

TERMS OF REFERENCE FOR SERVICE CONTRACTING

Assignment	Apprenticeship Programme Implementation for Youth and Adolescents
Duration	Phase (I): 1 st July 2020 to 30 th June 2021 (12 months) Phase (II) ¹ : 1 st July 2022 to 30 th June 2022 (12 months)
Location	Prospect, Global Thematic (Air Lingus) and Canada Funding Jordan, with a focus on the most vulnerable areas outside Amman, covering the 11 governorates
Reporting to	Youth Economic Engagement Programme Officer

1. JUSTIFICATION/BACKGROUND

Jordan's young educated population presents an enormous opportunity to accelerate growth and positive change. Roughly 63 per cent of people in the Kingdom are under the age of 30, and with 99 per cent literacy rate among youth, their unique capacity can be further harnessed to support the ambitious development agenda in the country. However, with one of the highest youth unemployment rates in the world, this potential remains largely unrealized. Thirty-nine per cent of Jordanian youth aged 15-29 are not in education, employment or training (NEET) constraining pathways for youth to transition to a productive member of society². The mismatch between the current focus of the education system (and resulting skills of youth) and the needs of the labour market is at the root of this disconnect.

Nine years into the Syrian civil war, Jordan has accepted about 1.26 million refugees amounting to 13% of the total population (Census 2015), of whom more than 650,000 are officially registered (UNHCR) into its borders. Out of the registered Syrian refugees about 83% live in the host communities, approximately 45% are working age adults (18 to 59 years of age) and more than 19% are youth (15 to 24 years of age). This situation poses an opportunity as well as serious challenge depending on the investment made in all the young people living in Jordan.

- Jordan population of 9.5 million,
- 63% of population under the age of 30,
- 650,000 Syrian refugees registered
- 45% Syrians are working age adults (18 to 59 years of age), and
- more than 19% are youth (15 to 24 years of age)

¹ Phase two is dependent on funding availability

² Amer. M (2018) School to Work Transition in Jordan 2010-16, ERF: Working Paper

COVID-19 Emergency Response

The global COVID-19 pandemic has caused turmoil in the global economy since the beginning of the year 2020 adding even more pressure to the already floundering economy of Jordan. While the nationwide lockdown and curfew enforced by the Jordanian government has been effective at containing the virus and saving lives, it has made the already vulnerable economy even more vulnerable. According to a recent report issued by ESCWA³, the Arab region is expected to lose at least 1.7 million jobs in 2020 and unemployment rate to increase by 1.2% which would result in 8.3 million people falling into poverty. The consequences of this crisis will be particularly severe on vulnerable groups especially women and young adults. As a result, UNICEF is aiming to support national efforts and mobilize resources and expertise to ensure the most vulnerable are protected and supported throughout this crisis.

UNICEF Jordan has been focusing on supporting the employability and economic engagement of youth in Jordan by implementing the national **Pathways to Youth Engagement 2018-2022** strategy. This entails five approaches to achieving employability, which are underpinned by mentoring and coaching, with the expectation to improve three key outcomes for young people: transferable skills building, engagement and employment.

UNICEF Jordan has adopted a pioneering approach to support the successful transition of youth into economically engaged adults. This approach has a particular focus on young women, given the socially and gender norm that constitute barriers to a successful transition into economically engaged adults.

To ensure equity for all vulnerable youth residing in Jordan, especially for those living in remote areas, UNICEF followed three distinct approaches in its economic engagement programme Amaluna, to support vulnerable youth aged 18 -24:

