

TERMS OF REFERENCE FOR SERVICE CONTRACTING

Assignment: Diagnostic study on challenges and lessons learned from UNICEF Graduation programmes.

Duration: 6 Months.

Location: Jordan (Nationwide).

Reporting to: Adolescents Development Officer.

1. JUSTIFICATION/BACKGROUND

Jordan's geographical location made it the third country in the Region in terms of hosting Syria refugee influx since 2011. From most recent data, Jordan hosts around 658,000 registered Syrian refugees, although the real total of Syrians is estimated at around 1.3 million when taking the unregistered Syrians into account¹. Jordan's population - to date - amounts to approximately 10,836,849, making the percentage of Syrian refugees residing in Jordan around 12%, a rate that has its weight on the social, economic and infrastructure landscape.

The Department of Statistics reported that the unemployment rate in Jordan has reached 23.3% during the fourth quarter of 2021, with even higher rates for females (30.7%) and the 15-24 age group (52.1%).² As for Syrians in Jordan, the labour force participation rate has increased from 28 per cent in 2014 to 33 per cent in 2018 – especially in the construction and agriculture sectors – also thanks to the positive effect of work permits in incentivizing and providing the legal framework for Syrians' access to work.³ However, due to Jordan's high unemployment rates, many refugees still struggle to find jobs and support their families. According to NSPS 2019-2025⁴, 15.7% of Jordanians and 78% of Syrians were highly or severely vulnerable, living below the Jordanian poverty line.

In 2019, the Jordanian Government embarked on a process of developing a new National Social Protection Strategy, NSPS (2019-2025), under the leadership of the Ministry of Planning & International Cooperation (MoPIC) and the Ministry of Social Development (MoSD). The strategy aims to provide a decent life for all Jordanians and is organized around three pillars:

1. **Pillar 1:** Opportunities – providing families with opportunities to be economically self-reliant through access to decent work and social security.
2. **Pillar 2:** Empowerment – providing the population with affordable education and health care as well as social services that support people with special needs.
3. **Pillar 3:** Dignity – providing targeted social assistance for the poor to maintain dignity. Within this pillar falls the Takaful programme launched in May 2019, which seeks to expand the National Aid Fund (NAF) cash assistance provided to Jordanians and to provide complimentary services (related to energy, transportation, health insurance, and school feeding) to the most vulnerable families nationwide.

In alignment with Pillar 1 of National Social Protection Strategy, and in the attempt to strengthen government capacity and outreach around social protection and employment promotion, UNICEF has launched two Graduation Programmes which aim to support Jordanians and Syrian Refugees dependent

¹ [Syrian refugees | ACAPS](#)

² http://dos.gov.jo/dos_home_e/main/archive/Unemp/2021/Q4_2021.pdf

³ https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_820822.pdf

⁴ Government of Jordan and UNICEF (2019). National Social Protection Strategy-Jordan.

on social assistance programmes and transitioning them to decent and sustainable economic opportunities that allow them to live in safety and dignity and become economically self-reliant. These programmes are the 3-year EU MADAD Graduation Programme, implemented in partnership with the ILO, and the Makani Graduation Programme. Both Programmes target Jordanians and Syrian Refugees who are benefitting from the National Aid Fund's (NAF) and UNHCR's cash support programmes, and define graduation as follows: "The notion of poor households and individuals being able to abdicate their reliance on cash assistance and lead sustainable, resilient, and self-sufficient livelihoods." To this aim, the Programmes combine a cohort of mechanisms that aim to capacitate, empower, and support beneficiaries along their journey to economic independence. This includes a hybrid of social safety nets and income-generation support, as well as an array of interventions at the community and individual levels until beneficiaries are deemed to have successfully graduated from cash assistance.

In particular, the Programmes are delivered in Phases, including:

- **Profiling:** Awareness raising activities, identification, and interview of potential beneficiaries.
- **Skills Development:** Vocational and/or entrepreneurship trainings provided to beneficiaries, together with a stipend of 40 JOD per month.
- **Job Placement & Livelihoods:** Identification of job opportunities for trained job seekers, in terms of formal or self-employment.
- **Graduation Assessment:** Final assessment of the New Entrant to the labour market (Employee or Self-employed/Small Business Owner) to be considered as Successfully Graduated from Cash Assistance according to specific criteria.

Both programmes have encountered challenges when trying to enrol potential beneficiaries, with limited uptake and utilisation of the graduation services on offer. The UNICEF team is therefore keen to better understand how well the programme has performed so far, what barriers it has faced, and what could be done to improve its effectiveness going forward.

