

# UNICEF Moldova

## Terms of Reference

**National/International Individual Contractor** to conduct a Business Impact Analysis on Children, Adolescents and Young People in Moldova

**Location:** remote (home-based) work

**Duration and timeline:** October 2021 – December 2021 (60 working days)

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## **1. Background**

Businesses interact with and impact the lives of children directly and indirectly, as consumers, family members of employees, young workers, future employees and business leaders. Children are a part of the communities and environments in which businesses operate. Through their policies, products, services, supply chains, manufacturing methods, marketing methods, distribution practices, environmental impacts and investments in local communities, businesses affect children in ways that are both positive and harmful.

Understanding the business sector as a key stakeholder – along with government, civil society and local communities – has implications for UNICEF’s programme planning, design and implementation. The potential role, contribution and impact of the business sector with regard to child rights and wellbeing must be understood as part of the broader analysis of the situation of children in the country (SitAn) which underpins the development of the next Country Programme, to ensure that business engagement is an integral part of the UNICEF programme strategy. This is also in alignment with the global UNICEF strategy on Business 4 Results. Working with the business sector must be grounded in high-quality analysis of its impacts and of the opportunities present 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 business sector includes corporations – from micro-, small and medium-sized enterprises (MSMEs) to large multinationals, as well as governmental and non-governmental organizations working on issues and policies related to business, aggregators such as multi-stakeholder platforms and industry bodies, business leaders as influencers in their own right, and corporate foundations. The business sector is indispensable for maximizing progress for children and achieving the SDGs. The potential relevance of business must be mainstreamed into decisions on how to achieve results for children, with the necessary knowledge, skills and resources in place.

Circumstances, opportunities and risks for engaging with business vary from country to country. Country and stakeholder analysis will help determine, for example: issues affecting children in UNICEF Moldova’s programmatic priority areas; the political context, strengths, and gaps in the enabling environment (including policy and legal frameworks); the status of business development, type of business and stakeholders, business size and their potential impact on positive outcomes for children; how working with existing business can support programmatic goals; and the capacity of the CO to engage with business.

As the new Country Programme cycle (2023-2027) approaches, there is a growing need to update the situation analysis and provide UNICEF and its partners with new, robust evidence on the situation of business impacts on children, adolescents and young people in the country, particularly

the most vulnerable, to inform programme decisions and guide policy advocacy and partnership efforts, as well as to track progress of child rights implementation.

Currently, UNICEF Moldova has explored a limited number of possibilities of collaborating with the private sector, such as the UPSHIFT programme, aiming to engage private companies in local projects developed by youth.

In view of the above, UNICEF Moldova is seeking the services of an institutional contract / national or international consultancy to assess the impact of the business sector through a Business Impact Analysis (BIA) on the realization of children's rights, a mapping of the business landscape in Moldova, and key areas for integration of the private sector for the UNICEF Moldova 2023 – 2027 Country Programme.

## **2. Purpose of the assignment**

The main purpose of this assignment is to conduct a Business Impact Analysis (BIA) to assess the impact of the Moldova business sector on children/adolescent/young people's rights. The analysis should examine firstly the key areas and sectors in the Moldova economy, and the potential and actual impacts that business in Moldova are having on children's rights, with a particular focus the most vulnerable children.

The BIA aims to highlight key positive and negative impacts of the business sector on children, adolescents and young people, to identify potential areas for accelerating business engagement and contribution to the rights and well-being of all children in Moldova, especially the most vulnerable. The analysis should map the structural determinants, bottlenecks and barriers and business options/opportunities that can be critical for achieving positive outcomes for children in Moldova. It should assess the role and motivation of business in addressing the problem(s) and their accountability and capacity to act. It should analyse the enabling environment, examining laws, policies and regulations on business to understand the incentives, gaps and constraints that significantly influence or determine business practices and their impact on children. Finally, the business ecosystem should be examined as part of a stakeholder analysis when mapping key business sectors, prominent companies and relevant business stakeholders (e.g. regulators, industry associations, chambers of commerce, government ministries and civil society organizations.) This will be important for understanding the pathways where UNICEF can influence individual businesses – and industry more widely – and for leveraging existing initiatives to achieve responsible business conduct for children.

