intermediaries, Final Consumer (Adults)	
Insurance			88%	8%		NA	1.18	1.81	MEDIUM, Intermediaries, Final Consumer (Adults)	
10. Business professional services and leasing	\$ 11,935,262	12%	33%	3%	NA	5%	0.50	0.88	LOW, Intermediaries, Final Consumer (Adults)	
11. Public administration	\$ 7,062,194	7%			NA					
12. Teaching	\$ 5,697,152	6%	NA	NA	NA	7%	NA	NA	HIGH, Final Consumer (Children & Adults)	
13. Health services (public, private)	\$ 3,582,878	4%			NA					
14. Other services	\$ 2,113,662	2%	NA	NA	NA	4%	NA	NA	NA	
Total	\$ 97,082,733					5,169,942				

*Example: Summary information for Ecuador CO (Advocacy Power and Value Chain missing)*

## Step 2: Children and the private sector in country

**What is it?** Knowledge gathering to understand the situation of "child rights and business" in the country.

**How to do it?**

For the key aspects of regulation of the private sector that typically affects children, UNICEF has proposed some criteria that we want to reach globally. This allows us then to identify gaps in terms of:

- Regulation: does the regulation in the country fulfil UNICEF criteria?
  - o This analysis is done through the **regulatory framework analysis (step 2.A)**.
- Implementation of the regulation: Is the regulation well implemented? Do companies in country respect this regulation?
  - o This analysis consists of a **list of key questions** of implementation of regulation and good practices in the country. This is done in partnership with key **enforcement/audit/evaluation organizations** (ministries of labour, of health, CSR organization, international standards organizations, ...) or eventually running **surveys to companies to assess the current reality**.

**To develop this analysis, it is necessary to gather the following information:**

- A. **Gather a set of key indicators** of children which might typically be impacted by the private sector, based on the SDGs, the Strategic Plan, the ROMP and the CPD.
  - A list of SDG related indicators is provided to map salient issues where the private sector has a stake. These SDGs are aligned and complemented by standard indicators from the official UNICEF list

- Map and select if relevant indicators from this list that, in your experience in your country, are:  
a) a priority for the advancement of child rights in the local context, b) there is a sector or sectors identified with whom UNICEF could engage to shift this indicator.



List of suggested indicators and template downloadable [here](#).

**B. Identify Key aspects of regulation** of the private sector which might affect children and **GAPS vs. UNICEF standards.**

This list of regulation of business to prevent its eventual impacts on children rights has been developed in the context of Baseline for the elaboration of National Action Plans on Business & Human Rights. UNICEF, together with the Danish Institute on Human Rights and International Corporate Accountability Roundtable, developed a [thematic supplement](#) to identify all relevant regulations in the matter. For this mapping exercise, we are suggesting a shortlist of regulations which most commonly affect children in the context of CRB. But countries can also realize the full analysis of regulation based on the mentioned thematic supplement<sup>2</sup>. When needed, the CO may hire a legal firm to support the mapping (eventually pro-bono).



Shortlist of key regulation in Annex 2.

**C. Identify how key regulation / good practices are being implemented** in the country

List of attributes to identify what companies are actually doing in the country in regards of respecting and promoting children rights. When information not available, COs might run a survey along (see methodology and tools for the surveys in annex)



Survey methodology and questions Annex 3 & 3'.

---

<sup>2</sup> Some countries have developed this baseline on children rights and business in the LAC region: Argentina, [Chile](#), [Mexico](#)

#### D. Gap analysis

With the list of key indicators, the mapping of current regulation and the status of implementation of business regulation and good practices, it is possible to realize the gap analysis to understand what