2. OBJECTIVES

The objectives of this assignment are two-fold:

- a. **To carry out a diagnostic study** assessing the quality of programme design and implementation and programme performance so far, in terms of success factors, results achieved, and challenges encountered, including reasons for low utilisation.
- b. **To make recommendations** on how to improve programme design and increase its uptake and effectiveness for different population groups (considering nationality, gender, age, and location), based on a review programme documents, perspectives of current and potential beneficiaries, as well as lessons learned from similar programmes implemented in Jordan and elsewhere.

3. KEY ACTIVITIES

The contractor is expected to carry out the following key activities. These activities are indicative, and applicants are expected to elaborate on these in their proposals:

- **Develop guiding questions and methodological framework** to guide the process of data collection and analysis, in line with the objectives and requirements of the assignment and in consultation with the UNICEF team. This will be done during the Inception phase.

- **Deliver an Inception report** detailing the suggested approach and methodology, including timeline and work plan, sample strategy, and key sources of data.
- **Conduct desk review** of existing programme documents, as well as research and evaluation reports concerning similar programmes implemented in Jordan and the wider region, to collect evidence about challenges encountered and successful strategies for addressing these, as well as lessons learned and recommendations that could be applied to the EU-MADAD and Makani Graduation Programmes.
- **Conduct field visits and primary data collection activities** to investigate the perspectives of current and potential beneficiaries about the programme, any results achieved, barriers for enrolment (e.g., accessibility issues, transportation, gender and social norms) and suggestions for improvement. The contractor will also conduct interviews with Programme implementers to gather their perspectives about implementation on the ground, challenges encountered and how best to address these. The sample of study participants will have to be diverse in terms of nationality, gender, age, and location, to be able to capture challenges faced by different population groups, depending on their specific circumstances.
- **Deliver a draft report** synthesizing findings from primary and secondary data collection and producing a list of good practices, lessons learned and recommendations – from the current and similar Programmes - that can be applied to improve programme design and effectiveness.
- **Conduct a validation workshop** to present and discuss key findings, suggested recommendations and redesigned approach to implement the programme to Programme implementers, including UNICEF, ILO and implementing partners. Recommendations will build on best practices from similar programmes implemented in the region and beyond, which the contractor will contextualize to the Jordanian case as part of the re-designed approach.
- **Deliver a Final report** addressing comments from UNICEF and incorporating any additional comments and suggestions from the Validation Workshop. The report will comprise a longer and more detailed version, and a publishable brief – including key findings and actionable recommendations – that will serve as a blueprint for UNICEF and others hoping to replicate graduation programmes targeting adolescents and young people in Jordan and in the wider region.

4. MILESTONES AND DELIVERABLES

Based on the activities specified above, the following table lists key milestones and deliverables and expected timeline.

MILESTONES AND DELIVERABLES	TENTATIVE DEADLINE
Inception report	13 th October 2022
Draft report	26 th January 2023
Validation workshop	9 th February 2023

Final report	23 rd February 2023
Administrative Closure	30 th March 2022

5. PAYMENT PLAN AND TERMS

Payment plan

The assignment to be carried out between September 2022 and March 2023. One month is added a grace period to close the contract. Payment schedule is provided below, in line with the deliverables mentioned in the previous section. The consultant should follow the set timeline to submit the deliverables, considering necessary and adequate time (at least one week) for the UNICEF team to review the deliverables. Payment is contingent on approval by the contract manager and will be made in three instalments, as per table below.

Milestones and Deliverables	Payment
Inception report	10% of the total contract value
Draft report	40 % of the total contract value
Validation workshop Final report	50 % of the total contract value

Payment terms

Payments will be made against each milestone/deliverable and only upon UNICEF's acceptance of the work performed. The terms of payment are Net 30 days, after receipt of invoice and acceptance of work. Payment will be affected by bank transfer in the currency of billing.

6. OFFICIAL TRAVEL INVOLVED

International and Local travel and airport transfers (where applicable) will be under responsibility of the contractor. All travel costs (international and local) should be planned properly in the technical proposal and included in the financial proposal. All logistics and costs of travel should be factored into the bid budget and be covered by the firm.

7. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE

Mandatory Requirements: Company profile

The study is planned to be conducted by a well-established, qualified, and experienced institution or registered consultancy group/firm institution, adhering to the following requirements:

- Experience in conducting research and evaluations in the fields of social protection and labour market policies, cash transfer schemes and interventions focused on skills development and job creation, preferably in Jordan and the Arab region.
- Proven expertise in conducting similar assignment and a minimum 8 years of experience in the areas of social protection and labour market policy. This must be demonstrated through the submission of team members' CVs and two samples of relevant work.

