

Requesting Section: PFP RSC, UNICEF EAPRO

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**TITLE: Terms of Reference for Establishing and analysing the link between Business and UNICEF Programming in 4 countries in East Asia (China, Indonesia, Mongolia, Laos PDR)**

## **1. Background**

The Child Rights and Business Unit in the Regional Office for East Asia and the Pacific is seeking to contract an institutional consultant to deliver business assessments and analysis for 4 countries in EAP providing concise overviews of the business landscape and the links to UNICEF's programme priorities and interventions in those countries. The countries are China, Lao PDR, Indonesia and Mongolia<sup>1</sup>. Each of the countries already has different reports and studies on the business landscape and business activities (mapping of existing research can be provided upon request) however, these are of varying scope and quality, and covers different sectors and child rights issues. Part of the assignment is to build on existing evidence and carry out consultations with UNICEF Programme staff in order to conduct relevant causal analysis to outline business-related programme interventions (underpinned by theories of change)

For the purpose of this TOR, the business landscape 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.

UNICEF is in the process of developing its new Strategic Plan (2022-25) which identifies Business for Results (B4R) as a critical part of programming and partnership approaches. B4R outlines UNICEF's approach to the organization's work with and on business<sup>2</sup>. It recognizes that the world of business is indispensable to achieving the Sustainable Development Goals and importantly, results for children. B4R includes a spectrum of engagements for objective delivery of sustainable outcomes for children, at scale. It builds on UNICEF's long experience of working with the private sector that has yielded concrete results by leveraging policies and practices on business conduct (child rights and business), and mobilizing income, influence, technical expertise, innovation and core assets.

UNICEF's work with the world of business is an evolving agenda and UNICEF is moving towards embracing a systems approach which considers institutions and relationships within our partnership models, integrating public policy, investors, businesses and multi-stakeholder platforms and initiatives as part of the mix. Achieving results for children at scale with and through business requires UNICEF to be able to assess where and how the world of business is relevant to children, with clearly defined objectives and ToCs that integrate business into strategic plans at CO level. This will strengthen the ability of COs to prioritize and help define who and how UNICEF partners with business.

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<sup>1</sup> Cambodia, Malaysia and Philippines are already in the process of undertaking business assessments while Thailand and Vietnam have just gone through similar processes in support of their new CPDs starting in 2022.

<sup>2</sup> Working with and on business captures the ecosystem of standards, regulations, policies, institutions and relationships inherent in business activity, encompassing influence, relevance, purpose and accountability of business.

## **2. Objectives, Purpose & Expected results**

Across East Asia and Pacific, UNICEF's work with the business sector must be grounded in high-quality analysis of its impacts (positive/negative) and of the opportunities it offers in the context of programme outcomes for children. This means that business engagement is not an intervention; it is a strategy that is integrated into programming efforts – if and when relevant. The benefits for business and their potential interest in working programmatically with UNICEF will ultimately depend on the value shared, the engagement modality, goals to be achieved, business capacity and interest in embracing and/or influencing change for children.

The purpose of this consultancy is to build and/or expand the evidence base on the link between the business sector and child rights issues and deprivations in 4 countries in East Asia. This work will inform the ongoing roll-out of the Business for Result (B4R) agenda and provide a meaningful contribution to country programme planning processes including the Situational Analysis, Common Country Assessments, Medium Term Reflections (MTRs) and development of Programme ToCs and Programme Strategy Notes

## **3. Description of the assignment**

- A. Review existing UNICEF and other relevant data and evidence for each of the 4 countries and develop a methodology and approach for each of the 4 country offices in consultation with RO focal points and UNICEF country office focal points (UNICEF will provide an overview of existing research in each of the 4 countries)
- B. A simple landscape mapping for each of the 4 offices using graphics and visuals to present the country's economy, workforce demographics, key business sectors including those with relevance to children's rights, key initiatives and platforms working to promote responsible business practices etc. The proposal should include considerations for how such a mapping could be kept up to date and relevant to the COs over time.
- C. A tailored Business and Program analysis process for each CO. Based on a review of the UNICEF Country Programme Document, relevant existing research and new emerging programme trends, design a process to engage programme colleagues in understanding the extent to which business/private sector may be part of the problem or the solution in achieving 3-4 programme results (the results areas will be decided by the UNICEF CO). This process will involve development of Theories of Change and recommendations for business-related programmatic interventions. The process could consider selecting and analysing a set of key indicators about the situation of children that may be causally linked with business activities.
- D. Prepare country presentations and workshops to discuss findings with Representatives, Deputy Representatives, Programme Chiefs, business stakeholders as relevant and agree on potential modalities of engagement or action plans. Each country process and final conclusions to be documented and presented in final CO reports.
- E. Develop case studies/knowledge briefs that can be used by other UNICEF country offices linking business evidence with programme relevance and engagement strategies (Model Theories of Change) based on the four CO experiences. The topics of the case studies will be agreed based on the country processes but should ideally include one on nutrition, child protection, ECD/Education, social policy, adolescence and WASH.