Let's take an example - Breastfeeding in Mexico

- **STANDARD INDICATORS – from official sources:**
  - Exclusive breastfeeding rate is only 30.4% for the country – **IT IS A PRIORITY FOR THE COUNTRY**
  - Working women breastfeed exclusively 33% less than other women, with a clear drop when they come back to work - **PRIVATE SECTOR MIGHT BE A STRONG CONTRIBUTOR TO REVERSE THE SITUATION**
- **CRITERIA**
  - UNICEF promotes exclusive breastfeeding until 6 months for all mothers without a physical impediment (around 90-95%).
  - UNICEF recommends companies should have a lactation room, flexible time for mother to extract their milk and promote BF culture.
  - UNICEF promotes maternity leave of 6 months and paternity leaves of 2 months.
- **REGULATING BUSINESS**
  - All companies must have an accessible, adequate and hygienic lactation room, grant 1 hour or 2 times 30 min to mothers to extract their milk until the baby is 6 months, and promote breastfeeding culture. – **REGULATION IS SUFFICIENT AND CLEAR ON BF**
  - Maternity leave is 12 weeks and paternity 5 days. – **REGULATION IS WAY BELOW UNICEF RECOMMENDATION ON LEAVES.**
- **IMPLEMENTATION OF THE REGULATION**
  - The clear majority of companies do grant paid maternity and paternity leave as defined per law – **LEAVES ARE WELL IMPLEMENTED**
  - Only 28% of companies do have a lactation room – **BF REGULATION IS NOT IMPLEMENTED**

With the previous information, **the country can logically propose 2 strategies to be included in the Outcomes and Outputs** (and make synergies with other relevant strategies for the CO):

- **Political advocacy to extend paternity and maternity leaves** in the country – eventually supported by visionary players and first movers of the private sector.
- **Accelerate the implementation of the BF regulation**, collaborating **with workforce intensive sectors and companies**.

strategies might be more effective to attend the most pressuring challenges.



Regulation and gap analysis template available [here](#).

### Step 3 - Recommended PSE strategies by programmatic pillar

**What is it?** Based on number of children affected and gravity of impact, and of the potential of the private sector to be part of the solution of these most pressing impacts, each Programmatic strategy is proposed a few potential lines of engagement with the private sector.

**How to do it?**

For each programmatic pillar – Outcomes of existing CPD, but also key programmatic priorities in CO, unedifying the most pressing impacts on children, few potential PSE alternatives are identified:

- **Identified priority sectors:** based on the clarified potential from Step 1 for that particular sector to contribute/redress child rights impacts related to the Programme priority and the gap analysis of Step 2.

**Example: Mexico identification of sectors to engage with and modalities to engage on Education programmes**

Mexico CPD 2020-2024 Visioning 08-Apr-2019  
Business Engagement

**CPD Mexico – 4 programmatic priorities**



**Education – Business Engagement questions**

**VISION:** By 2025, children and adolescents, especially the most vulnerable, have increased access to equitable and inclusive quality education opportunities leading to development, improved learning outcomes and skills for life and work.

**Desired change 1:**  
Governments and national stakeholders ensure the provision of improved, responsive and learner-centered ECD and EFA policies and services to address developmental needs of young children and prepare them for school.

Can Business impact positively:  
- The environment allows parents to fulfill the needs of their children under 3  
- Parents identify the needs of their children

Which industrial sectors?  
Which business platforms?  
Which companies?  
Which business regulators?

**Desired change 2:**  
Schools and employers invest in and work on employment for women in the process of caring for children and adolescents to build their skills and abilities to secure the formal and informal sectors and quality education. Employers provide quality, meaningful jobs for women and adolescents, particularly in the care sector, health and market systems.

Can Business impact positively:  
adolescents and youths master the necessary skills for life, participation and employability. Adolescents and youths obtain decent jobs and keep learning for the future.

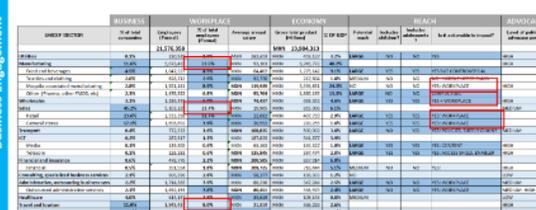
Which industrial sectors?  
Which business platforms?  
Which companies?  
Which business regulators?

**Desired change 3:**  
Governments and private sector partners have increased the provision of skills for life, learning, employability and decent work for adolescents and young women and men, particularly in the care sector, health and market systems.

Can Business impact positively:  
adolescents and youths master the necessary skills for life, participation and employability. Adolescents and youths obtain decent jobs and keep learning for the future.

Which industrial sectors?  
Which business platforms?  
Which companies?  
Which business regulators?