1. The first approach is a classroom- setting context. A young person enrolls in the demand-driven technical and vocational training through classes of 3-6 months of length, in a classroom setting. During this 3-6 month she/he has the opportunity to be exposed to both theoretical training as well as practical workshops. Upon graduation the graduate is then matched with employment opportunities through job fairs that are organized regularly per industry.
2. The second approach is the apprenticeship approach. Students are initially supported through an employability training and are then placed on the job training where they gain hands-on experience through an apprenticeship scheme for three months. During these three months students are supported by a VTC or CAQA certified trainer, that supports with both theoretical and technical training. During the apprenticeships students are able to try different roles within the same business to understand which one is best suited for them. In addition to this, young students have the opportunity to truly experience what the working life in the chosen sector is and are better placed to decide on whether or not a career in the selected industry is indeed what they wish to pursue professionally. At the end of the three months apprenticeships, students are given the opportunity to be employed by the same business if they proved technical abilities and have graduated from the programme.
3. The third approach is supporting youth with starting or leading their own social enterprise. This is particularly needed for youth coming from the most remote area, where there is no private sector presence. This will not only benefit the graduate but will have a multiplier effect, strengthening local economies and creating employment opportunities within communities.

³ ESCWA COVID-19 Economic Cost to the Arab Region. <https://www.unescwa.org/sites/www.unescwa.org/files/escwa-covid-19-economic-cost-arab-region-en.pdf>

As of January 2020, the programme reached over 2013 most vulnerable youth with demand driven accredited technical and vocational training reaching close to 65% employed within three months of graduation. It is important to highlight, that 54% per cent of the graduates are young women, and most of those who have already employed are women. Testament to the fact that if women receive the skills, the mentorship and the career guidance that too can play a leading role in shaping the society for the future.

The programme is implemented across the Kingdom, and focusing also on the 23 most vulnerable districts, to ensure that those young people most in needs will have equitable access to learning opportunities that will help in realizing their full potential.

Situation of Youth Employment in Jordan

Generally, the *labour market position of youth* differs from adults. Youth are more likely to be among the working poor than adults, at higher risk of unemployment, underemployment, or working in jobs with low earnings. Pervasive unemployment remains critical in Jordan; over the last three years, it is averaging around 12.6%. Youth ages 15-24 years is almost half of the unemployed and *youth unemployment* rate is 31%, which is among the highest in the world.

Jordan has one of the lowest *female labour force participation* rates in the world. In 2019, Jordan dropped four places within the World Economic Forum, Global Gender Gap Report, with Jordan being fifth to the bottom out of 149 countries, on women participation in the labour market. Because of cultural, as well as institutional factors (regulations), less than 10 per cent of women in their working ages are actually employed. *Underemployment* pose another challenge. In particular, well-educated youth find it difficult to enter the labour market. There is mismatch between the quality of jobs and the expectations of the high-level education Jordanian that resulted in high number of voluntarily unemployed people and immigration to overseas. There seems to be a reluctance among the working-age population to enter the labour market (the so called 'discouraged worker effect').

The slowdown in the GDP growth is directly impacting the labour productivity growth and employment growth at the same time. While the unemployment rate remains high, the fall in the employed-to-population ratio is a major cause for concern. Most of the new jobs created by the growing economic sectors (construction, manufacturing) tend to be low skilled and with low wage. *Technical Vocational Education and Training (TVET)* is a sector in need of investment and reforms. There is a huge skills mismatch and insufficient emphasis in education programmes on vocational training. Vocational training initiatives have gone undeveloped and lack of sufficient support of small and medium enterprise.

Considering high-youth unemployment in Jordan, it is critical to move beyond *supply side interventions* (skills training, job search and placement support, etc.) and focus on *demand-side intervention* including private sector engagement, increase spending on youth employment (Active Labour Market Programmes), access to credit and market etc. There is also a need to conduct strong diagnostics to design interventions for youth in low-income groups or areas.

To date, there is no conclusive evidence that the influx of *Syrian refugees is influencing Jordan's formal employment* or negatively impacting formal labour market outcomes. On the other hand, there is evidence that Jordanians are significantly crowded out by the Syrian refugees in the *informal sectors*

i.e., construction, wholesale and retail sectors⁴. According to ILO study in three selected northern governorates, there is increase in the unemployment rate of Jordanians from 14.5 to 22.1 percent between 2011 and 2014, and particularly the increase from 19 to 35 percent unemployment among the youth (15-24 years), which makes a case for ‘loss of opportunities’ for Jordanians from possible employment opportunities in select occupations crowded by Syrian refugees. Having said this, Jordan’s unemployment has been a chronic problem and remains a structural rather than a cyclical phenomenon.

