



**TERMS OF REFERENCE**  
**Consultant contract**  
**for VCCI and UNICEF Viet Nam Country Office**

<b>Title</b>	Individual consultancy service to document the good practices that promote children’s rights and business principles (CRBP) in Vietnam
<b>Purpose</b>	To provide evaluative documentation with an in-depth analysis of 10 enterprises’ good practices in promoting children’s rights in Vietnam
<b>Location</b>	Remotely with field visits to the 10 companies, Vietnam
<b>Duration</b>	20 days
<b>Start Date</b>	12 April 2023
<b>Reporting to</b>	VCCI and UNICEF Vietnam
<b>Project and activity codes</b>	CRBP 2.2

**1. Background**

Globally, UNICEF works in more than 190 countries and territories to support children with better access to their greatest needs. In addition to other stakeholders, UNICEF has also been engaging the business community, especially those with high impact on children to promote the respect, realization and implementation of children's rights as well as to accelerate the achievement of the sustainable development goals (SDGs).

The Vietnam Chamber of Commerce and Industry (VCCI) is a national organization which assembles and represents the business community, entrepreneurs, employers and the business associations in Vietnam (hereinafter referred to as the business community). Its purpose is to develop, protect and support business community; to develop a better, harmonious and stable labor relation; to contribute to the social and economic development of Vietnam, and to promote economic, trade and scientific - technological cooperation relations between Vietnam and foreign countries on the basis of equality and mutual benefit, in accordance with the law. (Regulations about VCCI, Attached to Decision No. 1496/QD-TTg dated November 30, 2022 of the Prime Minister). Through its activities, VCCI has also actively joined the efforts to encourage the business community to apply and promote sustainable practices.

Within such a context, specifically in Vietnam, UNICEF has been cooperating with VCCI to co-implement the project on “Promoting Children’s Rights and Business Principles in Vietnam” (CRBP) within the period of 2019-2021 (phase 1) and the period 2022-2026 (phase 2). The project includes a wide variety of interventions ranging from awareness raising, capacity building, research to policy advocacy to enhance the respect, realization and implementation of children’s rights within the business sector in Vietnam.

The objective of this assignment is to develop a collection of good Child Rights practices at the enterprises. It aims to proactively reach out to the corporates who have incorporated the child right dimensions into their business. The collection is intended to introduce results achieved by the enterprises and promote sustainability of the initiated activities. The findings shall serve as fruitful discussion points and, in turn, enrich the inputs for the future informed work of broader engagement of private sector. To achieve this, UNICEF Viet Nam and VCCI are soliciting the services of an expert with experience in developing an evaluative documentation of social impact topics.

## **2. Objectives:**

VCCI and UNICEF seek an individual consultant to provide evaluative documentation with a thorough analysis of good practices of 10 businesses who actively promote children’s rights in the workplace. These cases should be written in the form of feature articles complementary with indicative field pictures. An in-depth analysis shall be developed based on the thorough documentation and compilation of the cases. UNICEF and VCCI will work closely with the selected consultant to provide guidance and ensure the technical assistance and consultancy service are well-delivered.

## **3. Methodology**

The topics of interest: range from the prevention and/or remedy of Child Labor, young worker protection, skill development and employment opportunities for youth, promoting of digital rights and online protection for children, and the promotion and implementation of worker welfare/well-being, childcare supports, factory-based childcare centers, and family friendly policies (including but not limited to paid parental leave, flexible work arrangements that offer choices on when and where workers fulfil their responsibilities, protections for pregnant women, including job security, and support for breastfeeding mothers, access to affordable quality childcare, child benefits, etc.). It also includes general sustainability and human rights policies and initiatives, such as due diligence, ESG, etc. of the enterprises which indirectly contribute to children rights.

The content: should cover but not limited to the following key points: i) what are the good practices that the businesses have initiated/been implementing? ii) what are the positive impacts they have on children (either in a direct or indirect way)? iii) what experiences/ lessons learnt/suggestions businesses would like to share to promote the good practices they have? iv) interviews/quotes from relevant stakeholders i.e. workers (balancing

between female/ male workers), labor union representative, management board to include human interest to the stories

- **Good practices** are defined as well documented and assessed programming practices that provide evidence of success/impact and which are valuable for replication, scaling up and further study. The practice should have a formal evaluation and evidence of an adoption-diffusion process (piloting/scaling up). The practice should have been replicated in more than one site and generally in different contexts (economic, cultural, partners, etc.).
- In case of “good practices” is still premature, or it has not been replicable on a large scale, another option is to capture the **Innovative practices**. These innovations may be pilot projects or new approaches to a standard programming model that can demonstrate initial results.

These good stories would be strong inputs for the above-mentioned in-depth analysis and add to it. The analysis shall help to gain an understanding of how change happens, and of triggers and inhibitors of change in the intervention areas of the Child Rights and Business program. In line with the program objectives, the analysis should review the data collected and capture the thematic sector (output and outcome) and elements of existing practices. If possible, it should depict the causal pathways between inputs and impact, while referring to the indicators showing results achieved as committed by the companies. A reflection on implementation constraints and lessons learned should be included, it is important to cover challenges/shortfalls, not just accomplishments. If relevant, rapid analysis of the socio-economic impacts such as Covid-19, or the latest economic downturn on the achievement of planned results, how CRB programs and strategies have pivoted to respond, and any new opportunities arising, or innovations made due to challenges (if applicable) should be included.

The documentation should look into the relevant international standards and guidelines as key references to develop and analyse the case stories, such as the Child Rights and Business Principles, UNICEF’s industry guidelines: Child online protection guideline, Children’s rights in impact assessments, Guidance note on Child Labour and Responsible Business Conduct, etc.