#### 4. Deliverables

Deliverables/output	Duration ** (Estimated # of days)	Timeline / Deadline
A. Review existing data and evidence for each of the four countries as outlined in Annex 1 and develop a methodology and approach for each of the country offices. Reporting format (PPT report with engaging visuals) to be agreed with contract supervisor	8 days	To be finalized two weeks after contract start
B. Develop four concise country landscape mappings as per the scope outlined in section 3 (B) following an agreed upon reporting format with consideration for keeping it a 'live' document	12 days	To be finalized after four weeks
C. A tailored Business and Program analysis process for each CO as outlined in section 3 (C).	40 days	To be finalized after ten weeks
D. Four meetings / workshops convened, and succinct summary reports and next steps delivered	8 days	To be finalized after fourteen weeks
E. Development of 6-7 case studies/ knowledge briefs outlining the country experiences and the TOCs specific to the different programme priorities.	10 days	To be finalized after sixteen weeks

\*\* bidder to confirm the estimated number of working days in their proposal (Annex D)

- Due dates may shift to accommodate unforeseen circumstances and with agreement of the supervisor/manager without need for amendments, as long as the overall fee remains the same.
- Not all of the four selected countries (China, Lao PDR, Indonesia and Mongolia) might have the same starting date for the assignment. Indonesia might be postponed to 2022. Kindly confirm in your proposal, if a later starting date for Indonesia would increase the costs. If yes, please propose both options, i.e. (i) all four countries can be assessed in parallel at the same time, or (ii) Indonesia will be postponed to 2022, all deliverables remain the same.)
- English will be the language for all deliverables.

#### 5. Reporting requirements

- a) Methodology for each of the four country offices
- b) Four country landscape mappings with visuals and infographics
- c) Four country presentations on the business and programme nexus to be used for the country workshops
- d) Four Summary reports from country workshops
- e) Six or seven case studies/knowledge briefs (edited and designed for use across UNICEF)

Deadlines for each reporting requirement to be agreed at the start of the assignment.

Throughout the proposed combination of research, study and consultations, this work will be held to UNICEF's highest standards for conducting research and evaluation. This means it will abide by the following documents:

- United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, 2016, available at [www.unevaluation.org/document/detail/1914](http://www.unevaluation.org/document/detail/1914)
- Ethical Guidelines for United Nations Evaluations, [www.unevaluation.org/document/detail/102](http://www.unevaluation.org/document/detail/102)
- UNICEF's ethical research for children guidance, [www.unicef-irc.org/article/1809-ethical-research-for-children.html](http://www.unicef-irc.org/article/1809-ethical-research-for-children.html)

## **6. Location and Duration**

- The assignment will start no later than 1 August 2021 and the expected duration is 4 months depending on the team size and composition.
- The work will be based on information acquired remotely as well as facilitating workshops with the country offices remotely.
- No international travel is foreseen under this assignment.

## **7. Qualification requirements or Specialized skills/Experience Required:**

### **The Bidder / contractor:**

- Proven experience in research and understanding of businesses, supply chain and trade in Asia including but not limited to business practices and children's rights in the Asian context, both from a financial and non-financial perspective.
- Proven experience in researching the intersection of responsible business practices and human and children's rights.
- Minimum 10 years of experience in collecting and synthesizing qualitative and quantitative data from all sectors (business, civil society, government, etc.) and ability to develop appropriate feasible policy recommendations based on data analysis and private sector engagement work
- Proven record of publishing outputs on business and economics, bringing in social dimension
- Proven record of delivering high quality outputs for UN agencies, governments, and/or business clients preferably with previous experience of working with UNICEF programme countries.
- Proven record and demonstration of minimum 5 years of experience in creating easily digestible, informative visual representations of data, i.e. graphs, infographics, maps, to include in reports and presentations.

### **The team:**

#### **Team leader**

Additional to the qualifications noted below for other team members, the team leader:

- Has at least 8 years of work experience in business analysis and/or economic analysis, and a wide experience in socio-economic analysis
- Has an understanding of the business environment and ecosystem
- Prior engagement with UNICEF or other United Nations agency an advantage
- Proven project management and coordination skills

#### **Other team members**

- Graduate degree in economics or business studies
- Background in business and human rights and familiarity with the United Nations Guiding Principles on Business and Human Rights
- Understanding of UNICEF's child rights and business work an advantage
- Excellent writing and communication skills in English
- Proven experience in working on linking business with social policy and social protection systems
- Able to analyse and present multiple data sets
- Ability to demonstrate new and cutting-edge thinking to tailor response to UNICEF needs in Asia Pacific
- Ability to digest and consolidate large documents and concise information

## 8. Evaluation process and methods

The evaluation panel will first review each response for compliance with the mandatory requirements of this RFPS. Failure to comply with any of the terms and conditions contained in this RFPS, including provision of all required information, may result in a response or proposal being disqualified from further consideration. Kindly also refer to the detailed instructions in the main LRPS document.