## **3. Objectives of the consultancy**

The main objectives of the consultancy to conduct a Business Impact Analysis on Children, Adolescents and Young People in Moldova are the following:

- Conduct a diagnostic of the business sector in Moldova and examine the degree to which the business intersects with children's rights and is therefore a key stakeholder in addressing child rights deprivations.
- Assess the direct or indirect impact of business operations and practices on children's well-being and UNICEF's ability to achieve programmatic goals, and the influence of business or broader industry on determining national development plans or poverty reduction strategies
- Identify and analyse practices and activities of the business sector in Moldova that have a positive impact on the well-being of children, adolescents and young people, and indicate models that would allow the promotion and strengthening of such practices and activities.
- Analyse to what extent there is an enabling environment (i.e. laws, policies and regulations) in Moldova, to engage the business sector in the realization of the rights of all children, adolescents and young people, and analyse if and how child-and youth-friendly business policies are incentivized or embedded in national policies, laws, strategies, plans and budgets.
- Capture new or emerging areas of concern regarding business impact on children, adolescents and young people, such as COVID-19 response and recovery implications (unemployment, digitalization, online safety, mental health, etc.), environmental and climate issues, etc.
- Analyze business roles and motivations, their accountability and their capacity to act
- Assess the level of awareness of the business sector with regards to corporate responsibility, as well as the potential of working together with the private sector to improve children's rights in Moldova, particularly in areas of UNICEF's programme priorities.
- Identify pathways to influence individual businesses or industry for programme, policy, advocacy and fundraising.

#### **4. Details of how the work should be delivered**

The overall conceptual framework of the Business Impact Analysis is the [Children's Rights and Business Principles](#)<sup>1</sup> issued by [UNICEF, Save the Children and UN Global Compact in 2012](#), based on the UN Guiding Principles on Business and Human Rights, and relevant guidance issued by UNICEF since the adoption of the CRBPs<sup>2</sup>, as well as taking into account the Business 4 Results approach.

The consultancy will primarily rely on secondary data analysis, while limited primary data collection from major private sector representatives and associations (eg. European Business Association, AmCham, etc.) and other key informants may occur. This will specifically include:

- Online interviews with selected private sector representatives and business associations on existing trends and available opportunities

- Desk review of existing nationally and internationally available data and evidence on selected topics published in studies, research, evaluation and survey reports
- Desk review of data, programme reports and analysis generated by UNICEF, including studies, research and evaluations.
- Desk review and comparative analysis of available legislation, policies, government strategies and budget allocation and analysis of relevant documents and practices in other countries.

The methodology for data collection and analysis and the process of documentation should enable the periodic update of the business impact analysis, and provide a baseline for future evaluation of progress and development. The consultancy shall collaborate closely with the expert team working on the analysis of the situation of children in the country (SitAn) which is conducted in parallel in order to achieve synergetic effects so that the BIA can be incorporated in the comprehensive SitAn.

The consultancy is required to propose a more precise methodology within the inception phase.

Within the assignment the consultants should be engaged in establishing a dialogue with all relevant stakeholders that can contribute to the business impact analysis development. This entire process of consultations will be supported by the UNICEF CO.

#### **Inception phase:**

- Initial desk review to assess availability of data/ information
- Development of a final conceptual framework for the BIA and specific tools for data collection.
- Presentation of the conceptual framework and the tools to UNICEF to facilitate an in-depth common understanding of the framework
- Presentation of an inception report, including finalized conceptual framework and methodology.

#### **Data collection and analysis:**

- Data collection, online interviews and in-depth desk-review of existing evidence regarding the role of the business sector in children's wellbeing, and the meaningful participation of children and adolescents should be collected and analysed.
- A series of interviews with leading companies and business associations
- Analysis of relevant national strategies and planning documents, policies and budgets.
- Secondary analysis of available data/information.

#### **Reporting:**

- Development of draft reports - comprehensive Business Impact Analysis
- Development of final, comprehensive report for internal use,
- Development of a user, and business-friendly, summary document for public distribution.