Green⁵ Jobs and Climate Action

According to the Water Strategy for the period of 2008-2022, Jordan is one of the four driest countries in the world. The scarcity of water in Jordan constrains country economic growth and development as water is not only considered a factor for food production but a crucial factor for health, survival and social and economic development. Despite Government efforts in managing the limited water resources and its relentless search for alternative supplies, the available water resources per capita are falling due to population growth and refugee influx.

Jordan also has extremely limited primary energy resources and is forced to depend on the imported petroleum and natural gas from neighbouring Arab countries. With the rapidly increasing population, energy demand is expected to rise by at least 50 percent over the next 20 years, aggravating the existing shortage.

The sustainability of human development in Jordan is dependent on the availability of secure, adequate and clean energy sources and threatened by the decline in both the quantity and quality of water resources, environmental degradation, and negative consequences of climate change. As a result, condensed efforts are being directed towards green growth with an emphasis on green jobs. A job can be classified as green if it improves energy and raw materials efficiency, limits greenhouse gas emissions, minimizes waste and pollution, protects and restores ecosystems and/or supports adaptation to the effects of climate change.

UNICEF, therefore, aims to strengthen the economic engagement of youth in response to climate change and equip them with the technical and soft skills required and the experience needed as well as help secure emerging jobs within the green economy.

UNICEF engagement on creating sustainable jobs for Syrian and Jordanian Youth

Since 2014, UNICEF Jordan placed an increased emphasis on innovating to accelerate results and assist in reaching the most marginalized and vulnerable children and youth in Jordan. Integrated and cost-efficient approaches are being scaled up to reach more children in need despite limited resources available.

⁴ International Labour Organization (2015), Access to work for Syrian refugees in Jordan: A discussion paper on labour and refugee laws and policies.

⁵ A green job is a decent job that contributes to preserving or restoring the environment by incorporating one or more of the following aspects: improving energy and raw materials efficiency; limiting greenhouse gas emissions; minimizing waste and pollution; protecting and restoring ecosystems; and supporting adaptation to the effects of climate change. (ILO, 2016)

Youth employment is recognized as a key pillar in the Government’s strategic framework for employment in Jordan and is addressed in education, social protection and labour strategies. Most projects include interventions in skills development, school-to-work transition, foster job creation and work opportunities for youth. Considering high-youth unemployment for Jordanians and in order to improve the overall wellbeing of the most vulnerable Syrian refugee families, UNICEF will build on the lessons learned of the ongoing Amaluna programme, and apply a mix of strategies for youth employment opportunities through public and private partnership in the field of technical and vocational training and youth entrepreneurship and social entrepreneurship.

“UNICEF goal is to reduce overall vulnerability of the most marginalized Syrian refugees and Jordanians affected by the refugee crises with access to quality Technical Vocational Education and Training (TVET) and facilitate access to meaningful and sustainable employment opportunities through public-private partnership that can be scaled through the use of technology. UNICEF aims specific sectors and industries that would be targeted over the next 3 years to train and place approximately 6,000 vulnerable youth (16-24 years age) in employment and livelihood opportunities – both Syrian and Jordanian with a target gender mix of at least 50% female”.

2. OBJECTIVE AND TARGETS

The main objective of this initiative is to provide access to quality certified technical and vocational education to at least 600 vulnerable young people (16-24 years age) of all nationalities from all 11 governorates (excluding Amman) who are out of school and out of work (at least 50% female) through private sector partnerships, with strong focus on employment of youth trained.

The project will be implemented in phases, phase (I) from July 2020 to end of June 2021, reaching 300 vulnerable youth (50% females) and phase (II) from July 2021 to end of June 2022, reaching 300 of vulnerable youth (50% females)⁶.

3. SCOPE OF THE WORK (WORK ASSIGNMENT)

3.1 Mapping of jobs in selected sectors

The partners are expected to analyse the local economy, and its existing network with the private sector and identify selected industries and small businesses having potential to realistically absorb at least 75% of the candidates provided with the technical and vocational skills.