Each valid proposal will be assessed by an evaluation panel first on its technical merits and subsequently on its price. For this RFPS, the weight allocated to the technical proposal is 70 % (i.e. 70 out of 100 points). To be further considered for the financial evaluation a minimum score of 49 points is required. Only proposals with a score of 49 or more points in the technical evaluation will be financially evaluated (i.e. the financial proposal will be opened). For further details and the distribution of points kindly refer to **table 1** below.

The weight allocated to the financial proposal is 30 % as per the following: the maximum number of 30 points will be allotted to the lowest technically compliant proposal. All other price proposals will receive points in inverse proportion to the lowest price. Commercial proposals should be submitted on an all-inclusive basis for providing the contracted deliverables as described in the TOR.

The proposal(s) obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money and will be recommended for award of the contract.

**Table 1: Evaluation Criteria and distribution of points**

CATEGORY	MAX. POINTS
<b>1. METHODOLOGY</b>	
<ul style="list-style-type: none"><li>Understanding of, and creative responsiveness to the requirements</li><li>The elements listed in section 3 have been properly weighed in the design of the approach</li><li>The methodology advances beyond data gathering and discusses the analytical approach to arriving at findings</li><li>Risk identification and mitigation measures are suitable for the assignment</li></ul>	<b>20</b>
<ul style="list-style-type: none"><li>The proposal is realistic, appropriate and innovative with regards to methodology and especially the consultation process with programme colleagues and reporting format</li></ul>	<b>10</b>
<b>2. ORGANISATIONAL CAPACITY / TEAM COMPOSITION</b>	
<ul style="list-style-type: none"><li>Proven experience in research and understanding of businesses, supply chains and trade in Asia Pacific including but not limited to business practices and children's rights in the East Asia context both from a financial and non-financial perspective</li><li>Proven experience in researching the intersection of responsible business practices and human rights /children's rights</li><li>Minimum 10 years of experience in collecting and synthesizing qualitative and quantitative data from all sectors (business, civil society, government etc.) and ability to develop appropriate policy recommendations based on data analysis and private sector engagement work</li><li>Proven record of publishing outputs on business and economics including a social dimension</li><li>Demonstrated proof of producing high quality research analysis – to be demonstrated by submitting 1-3 samples</li></ul>	<b>20</b>

<ul style="list-style-type: none"> <li>Proven record of delivering high-quality outputs for UN agencies, governments and/or business clients</li> <li>Proven record and demonstrations of experience in creating easily digestible, informative visual representations of data, i.e. graphs, infographics, maps etc</li> </ul>	
<ul style="list-style-type: none"> <li>Team leader has proven experience of working with UNICEF or other UN agency and proven project management and coordination skills</li> <li>Team leader and team members have experience of working in business analysis and/or economic analysis and a wider experience in socio-economic analysis</li> <li>Team leader and/or team members have background in business and human rights and familiarity with the UN Guiding Principles of Business and Human and Rights</li> <li>Team leader and/or team members have an understanding of UNICEF's child rights and business work</li> </ul>	<b>20</b>
<b>TOTAL MARKS FOR TECHNICAL COMPONENT</b> (passing mark 49 points)	<b>70</b>
<b>FINANCIAL PROPOSAL - PRICE</b> <ul style="list-style-type: none"> <li>Full marks are allocated to the lowest priced proposal. The financial scores of the other proposals will be in inverse proportion to the lowest price.</li> </ul>	<b>30</b>
<b>TOTAL POINTS</b>	<b>100</b>

## 9. Administrative issues

- Bidders are requested to provide a detailed technical proposal in **Annex C** – Technical response form. The technical proposal must include all information needed to fully evaluate the proposal against the requirements and evaluation criteria outlined in section 7 and 8 of this TOR.
- Bidders are requested to provide a detailed cost proposal in **Annex D** – Financial Proposal, factoring in all cost implications for the required services.
- No international travel is foreseen under this assignment.

## 10. Payment Schedule

No.	Payment	Tentative schedule	Remarks
1.	30%	1 September	upon delivery of Output 1+2
2.	50%	15 October	upon delivery of Output 3
3.	20%	31 December	upon acceptance of all final deliverables

- The payment schedule must be based on completed deliverables.
- If the bidder wishes to propose an alternative payment schedule, it must be included in the financial proposal. The final payment schedule is to be reviewed and agreed with UNICEF.
- Payment terms 30 days net upon receipt of approved invoice.
- In case the starting date for Indonesia would be postponed to 2022, the payment schedule would be adjusted accordingly reflect the split in 3 + 1 countries.