**Key questions to guide the analysis:**

<p><b>Causality analysis</b></p>	<ul style="list-style-type: none"> <li>• Do business operations and practices have a major impact (directly or indirectly) on children’s rights and well-being (e.g. employment practices)?</li> <li>• How do the main goods, consumer products and services that are produced by business have an impact on women, children and adolescents, both positively and negatively? Does this differ depending on children’s gender, disability, ethnicity, or socioeconomic bracket?</li> <li>• Is there a shortfall for a product or service that could contribute to the welfare of vulnerable population groups where the private sector could play a role?</li> <li>• Is there a part of the country where children are more vulnerable due to a strong presence of a company, sector or industry?</li> <li>• Are educational, health or other services relevant for children, provided by the private sector in the country?</li> <li>• Are businesses providing products and services that put children at risk?</li> <li>• Are children part of the workforce / Is there child labor in the country?</li> </ul>
<p><b>Role pattern and capacity analysis</b></p>	<ul style="list-style-type: none"> <li>• How do child rights deprivations, derived from business practices, actions or inactions manifest themselves in the country?</li> <li>• What types/sectors of business cause these deprivations?</li> <li>• What role do businesses play in the identified deprivation? Can businesses do something to help solve the identified issue?</li> <li>• How can business help to solve child deprivations other than those resulting from business activities?</li> <li>• Do businesses provide a child-friendly lens to their work?</li> <li>• Do businesses provide a child-friendly lens in their management of staff and related workplace policies?</li> <li>• Are businesses partnering/providing needed skills and employment to young people, including the most vulnerable (young people with disabilities, Roma, etc.)?</li> <li>• Can business and business leaders proactively engage in policy and public advocacy on a variety of human rights and environment related issues?</li> <li>• Do businesses have the knowledge, skills and resources in solving the identified issue?</li> </ul>
<p><b>Stakeholder analysis</b></p>	<ul style="list-style-type: none"> <li>• What is the size, structure and composition (microbusiness, SMEs, larger corporations) of the private sector in the economy? What is the weight of the formal vs informal</li> </ul>

	<p>economy? What is the workforce distribution and composition (formal/informal, by sector, by gender)?</p> <ul style="list-style-type: none"> <li>• What are the key business sectors, major companies, business associations, business networks and other relevant stakeholders operating in the business space? What is their location?</li> <li>• What is the performance and relevance of these businesses sectors in relation to realizing children’s and women’s rights (e.g. impacts on working parents, youth workers, child labour, marketing towards children, impacts of products, to the community, to the environment)?</li> <li>• How could these identified business sectors contribute to children wellbeing?</li> <li>• What are the key associations/civil society/other stakeholders that work on children’s rights and business which can be instrumental in UNICEF’s work with business?</li> <li>• Are there businesses functioning on regional or international level which could be the subject of UNICEF multi-county initiatives or where policies and initiatives at the international level could be implemented locally?</li> <li>• What role has the business sector played in the COVID-19 response that may also have an impact on children’s rights?</li> </ul>
<p><b>Analysis of the enabling environment</b></p>	<ul style="list-style-type: none"> <li>• Does the government promote, regulate, engage or legislate business and their social and environmental impact?</li> <li>• What regulations exist, and what are the gaps in regulations? For instance, has the government signed and ratified relevant international children’s rights legal instruments? What other relevant children’s rights standards and initiatives has the government signed, engaged with or otherwise endorsed?</li> <li>• What is the policy of the government with respect to strategic industries?</li> <li>• Is there a law/regulation requiring companies to conduct human rights due diligence processes (public companies, general or in a specific sector?)</li> <li>• What are the power relations between business and government leaders in terms of influence on society?</li> <li>• What requirements are in place for officials to consider impacts on children’s rights in engaging in commercial relations or supporting or investing in business activity with public funds? When involving the private sector in the provision of essential services for children, what legal and administrative frameworks ensure the ongoing accessibility, affordability, equity, and quality of services provided?</li> <li>• What sustainability initiatives exist for business to ensure child/adolescents rights fulfilment?</li> </ul>

