Annex B - No. LRPS- 2025-9199307
Statement of work

Assignment: Transforming Vocational Training - UNICEF Jordan's Strategic Partnership with Vocational Training Cooperation (VTC) for Youth Economic Empowerment and Employment
Validity: Valid LTAs will be ensured

Duration: 12 months

Location: Jordan, nation wide

Background and summary of Assignment:

Jordan continues to face high and persistent levels of youth unemployment, with rates reaching 45.4 per cent among young men and 32.6 per cent among young women.[1] Over 41 per cent of young people aged 18–24 are not in employment, education, or training (NEET), a figure that rises dramatically to over 80 per cent among Syrian refugee women.[2] Despite increasing levels of secondary and tertiary education, young women in Jordan continue to experience one of the lowest labour force participation rates globally, at just 13.9 per cent.[3] These figures underscore the urgent need for inclusive, targeted interventions that support the economic empowerment of young people, particularly young women and vulnerable groups.

In response, UNICEF Jordan's Adolescent Development and Participation (ADAP) programme aims to equip adolescents and youth with the skills, experiences, and opportunities necessary to transition smoothly into productive and resilient adulthood. The programme adopts an inclusive, gender-transformative, and demand-driven approach, focusing on the most vulnerable young people, regardless of gender, nationality, or socioeconomic background. Through nationwide implementation across all 12 governorates and refugee camps, UNICEF has supported youth with life skills, digital skills training, volunteering, career guidance, entrepreneurship opportunities, and on-the-job training. In 2024 alone, over 87,000 adolescents and youth benefited from these interventions, 60 per cent of them female and 28 per cent refugees.

Since 2022, UNICEF Jordan has been supporting the Vocational Training Cooperation (VTC) with pedagogy skills and curriculum development. Heating, Ventilation, and Air Conditioning (HVAC) sector was selected as a pilot sector to be developed to meet the latest technologies and terminologies in the current job market, as well as upskilling the foundational knowledge of 20 trainers from VTC by focusing on the subjects of life skills, English language, and pedagogy.

Moving forward, and utilizing a system strengthening approach, UNICEF and VTC have agreed to entering a strategic partnership undertake a comprehensive modernization of the Vocational Training Corporation (VTC) systems, processes and procedures to achieve:

(i) Enhancing employment outcomes for young people.

(ii) Positioning VTC as the preferred choice for employers;

[1] Department of Statistics, Jordan, Q4 2024.

[2] Youth Transitions to Adulthood in Jordan: High Aspirations, Challenging Realities. UNICEF, 2021.

[3] Department of Statistics, Jordan, Q2 2024.

(iii) Increasing national uptake of Technical and Vocational Education and Training (TVET) in Jordan.

To achieve this objective, a three year strategy cocreated with VTC and implemented with national and international partners will be implemented.

The strategy is structured around three mutually reinforcing pillars that function as a single change engine:

- **Pillar 1** – Change Management establishes the operating backbone: modern governance, agile business processes, contextual business model for productive activities in each centre, a fit-for-purpose HR architecture and a digital management-information system. These foundations create the organizational capacity and data flows required for evidence-based decisions in Pillars 2 and 3.
- **Pillar 2** – VTC Content and Curricula Development Processes, turns that capacity into future-ready learning experiences: an AI-enabled curriculum development cycle, behaviorally informed- communications, and professionalized career counselling. Outputs from Pillar 1 (e.g., restructured teams, digital dashboards) feed directly into rapid curriculum iteration and targeted outreach under Pillar 2.
- **Pillar 3** – Employment Pathways for Jobs & Private-Sector Engagement closes the demand–supply loop: strategic employer partnerships, work-based learning pathways and self-employment support ensure that skills produced under Pillar 2 translate into real employment or enterprise opportunities. Market signals and placement data generated here flow back into Pillar 1's systems and inform ongoing curriculum adjustments in Pillar 2.

Together, the three pillars create a continuous feedback cycle: organizational reform (P1) enables cutting-edge training (P2), which in turn meets labour-market needs and captures employer feedback (P3), feeding fresh intelligence back into governance and content design. This integrated approach guarantees that every activity—whether structural, pedagogical or market-oriented—reinforces the others, accelerating Jordan's transition to an inclusive, demand-driven TVET ecosystem.

Objective:

To lead the design and implementation of Pillar 1: Change Management by conducting a comprehensive assessment and transformation of the Vocational Training Corporation's (VTC) systems, processes, and organizational architecture. This work aims to establish a modern, agile, and data-driven operational backbone that enhances VTC's institutional effectiveness, responsiveness to labor market demands, and capacity for continuous innovation. The objective includes developing fit-for-purpose governance structures, streamlined business processes, a robust HR framework, and an integrated digital management information system—laying the foundation for evidence-based decision-making and enabling the success of curriculum modernization and employment pathway initiatives under Pillars 2 and 3.

Scope and Methodology:

The methodology will follow a phased, participatory, and data-driven approach, including:

1. **Inception Phase**
    - Stakeholder consultations with VTC leadership, staff, youth, and private sector partners.
    - Validation of work plans, tools, and timelines.
2. **Diagnostic Phase**
    - Institutional mapping and process audits.
    - Relevant analysis/ including SWOT of current systems and structures.
    - Benchmarking against regional and global best practices.
    - Evaluability review to assess whether the proposed systems are designed in a way to monitor and

evaluate in the future.