The programme should target different sectors for job creation, to ensure youth trained could also have access to jobs that can support youth with more than just the minimum wage entry-level positions or jobs with greater career development potential. Industries initially identified for job creation could include: **engineering, plumbing, machine operator, automotive, health and safety, quality controller, lab analyst, hospitality, hair& beauty catering, customer service, food processing, manufacturing, green jobs, renewable energy, garment manufacturing and tailoring as well as well as new and upcoming sectors such as digital manufacturing, creative media and coding.**

⁶ Phase two is dependent on funding availability

Contractor is expected to review and identify additional sectors and industries.

3.2 Targeting of most marginalized and vulnerable Youth (18-24 years)

UNICEF had developed a targeting mechanism, which will need to be utilized to identify the 600 most marginalized and vulnerable youth (18 – 24 years age) for both phases. This system is based on UNICEF targeting mechanism for Child Cash Grant programme, referral pathways through UNICEF partners (Makani programme) and national partners (i.e., National Aid Fund, Ministry of Social Development, Zakat Fund etc.). UNICEF will facilitate with the list of most marginalized and vulnerable youth and holds the right to choose the beneficiaries, however assessment for the eligibility will be carried out by the partner with a means advised by UNICEF.

3.3 Short to medium term technical, vocational and entrepreneurship skill development programme

To develop short to medium term technical and vocational skills development programme to reach 600 youth candidates (18-24 years age) through 3 to 9 months certified and nationally and/or internationally accredited training programme.

Phase one will need to reach at least 300 of youth (50% females) with 3-9 months accredited, market based technical and vocational training. Phase two, like phase one, will need to reach at least 300 young people and equip them with 3 to 9 months of accredited, market based technical and vocational training.

It is required to develop at least one learning pathway with focus on **new technology**, such as coding, digital fabrication or creative media. It is also required to develop at least one learning pathway with focus on **green jobs** whether it be in traditional sectors such as agriculture, construction, tourism, transportation and manufacturing or in emerging green sectors such as renewable energy and energy efficiency. Environmental conservation efforts, solid waste management, integrated resources management, sustainable agriculture, green energy solutions and climate-resilient technologies are all examples of green sectors which can engage the youth and create employment opportunities. There will be quota for at least 50% female in each programme. In addition to technical skills, individuals would have an induction with life skills as well as employability skills integrated into the training to ensure that they are equipped with all the softer skills employers expect in addition to the technical skills and relevant certification.

UNICEF Jordan has developed a Financial Literacy curriculum for different age groups in order to help raise their financial awareness and gain the necessary knowledge to bring them closer to achieving their goals. In addition to the Financial Literacy training, UNICEF Jordan is also in the process of designing a Leadership programme with a focus on females, to empower all girls and women and help them acknowledge their strengths, develop their leadership skills and abilities and increase their economic participation. Both existing training materials will need to be integrated within the soft skills curricula and delivered to all 600 candidates and to all girls attending the programme. Facilitators and trainers will need to be trained on UNICEF's materials prior to their delivery. Accredited certificates (local or international) will be issued after completion of the training programme.

The programme will need to reach the most vulnerable youth outside of Amman covering all other 11 governorates of Jordan.

3.4 Facilitate access to meaningful and sustainable employment through private sector engagement

Key Performance Indicator for the project is 75% of trained youth have meaningful and sustainable employment after three months from graduation. Therefore, it is pivotal to ensure a match between the skills developed during the training programme and those required by the labour market (identified sectors, industries and small businesses) exist. Also, partners are expected to engage with industry representatives to review and develop meaningful curricula and career pathways. UNICEF expects employers to be included in the curriculum design to ensure both technical and soft skills are developed to the required standard during the training programme.

Employers will be encouraged to be involved with the trainees during the training period as this will give confidence to both the employer and the learner and facilitate a smooth transition into the work role.

UNICEF will welcome proposals that can leverage on UNICEF existing programmes, such as Makani, to pilot interventions that can further support the most vulnerable youth in accessing certified technical and vocational training.