	<ul style="list-style-type: none"> <li>• Are there examples of sector-wide agreements/policies/alignment on social issues within business (not imposed by Governments)? Are there specialized groups/organization managing this knowledge?</li> <li>• Are there specific initiatives in the private sector on the implementation of the Sustainable Development Goals that may have an impact on children’s rights? Could these be an entry point for UNICEF engagement with business?</li> <li>• Which regulations may influence the behavior of Moldova’s businesses?</li> </ul>
<b>Relevance for Moldova’s country programme</b>	<ul style="list-style-type: none"> <li>• In view of the upcoming Country Programme Document, what are possible pathways for UNICEF Moldova to work <i>on</i> and <i>with</i> business or industries to achieve better results for children?</li> <li>• What are some of the priority areas where the business sector would be particularly relevant?</li> </ul>

**5. Deliverables and delivery dates**

The consultant is expected to produce and submit the following deliverables:

- BIA inception report, including a slide deck with key information
- Preliminary report on key findings and conclusions: up to 30 pages
- Draft BIA report
- Comprehensive BIA report – up to 30 pages
- A user, and business-friendly, summary document for public distribution: – ca. 5 pages
- Power point presentation of key findings
- Final BIA reports (Comprehensive and Summary).

In addition, for the purpose of reviewing, discussing and validating submitted materials, consultants will be requested to deliver power point presentations to UNICEF and other partners relevant for conducting the Business Impact Analysis. Therefore, a total of two presentations are expected (on Inception report and on Draft Report BIA report/validation presentation).

Inputs on submitted inception and draft reports provided by UNICEF and other stakeholders should be addressed in the process and final documents.

All submissions should be electronic. All materials submitted to UNICEF should be delivered in English.

The consultant may be requested to present the results on the study at the UNICEF-supported events with local stakeholders

The work is expected to be carried out within the period October 2021 – December 2021.

Up to 60 consultancy working days are estimated for this assignment with the following estimated share of days:

- Inception Phase – up to 10 working days
- Data Collection Phase – up to 30 working days
- Analysis and Reporting Phase, including validation presentation – up to 20 working days

The consultant is expected to produce and submit the following deliverables:

- BIA inception report, including a slide deck with key information and power point presentation – until 15/10/2021;
- Draft BIA reports – until 15/11/2021;
- Comprehensive BIA report – for UNICEF’s internal usage – up to 30 pages
- Summary BIA Report– ca. 5 pages
- Power point presentation of key findings
- Final BIA reports (Comprehensive and Summary) – until 15/12/2021.

*\* Exact deadlines will be mutually agreed upon contract signature.*

## **6. Reporting requirements and supervisory arrangements**

The contractor will report to UNICEF Moldova Communication Officer, who will regularly communicate with the contractor and provide feedback and guidance on his/her performance and all other necessary support so to achieve objectives of the consultancy, as well as remain aware of any upcoming issues related to contractor’s performance and quality of work.

The contractor is expected to develop monthly workplans and submit monthly reports (Microsoft Word format) in English.

## **7. Performance indicators for evaluation of results:**

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in ToR;
- Compliance with the established deadlines for submission of deliverables;
- Quality of work;
- Flexibility in responding to the needs of the organization;
- Initiative and creativity in delivering the results.
- Qualifications and experience

## **Qualification and Experience**

### **Background**

- Recognized researcher with proven experience in business and policy analysis, corporate responsibility, corporate governance or business and human rights issues.

### **Education**

- Advanced degree in social sciences or related fields relevant for the assignment.

### **Expertise and skills**

- Strong analytical skills – references to previous work or institutions;
- Good knowledge of private sector analysis, statistics, corporate responsibility and responsible business conduct, human rights, the development agenda, gender and equity issues;
- Good understanding of the business environment in Moldova and in the region
- Previous experience with UNICEF is an advantage;
- At least 3 years of relevant experience in development of analytical reports and policy documents related to business analysis, corporate social responsibility, etc;
- Proven experience in quantitative and qualitative data analysis, policy (and finance) analysis and report preparation;
- Experience in facilitating consultations with business and government representatives and other stakeholders;
- Fluency in English and Romanian or Russian;
- Excellent writing and presentation skills.