**Education - SITAN Business Review**



**Education – Business Engagement Priorities**

**Family friendly practices in the workplace**

- Engage with visionary business leaders of workforce intensive sectors and companies (identify visionary leaders in manufacturing, retail, IT&T) companies with most employees so they pilot & implement family friendly practices, and they advocate for their industry in labor laws:
  - extension of the **maternity leave** duration to at least 18 weeks and **paternity leave** 4 weeks.
  - flexibility of schedules** for parents with an impact on income as they can do shifts or work flexible hours to attend to needs of their children (e.g. attend to appointments, attend to medical care, attend to transport issues, etc.), possibly by one with sick child or home.
  - complementary income / bonus** for parents depending on the proportion of their families (number of children and ages, number of preschool / secondary school or home)
- Engage with **workforce intensive sectors and companies** (seek sectors and companies where hundreds of employees work in the same place) to develop **alternative scalable models of quality and affordable day care centers**, such as Public Private Partnerships, subrogated day care sector close to the workplace, financial bonus to parents with small children, advocacy with business leaders towards the government to invest in day care centers aligned with the demand).
- Aligned with **Nutrition Outcome strategies**, engage with **workforce intensive sectors and companies** (identify sectors with high percentage of working women – manufacturing, retail) to **accelerate the implementation of BF practices** in all workplaces across the country.
- Engage with **workforce intensive sectors and companies** (identify sectors with existing training models to start with) to promote **positive parenting trainings** towards their workforce.

**Education – Business Engagement Priorities**

**WASH in Schools**

- Engage with **WASH providers and manufacturers** to innovate and develop more **affordable efficient solutions for WASH infrastructure in schools** and therefore contribute to accelerate the rate of implementation of better sanitation infrastructures schools across Mexico,

**Education – Business Engagement Priorities  
Youths and adolescents skills**

- Engage with **sectors that hire the most in Mexico** (Manufacturing, Finance, ICT, Retail) and largest companies so they offer **decent and formative jobs to marginalized adolescents and youths.**
- Within the government program “**Jovenes construyendo un futuro**”, UNICEF could **engage with private sector organizations involved in the program** (some sectorial chambers and the CCE), to **strengthen the model of the program** and achieve it is used not only for connecting youths with a first low value job, but also to **train them on skills for life, participation and future employability.**

- **Identify key business stakeholders:** companies, influencers, chambers, consultants, ...
- **Identify key associations/civil society/other stakeholders:** who are instrumental within the sector based on a qualified assessment within the CO of influence and reach
- **Determine the modalities of engagement:** such as:
  - *ad hoc* work with key players,
  - work with key industry chambers,
  - work with regulatory agents to drive legislation

***Examples of potential engagement with given sectors, Ecuador examples //this list should be extended to many different examples to inspire colleagues //***

- **WORKFORCE INTENSIVE SECTORS:** Engage with 20 companies who hires more people in the country to promote family friendly policies, support maternity & breastfeeding and schools for parents for ECD and adolescent positive development
- **UTILITIES, MANUFACTURING:** Develop, with key players of the industry of water supply new solutions for WASH in school affordable for government and create a new market for these alternatives.
- **MANUFACTURING, RETAIL, ICT:** Through the reach of a main FMGC company or telecom, communicate key adolescent positive development messages towards adolescent’s customer and consumers – *Ex: Claro (nationwide reach)*
- **AGRICULTURE, WHOLESALERS, RETAIL:** Working with large national buyers to change the rules of the supply chain to demand all providers and their providers to establish family friendly policies for their workers – *Ex: Pronaca (7k employees, nationwide reach)*
- **WORKFORCE INTENSIVE SECTORS:** With large industry players, such as owners industrial park, and the support of public authorities, develop accessible and affordable day care centers for children under 4 matching the need of working mothers in the area.
- **EXTRACTIVES, PETROLEUM REFINERIES:** Engage with petroleum extractives and refineries to support the transport of educators to remote communities in the northern border

**Detailed strategies**

For the strategies which are more relevant for CO, develop:

- a detailed roadmap with suggested actions for the next 5 years (research, reach out, workshops, trainings, pilots, political advocacy, and other)
- suggested resources (internal and external, including staff) for the next 5 years
- tentative quantitative contribution to the CPD programmatic goals.

**END RESULT:** Recommendation document to include the private sector analysis to SitAns, and recommendations to develop a guidance to incorporate the role of the private sector in the Strategy Notes and CPD, so program colleagues can achieve a substantial and relevant inclusion of Private Sector Engagement Strategies for each programmatic goal, define a clear contribution to their objectives, and identify required resources to develop these strategies ahead.