

## Terms of Reference

### *Development of a mapping for a High-Level Policy Advocacy in China*

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☒ Study (to establish current knowledge around a specific topic through the summarization, interpretation or assessment of information and data).

*The study falls into the “Key Programming Area 1:*

**Subject:** Policy and institutional mandate mapping;

**Type of contract:** Consultancy, Institutional Contract, or LTA

**Proposed level:** Senior level

**Expected start date:** August, 2020

**Duration:** 60 working days during August-  
November 2020 ( NB. If delivery of results is further stranded by the COVID situation, then part of the deliverables may be renegotiated for delivery for early 2020).

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## I. Background

High-level policy advocacy will be a centerpiece UNICEF China’s upcoming 2021-2025 Country Programme. The UNICEF China Country Office (hereinafter “CCO”) is undergoing a process of realignment for the new five year cycle (2021-2025) to be able to better respond to China’s rapid development and domestic and foreign policy aspirations in line with its imminent transition into being the world’s largest economy, an upper income country by 2022, and a key player in South-South and development cooperation efforts. Establishing a clear policy and advocacy strategy for the new cycle which policy and advocacy priorities UNICEF engages with the Government of China (hereinafter “GoC”) and the parallel structures of the Chinese Communist Party (“CCP”) to achieve results at scale for children in China is a key task ahead of the new country programme.

An external review commissioned in 2016 provided a broad outline of the Chinese policy environment, a mapping of national and subnational GoC and CCP structures and relevant stakeholders, and the constraints and conditioning factors faced by UNICEF in advocating for children in this environment. Furthermore, in 2019, the CCO made first attempt to identify 7 policy priorities for the current CPD. More recently, the CCO has embarked in the process of defining its new priority results for the 2021-2025 Country Programme (“CP”) and realized that high-level advocacy

(commonly referred to as “upstream” engagement) will more than ever be key to the achievement of results in both established and new areas.

The present TOR are intended to procure the services of an individual, firm, or other institution (heretofore, “the consultant”) to help the CCO develop a comprehensive High-Level Policy Advocacy Strategy to achieve to effectively carry out upstream policy engagement in the new Country Program.

## **II. Purpose, objectives, and activities**

The **purpose** of the assignment is to do the necessary background research, internal and external engagement with partners, and draft CCO’s high-level policy advocacy strategy for review by the CMT. The specific **objectives** include:

- 1) Prepare a mapping of the pathways for high level policy advocacy for priority areas for UNICEF China (*both for inside and outside China*), as identified in the new Country program for China 2021-2025;
- 2) Based on the above, work with a CCO team to identify and suggest high-level policy advocacy objectives in CCO, aligned with defined office-wide policy priorities, to facilitate the achievement of program results in the 2021-2025 CP.
- 3) Based on the above, to improve the capacity and effectiveness of staff’s engagement in high-level policy advocacy efforts.
- 4) Align the CCO’s communications and knowledge and evidence sharing strategies and practices to more effectively contribute to high-level policy advocacy efforts.

The consultant will carry out the following activities:

1. **Mapping of key stakeholders and policy and decision-making structures, processes, and milestones in China.** Through desk research and interviews with key informants, clearly outline the relevant stakeholders the CCO needs to engage in order to achieve its high-level advocacy objectives, and the processes through which these stakeholders operate within the GOC’s (and CCP’s) broader policy and decision-making structures. Identify the key moments and windows of opportunity where the CCO can decisively exert policy influence through advocacy in the 2021-2025 period and relevant engagement strategies.

**Deliverable 1.1.** An in-depth mapping of stakeholders and key national and subnational GoC and CCP policy and decision-making structures and processes relevant to the work of the CCO and office-wide high-level policy advocacy priorities, with an emphasis on heretofore unexplored stakeholders and/or advocacy channels and new ways of engaging existing partners. The mapping should include both pathways inside and outside China ( e.g. BRI; FOCAC, etc).

**Deliverable 1.2.** A calendar of key planning, legislative, and policy moments and windows of opportunity for catalytic advocacy for the CCO in the 2021-2025 period, linked to office-wide high-level policy priorities.

2. **Support the preparation of draft CCO strategy for high-level policy advocacy.** Building on the strength of the mapping exercise, work with CCO management, staff, and communication consultants and key informants to develop and articulate a high-level policy advocacy strategy document containing: 1. An agreed set of policy and advocacy priorities and objectives for the CCO in the 2021-2025 Country Programme, endorsed by the CCO Country Management Team (CMT); 2. A set of fully fleshed-out and China-relevant engagement strategies and roadmap, complete with general and sector-specific guidelines.

**Deliverable 2.1.** An updated, evidence-based, CMT-endorsed CCO Policy Priorities document.

**Deliverable 2.2.** A High-level Policy Advocacy Strategy document.

3. **Development of a high-level advocacy toolbox and training curriculum for CCO staff.** Together with the communications section and the office of the Deputy Representative, develop a China-specific toolbox for high-level advocacy, integrating techniques for legislative and policy process engagement, outward-facing communications, and knowledge and evidence sharing and exchange efforts. On the basis of this toolbox, develop a training curriculum for CCO staff to acquire the skills and techniques to effectively engage in high-level policy advocacy activities.