Mandatory Requirements: Team composition

The team delivering the service will be comprised of a team leader and team member(s), ensuring balance of gender, qualifications, skills, and experience, according to the requirements stated below. If the study is carried out by an international firm, the team will comprise at least two national experts (fluent Arabic speaker), to facilitate in-person data collection and consultations. The team will also have to demonstrate a solid understanding of the local socio-economic context and policy environment. Specific requirements are detailed below.

Team leader

The Team Leader should have at least a master's degree in social policy, economics, public policy, or a related field, and at least 10 years' experience in managing research / evaluation projects and similar assignments. S/he must demonstrate excellent writing, analytical and communication skills and expertise in the fields of social protection and labour market policies, cash transfer schemes and interventions focused on skills development and job creation in developing countries.

Overall Team

Overall, the team must be able to demonstrate the following:

- Proven expertise on qualitative and quantitative research methods.
- Extensive experience in conducting research and evaluation of social protection and labour market policies, cash transfer schemes and interventions focused on skills development and job creation in developing countries.
- Experience in conducting research and evaluation of programmes and policies targeting youth.
- Solid understanding of the socio-economic context and policy environment in Jordan and the Arab region.
- Expertise in conducting gender-responsive analysis and evaluations.
- Excellent analytical, writing and communication skills in English and Arabic.
- Proven ability to work within tight timelines in the delivery of high-quality products.

8. CONTRACT MANAGEMENT

The contractor (service provider) will regularly report to the Adolescents Development Officer. The Youth and Adolescent Section at UNICEF Jordan Country office will be responsible for managing the contract. Overall supervision of the contract will be provided by the Chief of Youth and Adolescent Section.

9. PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

All tasks have to be delivered in a timely manner and to a high standard, according to the timeline and requirements specified in the ToR/Contract. High quality of work and results achieved correspond to the specification of the TORs. Deliverables are submitted on time and the quality of work should be acceptable to UNICEF.

The contractor is expected to communicate with UNICEF Jordan on a weekly basis in regard to the progress of work via email communication, in order to ensure that all bottlenecks and challenges to obtaining the necessary information are addressed in a timely manner. The team should follow the set timeline to submit the deliverables, considering necessary and adequate time (at least one week) to be allocated for review and quality assurance of the deliverables by the UNICEF team.

The contractor's performance at the end of the contract will be evaluated against the following criteria: timeliness (as per the timelines agreed with UNICEF), responsibility, initiative, communication, and quality of the services and products delivered.

10. FREQUENCY OF PERFORMANCE REVIEWS

The firm will interact with the UNICEF team and key stakeholders on a regular basis, for ongoing performance review, strategic direction, progress discussions and feedback on the quality of key deliverables. Overall feedback on the contractor's performance will be provided at the end of the assignment.

11. UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

UNICEF reserve the right to withhold payment and consolidated output until the contractor provide satisfactory quality output as reviewed by the project manager / supervisor. In case of unsatisfactory performance, the payment will be withheld until quality deliverables are submitted and subsequently, the contract will be terminated in accordance with the General terms and conditions stated in the tender document if the contractor fails to deliver.

12. CALL FOR PROPOSALS

A two-stage procedure shall be utilized in assessing the proposals. In making the final decision, UNICEF will consider 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 previous two elements, if another stage of proposals needed it shall be conducted.

Submissions shall therefore contain the following required documentation:

Technical proposal

Applicants shall prepare a proposal as an overall response to the ToR ensuring alignment with the objectives, key activities and expected deliverables specified above. The proposal shall detail approach and methodology, demonstrating how the objectives of the assignment will be met. Firms are encouraged to include examples showing the competence of team members to execute the assignment.

Technical proposals must include (but not limited to):

- A brief cover letter on understanding of the assignment.
- Detailed approach and methodology, work plan and time schedule aligned with ToR requirements.
- Company profile and evidence of company registration to provide such services.
- Updated profiles/ CVs of the team members showing similar experiences/assignments and highlighting those focused-on social protection and labour market policies and programmes and youth programmes.
- Composition of the team and summary of key roles and responsibilities.
- Quality assurance plan and risk matrix with mitigation measures to be put in place
- At least two examples of previous work (research or evaluation studies) conducted by the firm (preferably by the same team members) on similar topics in the past five years.
- Two references from engagement in similar assignments in the past.

Financial Offer

- A financial proposal with a breakdown of all costs that are to be charged to UNICEF. This includes estimated number of working days, consultancy fees, all office administrative costs, international and local travel costs, as well as any additional requirements needed to complete the project or that might have an impact on cost or delivery of products. Travel expenses should be based on the most direct route and economy fare.