### **8. Content of technical proposal**

- Curriculum Vitae;
- Cover Letter, outlining relevant experience with similar type of assignments (max 300 words).
- Annex:
- Short sample or links to related work previously conducted by the consultant;
- Relevant academic credentials (diplomas, certificates).

### **9. Content of financial proposal**

The financial proposal shall specify an all-inclusive daily fee in USD requested for the tasks described in the present ToR, based on the full-time work schedule envisaged. The payments will be rendered after approval of deliverables reflected in the contract and in line with the arrangements outlined in ‘Payment Schedule’ para.

The final selection will be based on the principle of “best value for money” i.e. achieving desired outcome at lowest possible fee. If not provided by ToR, UNICEF will not reimburse costs not directly related to the assignment. This contract does not allow payment of medical insurance, taxes and sick leave.

### **10. Evaluation criteria for selection**

The specialist is expected to reflect in the application the qualifications/ knowledge/ experience related to the qualifications and tasks above. Evaluation will be performed through a desk review of applications. The selection will be based on the principle of best value for money among the technically qualified candidates.

The total amount of points to be allocated for the price component is 30. The maximum number of points (30) will be allotted to the lowest price proposal of a technically qualified offer. Points for other offers will be calculated as  $\text{Points (x)} = (\text{lowest offer} / \text{offer x}) * 30$ .

The selection process is aimed at selecting the applicant who obtains the highest cumulative score (technical evaluation + financial offer evaluation points) following “best value for money” principle.

### **11. Payment schedule**

The payments will be rendered as per the agreed fee after approval of deliverables reflected in the contract and in line with the below schedule.

All deliverables must be timely submitted, in line with the agreed timelines and approved in writing by UNICEF before payment is done. UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs are incomplete, not delivered for failure to meet deadlines.

<b>Deliverable (delivered according to the timeline agreed upon with UNICEF)</b>	<b>Working days</b>	<b>Timeline*</b>	<b>Proportion of payment</b>
BIA inception report, including a slide deck with key information and power point presentation	10	15 October 2021	20%
Draft BIA reports Comprehensive BIA report – for UNICEF’s internal usage – up to 30 pages	30	15 November 2021	30%
Summary BIA Report – cca. 5 pages Power point presentation of key findings Final BIA reports (Comprehensive and Summary)	20	15 December 2021	50%

*\* Exact timeliness will be reflected in the contract.*

### **12. Work arrangement and official travel involved**

The contract implies remote/home-based work.

### **13. Support provided by UNICEF**

The specialist will receive policy papers, rules, regulations and other information materials necessary for performing the required tasks.

#### **14. Ethical considerations**

The Contractor will ensure that the process is in line with the United Nations Evaluation Group (UNEG) Ethical Guidelines<sup>7</sup>. The Contractor should be sensitive to beliefs, manners and customs and act with integrity and honesty while interacting with stakeholders and beneficiaries. Furthermore, the Contractor should protect the anonymity and confidentiality of individual information. All participants should be informed about the context and purpose of the Assessment, as well as about the confidentiality of the information shared. The Contractor is allowed to use documents and information provided only for the tasks related to these terms of reference.

As per the DHR PROCEDURE ON CONTRACTORS AND INDIVIDUAL CONTRACTORS, together with the Notification letter, the contractor will be sent the link on Agora containing UNICEF policies on Prohibiting and Combatting Fraud and Corruption; Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgment. The selected candidate must complete the applicable mandatory online courses on UNICEF's learning platform prior to signature of contract. All certificates should be presented as part of the contract.

#### **15. Child Safeguarding**

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

## **16. Copyrights & utilization rights:**

The copyright and the right of utilization of all information materials will belong to UNICEF Moldova. All outputs remain exclusive property of UNICEF and must not be retained, shared or disclosed in any manner with third parties, except when authorized by UNICEF.