3. **Design and Co-Creation Phase**
    - Co-development of governance, HR, and process models with VTC and partners.
    - Design of MIS architecture and data governance protocols.
4. **Implementation Support Phase**
    - Pilot testing of new systems and processes in selected VTC centers iterative refinement based on feedback and performance data.
    - Analyze the cost-effectiveness of new proposed processes and systems, including MIS, to ensure sustainability.

5. **Capacity Strengthening and Handover**
    - Delivery of training modules and toolkits.
    - Establish a staff mentoring or shadowing plan to ensure VTC-trained personnel apply new processes and tools.
    - Establishment of sustainability mechanisms and institutional ownership.
6. **Monitoring, Evaluation, and Learning (MEL)**
    - Continuous tracking KPIs.
    - Adaptive learning loops to inform ongoing improvements.

Expected Outcomes:

1. **Modernized Governance and Organizational Structures**
    - Establishment of a modern governance framework for VTC that promotes transparency, accountability, and agility.
    - Development of contextual business models for each VTC center, tailored to local economic and labor market conditions.
    - Implementation of fit-for-purpose HR architecture, including updated job descriptions, performance management systems, and capacity-building plans.

2. **Agile and Efficient Business Processes**
    - Redesign of core operational processes to be lean, responsive, and aligned with labor market needs.
    - Introduction of agile methodologies for continuous improvement and rapid adaptation to change.

3. **Digital Management Information System (MIS)**
    - Design and deployment of a centralized digital MIS that integrates data across training, employment, and governance functions.
    - Real-time data dashboards for decision-makers to monitor performance, track outcomes, and inform strategic planning.

4. **Develop a communication strategy and protocol for engaging students and the community**
    - Conduct a review of existing internal and external communication strategies and protocols within the VTC.
    - Design a communication strategy that includes a clear internal communication approach across VTC departments and centers, and specific protocols and tools for engaging students and the wider community.
    - Develop practical guidelines and templates to support consistent implementation across all VTC branches.

5. **Enhanced Organizational Capacity**
    - Strengthened institutional capacity to manage change, including training for leadership and staff in change

management principles.
- Creation of feedback loops that allow for continuous learning and adaptation across all three pillars.

6. **Evidence-Based Decision-Making**
   - Establishment of data governance protocols and analytics capabilities to support evidence-based planning and policymaking.
   - Sustainable plan for integration of labor market intelligence into planning processes to ensure alignment with employer needs.

7. **Strategic Impact**
   - Enables Pillar 2 by providing the digital and organizational infrastructure needed for curriculum innovation.
   - Supports Pillar 3 by ensuring that employment pathways are informed by real-time data and employer feedback.
   - Positions VTC as a modern, responsive institution aligned with national development goals and labor market demands.

Indicative Timelines and Key Deliverables

#	Activity type	Key Deliverables/Milestones	Indicative Timelines	Payment schedule in %
1	Formative evaluation	Inception Report	4 weeks from signing date	15%
2	Formative evaluation	Formation of governance structure committees, after approving the terms of references for each committee	8 weeks from signing date	20%
3	Formative evaluation	Presentation of recommended Digital Management Information System (MIS)	12 weeks from signing date	
4	Programme reviews	Presentation of Modernized Governance and Organizational Structures	16 weeks from signing date	

5	Evaluability assessment	Evaluability assessment report for the new MIS with recommendations for performance tracking (to measure the effectiveness of the new system)	20 weeks from signing date	15%
6	Programme reviews	Presentation of recommended capacity development plan	20 weeks of signing date	
7	Ex-ante evaluations	Presentation of a costed roadmap to achieve VTC vision 2030	36 weeks from signing date	15%
8	Tracer study / evaluation	Design and implementation model for conducting tracer studies to track youth employment outcomes 6–12 months post-training	42 weeks from signing date	20%
9	Programme reviews	Presentation of draft business models of income generating activities for each centre	42 weeks from signing date	

10	Value for money analysis	Conduct a value for money analysis of the VTC modernization approach, covering efficiency and sustainability	48 weeks from signing date	15%
11	Summative evaluations	Final Report including recommendations and lessons learnt	48 weeks from signing date	
			Total of 52 weeks with possibility of extension	100%

Note: Given the complex and evolving nature of this assignment, certain deliverables may be subject to change based on the emerging needs of the Vocational Training Corporation (VTC) and the availability of financial resources. Interested bidders are expected to demonstrate flexibility and adaptability, adjusting their implementation plans in response to on-the-ground realities. The initial assessment, to be jointly conducted and validated with UNICEF and VTC, will serve as the foundation for determining subsequent phases and deliverables of the assignment.

Evaluation Criteria:

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:

Overall Response and proposal (**15 points**)

- Elaborated and articulated understanding of scope, objectives and overall assignment requirements. (15 points)

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)

Technical Capacity (**35 points**):

- Company meets minimum 8 years of experience (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. (10 points)

Pass mark for the technical criteria is 49

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 separately 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.