Given the supported youth need to transition to employment it would be imperative to develop a comprehensive coaching and mentoring programme to support youth transitioning to employment, keeping in mind that the programme is supporting the most vulnerable, hence focus on vulnerability need to be factored in.

3.5 Monitoring, Evaluation and Knowledge Management

UNICEF will develop a real time monitoring and evaluation system for documentation of the project and possible scale up. UNICEF will directly implement this component, however, expect partner organizations to factor it in the proposed project. Also, partner organization must develop M&E framework for the project.

4. EXPECTED DELIVERABLES

1. Private sector analyses at national and regional level by sector and mapping of jobs in the mutually agreed selected sectors;
2. Targeting mechanisms developed by UNICEF used to ensure the most vulnerable are identified and reached in the most vulnerable districts, including Aqaba – as the focus of youth reach from these programme needs to be outside of Amman, and across the other 11 governorates;
3. Effective outreach conducted, leveraging key channels such as social media (Facebook, twitter etc..), SMS, door to door, direct phone calls and community outreach;
4. At least 600 young people (total of both phases) (18-24) all nationalities, at least 50% females, trained on an agreed-on life skills curricula, employability skills, financial literacy, girls' leadership and in market driven, nationally and/or internationally accredited short to medium (3 – 9 months) term technical and vocational skills development training programmes;
5. A ToT for facilitators on UNICEF training materials which include financial literacy and girls leadership programme is conducted in both phases;

6. Financial inclusion awareness workshops are conducted in partnership with local partners in both phases;
7. A two-day Leadership Skills workshop for supervisors conducted at a governorate level bringing together all the supervisors who are working in the same region in both phases.
8. A structured coaching and mentoring programme is developed, coaching and mentoring of all candidates during and for at least three months upon graduation and career pathways developed in partnership with the graduate;
9. Facilitate access for 75% of young people trained to meaningful and sustainable employment within three months of graduation and for at least 3 months and ensure employment contracts are issued upon the employment of a graduate;
10. Monitoring, Evaluation and Knowledge Management including, but not limited to:
 - Monthly report on key activities
 - Pre and post training surveys
 - On the job placement tracking
 - Post-placement tracking and tracing
 - Monthly, quarterly, and annual detailed activity plans
 - Evaluation of candidates 6 months post placement

5. REALISTIC DELIVERY DATES AND DETAILS ON HOW THE WORK MUST BE DELIVERED

The assignment to be carried out between in two phases⁷. Phase (I) from July 2020 to end of June 2021, for 12 months and phase (II) from July 2021 and for a period of 12 months. Programme implementation is 24 months. Tentative schedule is as follows; payment schedule is provided below which is according to the deliverables. The contract would cover the entire duration of the assignment. The team should follow the needed timeline to submit the deliverables considering necessary and adequate time (at least two weeks) to be allocated for review and quality assurance processes of the deliverables by the UNICEF-team. Payment is contingent on approval by the manager and will be made in seven instalments.

Phase (I):

Activity	Expected Outcomes
1. Inception Report	<ul style="list-style-type: none"> ▪ Inception report to outline strategy and approach, methodology, deliverables and timeline
2. Private sector analyses at national and regional level focusing on employment posts	<ul style="list-style-type: none"> ▪ Analyses developed and shared with UNICEF
3. Jobs mapping, engagement with employers to define employment needs, skills and attitude needed	<ul style="list-style-type: none"> ▪ Database of available jobs set up/updated ▪ Sectors selected and agreed with UNICEF and should also include green jobs and advanced technology ▪ Training needs identified

⁷ Based on availability of funding and satisfactory performance by contractor in phase 1