*\*A template for outlining the good/innovative practices is attached herewith for reference.*

#### **4. Duration and venue coverage**

Identified tasks will be implemented in 20 working days excluding the public holidays, in Hanoi/HCMC and relevant field locations in Vietnam (Tentatively, the number of days includes 05 days for desk review and final list of targeted businesses for good story documentation, an estimation of 10 days for field trips at enterprises and 5 days for drafting and finalizing the in-depth analysis with as per UNICEF and VCCI’s comments). The specific time duration for each category could be revised and updated based on the actual list of selected businesses for good stories documentation and their locations.

#### **5. Tasks**

Specific tasks include:

- Conduct desk review, contact potential businesses for the service and identify the list of final 10 targeted businesses and finalize the questionnaire for interview with businesses and list of interviewees in close consultation and agreement of UNICEF and VCCI
- Conduct field trips to relevant field locations to meet with selected businesses (including the leaders and managers, HR, other relevant staff, workers, affected communities, suppliers or business partners, local authorities, etc.) and facilitate interview, get relevant collect data, take 5-10 photos of the case studies at least 5 - 10 photos for each case for story illustration).<sup>1</sup> The consultant is expected to provide necessary equipment to complete the tasks.
- Draft the in-depth analysis on the positive impacts of the good practices.
- Finalize the above-mentioned in-depth analysis in both English and Vietnamese based on the comments UNICEF and VCCI.

## 6. Deliverables and timelines

Task	Deliverables	Tentative Timeline
1.	Identified list of 10 targeted businesses, final questionnaire for interview with businesses and list of interviewees (in form of targeted positions) in close consultation and agreement of UNICEF and VCCI	13-15 April 2023
2.	Relevant data and photos for stories illustration obtained from conducted field trips to relevant field locations and interview sessions with businesses	16-26 April
3.	Drafted report to be shared with UNICEF and VCCI for comments	5 April 2023
4.	Final report in English or Vietnamese to be submitted for approval of UNICEF and VCCI	15 May 2023

\*Note: The actual detailed timeline can be adjusted based on the list of the 10 selected businesses and their locations in discussion and approval of UNICEF and VCCI.

## 7. Management

The overall management of the work package will lie with the CRBP Project Coordinator at The Office for Business Sustainable Development (SDforB), VCCI and Partnerships Officer at UNICEF Viet Nam.

## 8. Qualification

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<sup>1</sup> A professional photographer will join the field trip to take photos for CRBP project. But he/she will work independently.

This assignment will require an individual consultant which can meet the following criteria:

- Master degree in PR, development, communication, and or journalism social work, social sciences, education or related fields.
- Around 8-10 years' experience in media, business communication, journalism, and public relations or equivalent professional work experience in the communication area
- Sound understanding of promoting children's rights and human rights in the business context in Vietnam is essential.
- Excellent written and oral communication skills in English (If the consultant is a foreigner, basic knowledge of Vietnamese would be a plus).
- Basic photography skills to take photos for the stories.
- Relevant consultancy experience with the United Nations organizations or international NGOs would be a plus

#### **9. Estimated budget**

- Consultancy fee
- Domestic travel costs to required field locations would be proceed by VCCI (CRBP project), following the EU-UN cost norm and CRBP project arrangement regulations.

#### **10. Payment Schedule**

The payment for the consultancy fee would be made as per the following schedule:

- First payment: 30% of the total contract, after the consultancy contract is signed
- Second/Final payment: 70% of the total contract, after the final in-depth analysis in both English and Vietnamese are submitted with approval of UNICEF and VCCI

*Note: UNICEF's template for outlining the good/innovative practices is attached herewith for reference.*

#### **Appendix:**

##### Template For Good Practice (or Innovative Practice)

Category: Good or Innovative Practice
Related links: Please provide links to related study, report, evaluation, website that may provide additional information on the good practice/ innovative practice.
Contact person: Please provide the name, title and e-mail address of a person who can be contacted for any questions regarding this good/innovative practice.

**Abstract:** Please provide 1-2 short paragraphs to describe in brief an overall picture of the context, summary of the good/innovative practice and its application.

**Issue (Background):** Briefly (2- 3 paragraphs) describe the initial situation (context) and the problem/ issue which prompted the implementation of this good/innovative practice.

**Strategy and Implementation:** Describe in 3-4 paragraphs the strategy and its implementation. This should link to the issue outlined above and highlight the main points of the strategy implemented. Strategies could be regarding to advocacy, participation, gender equity, ownership, capacity building, coordination and partnerships, monitoring and evaluation and replication/scaling up.

**Progress and Results:** In summary (2-3 paragraphs), describe the progress and results validated through evaluations or formal review process. The results can be classified at output, outcome and impact level. Provide quantitative and or qualitative evidence for different aspects (e.g., relevance, effectiveness, efficacy, replicability, sustainability) that are the basis of the good practice. Please also describe factors that enabled or hindered progress (challenges).

**Good Practice:** Please provide 3-4 short paragraphs to describe in summary good practice(s) in the field. This should leave the reader with an overall picture of the practices(s), why they are useful and evidence of value they add to UNICEF programming.

**In case Good Practice is not available yet but potential:**  
**Lesson Learned:** Please provide 1-2 short paragraphs to describe in summary the lesson(s) learned. Please limit to 1-2 major lessons learned. This should leave the reader with an overall picture of the lesson(s), why it is important and the value it adds. Please include information both on what worked and what didn't.

**Potential application:** Please describe briefly the potential application of this practice to programming beyond the original context. Are there potential applications nationally, regionally, in emergency situations, etc.? What are the issues that need to be considered?

**Next steps:** Describe (2-3 paragraphs) any planned next steps in implementation or any challenges in strategy as a result of this good practice to date.