**NB. For the development of this product, the consultant will be paired up with CCO consultants that will develop micro strategies for each of the policy advocacy objectives identified**

**Deliverable 3.1.** A China-specific toolbox for high-level advocacy techniques.

**Deliverable 3.2.** A high-level advocacy training curriculum and materials.

### **III. Methodology**

This assignment is expected to use a mixed methods approach, combining desk-based research, interviews and consultation with UNICEF staff, key GoC and CCP officials, and other key individuals as needed. The consultant is expected to outline their proposed methodology as part of their bid submission, to be discussed and adjusted during the inception phase.

### **IV. Deliverables and timeframe**

An indicative plan for deliverables and timelines is provided in Table 1. The final set of deliverables and the timetable will be discussed with the selected consultant prior to contract signature. Failure to agree on a set of deliverables and timetable can result in the offer being rescinded and being offered to the next shortlisted candidate(s).

The consultancy is expected to span a maximum of 60 working days in six-month period from the start of the consultancy. The exact workload in number of days will be determined jointly between UNICEF and the consultant.

Tasks	Expected deliverables	Timeframe (in working days)			Months of consultancy						
		In-country	Remote	Total	1	2	3	4	5	6	
0. Inception phase	0.0 Adjusted technical proposal										
1. Mapping of key stakeholders and policy and decision-making structures, processes, and milestones in China.	1.1 Mapping of stakeholders, structures, and processes	10		10							
	1.2 A calendar of key planning, legislative, and policy moments and windows of opportunity for catalytic advocacy	5		5							
2. Articulation of an integrated framework, approach, and roadmap to high-level policy advocacy for the CCO.	2.1 An updated, evidence-based, CMT-endorsed CCO Policy Priorities document.	10		10							
	2.2 A High-Level Policy Advocacy Strategy document.	15		15							
3. Development of a high-level advocacy toolbox and training curriculum for CCO staff.	3.1. A China-specific toolbox for high-level advocacy techniques.	10		10							
	3.2 A high-level advocacy training curriculum and materials.	10		10							
<b>Total</b>		<b>60</b>		<b>60</b>							

## V. Qualifications and experience

This assignment requires a senior consultant with in-depth knowledge of China and the Chinese policy environment, the structure and functioning of the Government of China and the Chinese Communist Party, decision-making processes in the country, and high-level policy advocacy and lobbying. The consultant should also understand and identify with UNICEF’s mandate to ensure the right and full development of every child.

In addition, the consultant is expected to meet the specific requirements below:

### **Qualifications**

- Post-graduate degree in economics, public policy, development economics, international development, social science, law, international relations, communications, journalism, or other relevant fields.
- At least 10 years of prior experience in policy advocacy, diplomacy, government relations, legislative lobbying, or other similar activities, preferably for an international non-profit organization, development agency, or national government; specific experience performing a similar role for a private sector entity may also be accepted, depending on the nature of the engagement.
- Experience of working in China on policy advocacy/lobbying is a must
- Exceptional professional networking skills, proven ability to make contacts with influential people and engage in public debates.
- Fluency in English with excellent oral communication and writing skills;
- Working proficiency in writing, listening, and speaking Mandarin are a strong asset.
- UNICEF, UN, or other development agency experience is a strong asset.

### **Other**

- Availability at short notice;
- Ability to work to an equally high standard both independently and as part of a team.

In the case of a consultancy firm or other institutional provider, the above requirements will need to be met by the individual assigned to this project who will spend the largest amount of actual work-hours on the assignment.

## **VI. Travel, estimated budget, and payment schedule**

The consultancy will be primarily office-based, embedded in the UNICEF China Country Offices in Beijing, China. Economy class travel will be provided to and from the duty station.

Payments will be made as follows:

- 10% will be paid upon the completion of the inception phase and submission of the adjusted technical proposal and workplan;
- 20% will be paid upon the submission and acceptance of deliverables 1.1 and 1.2;
- 40% will be paid upon the submission and acceptance of deliverables 2.1 and 2.2;
- 30% will be paid upon the submission and acceptance of deliverables 3.1 and 3.2.

## **VII. Bids for consideration**

UNICEF invites bids for consideration against these Terms of Reference from qualified parties. Bids should address all major aspects of the ToR, and comprise of both a technical and a budget proposal. UNICEF will consider each element of the bid separately, awarding a 70% weighting and 30% weighting to the technical and financial proposal components respectively.

Technical proposals should cover the following elements:

- CV of the consultant(s)/institution and a table responding to the requirements outlined in these TOR.
- A summary of the proposed approach to carrying out this work. This includes a brief outline of the methodology.
- Proposed work plan and timeline, including distribution of consultancy time  
Samples of written work or similar strategic planning exercises

The budget proposal must contain:

- Expected daily consultancy rates for individuals; or a breakdown of costs for the institutional candidates;
- An indicative budget linked to the workplan and timeline, with total budget per activity calculated as: (expected daily rate\*expected number of days per activity).

Technical proposals should be a maximum of 5 pages in English (excluding annexed CVs) in 12 font. Interested parties will submit bids by e-mail to [chinabid@unicef.org](mailto:chinabid@unicef.org) no later than August 2nd, 2020. Any requests for clarification prior to bid submission must be sent to the [wliu@unicef.org](mailto:wliu@unicef.org) with no later than three full working days before the submission deadline.