	<ul style="list-style-type: none"> ▪ Six monthly reports of available jobs shared with UNICEF
4. Employment engagement activity	<ul style="list-style-type: none"> ▪ Regular and ongoing consultations with private sector to define ongoing and upcoming employment needs
5. Curricula development	<ul style="list-style-type: none"> ▪ Curriculum identified to address both technical and soft skills, leveraging and utilizing UNICEF existing curricula ▪ Further engagement with potential employer conducted to ensure outcome of the training programme delivers standards required by employers
6. Youth outreach and targeting	<ul style="list-style-type: none"> ▪ Vulnerable youth (50 % female) identified and registered to take part in the programme ▪ Administer pre and post survey to all registered students
7. Soft Skills and Technical and Vocational training	<ul style="list-style-type: none"> ▪ Young people are pre-tested on level of skills and access trainings that supports them with further developing their skills. ▪ 600 vulnerable young people (at least 50% females) are trained on soft skills which include UNICEF financial literacy and Life-skills training and females are trained on UNICEF Girls Leadership programme and the nationally or internationally certified technical and vocational trainings in mutually agreed sectors ▪ ToT on UNICEF training materials delivered to facilitators. ▪ Financial inclusion awareness workshop is delivered in collaboration with local partner. ▪ Leadership Skills workshop conducted for employers' supervisors.
8. Access to meaningful & sustainable employment	<ul style="list-style-type: none"> ▪ Trained youth access meaningful and sustainable employment within 3 months of graduation and for at least 3 months. ▪ Trained youth have access to UNICEF Career Counselling programme. ▪ Ongoing and regular contact with both employee and employer is done ▪ On the job placement tracking is in place ▪ Administer pre and post survey to all students
9. Coaching and mentoring	<ul style="list-style-type: none"> ▪ Mentoring and coaching programme is developed and delivered. ▪ Support all employed and self-employed candidates with coaching and mentoring for at least 5 months to strengthen their confidence, attitudes behavior and skills in their new working environment
10. Post placement tracking	<ul style="list-style-type: none"> ▪ Conduct regular post-employment mapping and monitoring to understand impact of the programme on candidates and employers ▪ Identify key barriers for young people separating themselves from the job

	<ul style="list-style-type: none"> ▪ Conduct evaluation for young people 6 months after employment ▪ Conduct employment tracing
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Phase (II):

Activity	Expected Outcomes
1. Youth outreach and targeting	<ul style="list-style-type: none"> ▪ Vulnerable youth (50 % female) identified and registered to take part in the programme ▪ Administer pre and post survey to all registered students
2. Soft Skills and Technical and Vocational training	<ul style="list-style-type: none"> ▪ Young people are pre-tested on level of skills and access trainings that supports them with further developing their skills. ▪ 600 vulnerable young people (at least 50% females) are trained on soft skills which include UNICEF financial literacy and Life-skills training and females are trained on UNICEF Girls Leadership programme and the nationally or internationally certified technical and vocational trainings in mutually agreed sectors ▪ ToT on UNICEF training materials delivered to facilitators. ▪ Financial inclusion awareness workshop is delivered in collaboration with local partner. ▪ Leadership Skills workshop conducted for employers' supervisors.
3. Access to meaningful & sustainable employment	<ul style="list-style-type: none"> ▪ Trained youth access meaningful and sustainable employment within 3 months of graduation and for at least 3 months. ▪ Trained youth have access to UNICEF Career Counselling programme. ▪ Ongoing and regular contact with both employee and employer is done ▪ On the job placement tracking is in place ▪ Administer pre and post survey to all students
4. Coaching and mentoring	<ul style="list-style-type: none"> ▪ Mentoring and coaching programme is developed and delivered. ▪ Support all employed and self-employed candidates with coaching and mentoring for at least 5 months to strengthen their confidence, attitudes behavior and skills in their new working environment
5. Post placement tracking	<ul style="list-style-type: none"> ▪ Conduct regular post-employment mapping and monitoring to understand impact of the programme on candidates and employers ▪ Identify key barriers for young people separating themselves from the job ▪ Conduct evaluation for young people 6 months after employment

	<ul style="list-style-type: none"> ▪ Conduct employment tracing
6. Final Report	<ul style="list-style-type: none"> ▪ Final report to include overall outcomes of the programme, including analyses and outcomes of the pre and post survey, lessons learned and 10 case studies to outline the journey of the young people and impact this has on them