13. REQUEST FOR PROPOSAL EVALUATION AND WEIGHTING CRITERIA

70 Points technical + 30 points financial= 100 total

Submitted proposals will be assessed using Cumulative Analysis Method. All request for proposal will be weighed according to the technical (70 points) and financial considerations (30 points). Financial proposals will be opened only for those application that attained 49 points (**70%**) or above on the technical part. The proposal obtaining the highest overall score after adding the scores for the technical and financial proposals together, that offers the best value for money will be recommended for award of the contract.

Below are the criteria and points for technical and financial proposals.

A. Technical Proposal

The Technical section of the proposal should be submitted in English. All other sections should be annexed. All sections (components) of the proposal will be evaluated and weighted. The proposal should be found technically sound. The following points shall be considered:

- 1) Overall Response and proposal (**15 points**)
 - General adherence to Terms of Reference and tender requirements. (5 points)
 - Elaborated and articulated understanding of scope, objectives and overall assignment requirements. (10)

- 2) Proposed methodology and approach as well as Implementation Plan (20 points)
- A comprehensive work plan provided to deliver the overall requirement (ToR) including the main activities of the assignment, their content and duration, phasing and interrelations, milestones, key performance indicators (10 points)
 - Deliverables are addressed as per TOR (5 points)
 - Proposed quality assurance mechanism and risk mitigation measures (5 points)
- 3) Technical Capacity (35 points):
- Company meets minimum 8 years of experience (5 points)
 - Company is properly registered and has required certifications, memberships, etc. (5 points)
 - Key team members especially the team leader meets the defined qualifications such as minimum years of proven and relevant experience. The team has previously conducted similar work with evidence and has justified capacity and skill sets (10 points)
 - Company has previously conducted similar work (5 points)
 - Two samples of previous relevant work undertaken successfully by the contractor are presented in the proposal. (5 points)
 - Names and CVs of team members entailing their specific academic, professional backgrounds and roles in the assignment for UNICEF's review and approval. The Contractor should make a commitment to this effect, in order to avoid possible changes in the team members' composition after the start of the assignment. (5 points)

Technical score: 70 % of 70 points = 49 points

B. Financial Offer

A separate Financial Offer detailing all activity expenses and logistics should be submitted under this section. The financial offer (this section) should be submitted on a separate from the Technical Capability and Schedule information. Only those financial proposals will be opened which have been technically accepted according to the above criteria.

Total Financial 30 points

The Financial Proposal shall be submitted in a separate file, clearly named Financial Proposal. No financial information should be contained in the Technical Proposal.

The Contract shall be awarded to a bidder obtaining the highest combined technical and financial scores. Proposals not complying with the terms and conditions contained in this ToR, including the provision of all required information, may result in the Proposal being deemed non-responsive and therefore not considered further.

14. OTHER CLAUSES: PSEA LANGUAGE

Consistent with the UN Secretary General's Bulletin related to "Special measures for protection from sexual exploitation and sexual abuse" (ST/SGB/2003/13), entities and individuals entering into cooperative agreements with an agency of the United Nations are obligated to "take preventative measures against sexual exploitation or abuse, to investigate allegations thereof, or to take corrective action when sexual exploitation or sexual abuse has occurred." Failure to do so "shall constitute grounds for termination of any cooperative arrangement with the United Nations." The Contractor is expected to have in place explicit policies related to the prevention of sexual exploitation and abuse of beneficiaries, including commitment to the IASC 6 Core Standards (IASC/2002), and the investigation of such cases. Where the contractor does not have sufficient capacity for the investigation of such cases, it should request the support of UNICEF. Reasonable suspicion of sexual exploitation or abuse of beneficiaries may be reported by any individual to UNICEF if the complainant so prefers.

GENERAL CONDITIONS (PROCEDURES AND LOGISTICS)

1. The selection process for the consultancy firm will strictly follow UNICEF's internal procurement rules
2. UNICEF will provide assistance where possible for necessary access and permits required for the work
3. The firm will provide draft report for review and amend as requested before submitting the final report
5. UNICEF may request that the Consultancy firm submit original copies of all evaluation tools, discussion and interview guides, sampling procedures, field notes, completed questionnaires and any other material related to the implementation of the evaluation.

UNICEF will not provide office space to the team. All requirements including venues for workshops, transportation, visa, health insurance, secretariat services, interpreter, translator, etc., will not be covered by UNICEF. UNICEF office may provide (if required) any documentation, letters to government, etc., to make sure that the assignment is completed successfully. However, this will not relieve the contractor from its responsibility.

15. ENQUIRIES

Please direct any enquiries to the below dedicated email address indicating the bid reference:

UNICEF Jordan procurement team: JCO-Procurement@unicef.org

16. SUBMISSION

Proposals with all supporting documents should be addressed separately to:

UNICEF Jordan Bids: Jordanbids@unicef.org