ACTIVITY (Phase I)	Months												
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Inception Report													
2. Jobs mapping, engagement with employers to define employment needs, skills and attitude needed.													
3. Employment engagement activity													
4. Curriculum Development													
5. Youth outreach and targeting													
6. Life Skills and Technical and Vocational training													
7. Access to meaningful & sustainable employment													
8. Coaching and mentoring													
9. Post placement tracking													

ACTIVITY (Phase II)	Months												
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Employment engagement activity													
2. Youth outreach and targeting													
3. Life Skills and Technical and Vocational training													
4. Access to meaningful & sustainable employment													
5. Coaching and mentoring													
6. Post placement tracking													
7. Final Report													

Payment Plan – Phase (I)

First Payment: 20% upon completion and acceptance of the following:

- Inception Report
- Private sector analyses at national and regional level;
- Jobs mapping, engagement with employers to define employment needs, skills and attitude needed.

Second Payment: 20% upon completion and acceptance of the following:

- Youth outreach and targeting
- Curriculum development
- 50% of youth enrolled in the Technical and Vocational training (at least 75% of those are Syrian youth)

Third Payment: 10% upon completion and acceptance of the following:

- 50% of youth enrolled in the Technical and Vocational training
- Access to meaningful & sustainable employment
- Coaching and mentoring
- Post placement tracking

Fourth Payment: 15% upon completion and acceptance of the following

- Graduation of 90% of youth enrolled in the Technical and Vocational training
- 75% of graduated youth have access to meaningful & sustainable employment
- Coaching and mentoring
- Post placement tracking

Payment Plan – Phase (II)

First Payment: 10% upon completion and acceptance of the following:

- Youth outreach and targeting
- 50% of youth enrolled in the Technical and Vocational training (at least 75% of those are Syrian youth)

Second Payment: 10% upon completion and acceptance of the following:

- 50% of youth enrolled in the Technical and Vocational training
- Access to meaningful & sustainable employment
- Coaching and mentoring
- Post placement tracking

Fourth and final payment: 15% upon completion and acceptance of the following

- Graduation of 90% of youth enrolled in the Technical and Vocational training
- 75% of graduated youth have access to meaningful & sustainable employment
- Coaching and mentoring
- Post placement tracking
- Final report

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.

Please note that if selected, the contract can be a supporting document to obtain entry visa (if necessary). UNICEF will be unable to secure travel visas.

7. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE

The bidder should be an institution, academic institution or consultancy group with a minimum of 6 years of experience in the sector of youth training for employment and established credibility in the following areas:

- Demonstrated capacity and experience in youth economic development programmes or experience in technical and vocational trainings,
- Experience in implementing youth economic development programmes in Jordan, particularly addressing the needs of refugee youth,
- Established relationship with the private sector/chamber of industries/chambers of commerce or any other private sector group in Jordan that can support in the identification of local economic development needs and identification of job opportunities for the beneficiary group
- A proven track record in linking young people with on the job training or employment

In addition, the profile of the company, or team to deliver the service should have the following profile and qualification:

The team will be comprised of a team leader and team member(s), ensuring gender balance with qualifications, skills and experience stated below.

- The Team Leader should have at least a master's degree in Economics, Education, Sociology, Anthropology, Social Sciences, statistics or a related field and at least 10 years' experience in youth economic engagement programme.

The qualifications and experience required:

- The core team should have at least 7-10 years of experience in leading/conducting of similar scale and level of complex (CVs required)
- Combination of advanced degree in education, protection, international development, C4D and/or an associated field;
- Experience with and strong skills in quantitative and qualitative research and approaches;
- Team should include members with more than 5-year working experience (international and Arabic speaker) in the area of economic engagement for youth, and more than 2 year working experience (international and Arabic speaker) in the same area;
- Team should include a gender expert, able to support in ensuring gender responsiveness in programme development;
- Knowledgeable of institutional issues related to development programming and humanitarian action (including funding, administration, the role of the UN system, partnerships, human rights, sustainable development issues);

- Experience in working with government counterparts is desirable;
- Excellent analytical, report writing and communication skills in English and Arabic for some key members of the team;
- The contractors should have a well-structured organogram incorporating all functional service requirements i.e. Programme manager/coordinator, employment specialist, economic development specialists, and qualified trainers;
- CVs of all proposed team members should be shared.

8. PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

The contract will be based on the delivery of satisfactory deliverable as requested, based on agreed timeline.

All tasks have been delivered in a timely manner as indicated in the TOR/Contract. Quality of work and results achieved should be accepted by UNICEF. Good communication with the Youth program officer, and other stakeholders whom the consultant will interact with.

9. FREQUENCY OF PERFORMANCE REVIEWS

Frequent feedback will be provided to the contractor on the quality and the timely submission of deliverables as necessary. Final evaluation to be conducted at the end of the contract to assess all deliverables have been met.

Ongoing performance review, strategic direction, key deliverables and progress discussions to take place with UNICEF on a regular basis with the consultant/firm. The expert/firm will work closely with the both the youth programme specialist and the Social policy specialist as well as UNICEF's key stakeholders.

10. UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

UNICEF reserves the right to withhold payment on each individual and consolidated output until the consultant provide satisfactory quality output as reviewed by the project supervisor. In case of unsatisfactory performance, the payment will be withheld until deliverables are submitted and are accepted and according to UNICEF's qualities.

11. INDICATION THAT THE CONTRACTOR HAS RECEIVED A COPY OF THIS DOCUMENT OR ALTERNATIVELY, AN EXPERT OF RELEVANT PROVISIONS INCLUDING THOSE CONCERNING LEGAL STATUS, OBLIGATIONS AND TITLE RIGHTS.

TORs will be shared with consultant as well as all needed references and resources

12. CALL FOR PROPOSALS

A two-stage procedure shall be utilized in assessing the proposals, with assessment of the technical proposal being completed prior to any price proposal being compared. Applications shall therefore contain the following required documentation:

A. Technical proposal

Applicants shall prepare a proposal as an overall response to ToR ensuring that the purpose, objectives, and deliverables of the assignments are addressed. All proposals to include (but not limited to):

- A technical proposal that includes a brief cover letter and understanding of the assignment is required.
- Based on the proposed timetable laid down in the TOR, a proposal of the detailed methodology, tentative work plan and time schedule is required.
- Updated profiles/ CVs of the team members listing similar experiences/assignments and highlighting those focused-on adolescents/youth budgeting, youth engagement and participation.
- Quality assurance mechanism and risk mitigation measures put in place
- Example of similar projects done and at least two references from a previous vendor

B. Financial Offer

A financial proposal with a breakdown of all costs that are to be charged to UNICEF and based on deliverables. 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 project or that might have an impact on cost or delivery of products.

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

C. Timetable (Schedule)

This section should include a proposed time/delivery schedule. An action plan specifying the timeframe with various milestones and activities should be included under this section.

In addition, the institution should consider the following in the submission:

- a) **Company profile** (Company structure, team composition, organogram...etc)
- b) *A complete copy* latest audited financial statements with comparative figures for the two most recent years; preferably signed by Company's accounting firm/certified external auditor.
The financial statements are to include, but not limited to, the following:
 - The Balance Sheet (mandatory)
 - The Income Statement/Profit and Loss Statement (mandatory)
 - Statement of cash flows
- c) Company registration

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 **70%** or above on the technical part. Below are the criteria and points for technical and financial proposals.

A. Technical Proposal

- 1) Overall Response and proposal (**40 points**)
 - General adherence to Terms of Reference and tender requirements. (10)
 - Elaborated and articulated understanding of scope, objectives and overall assignment requirements. (20)
 - Proposed methodology and approach. (10)

2) Technical Capacity (30 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. The team proposing a team with relevant and justified capacity and skill sets. (5)
- Excellent report writing and language skills. (5)
- Quality assurance mechanism and risk mitigation measures. (5)
- Two Samples of previous relevant work undertaken successfully by the contractor. (5)
- Names and CVs of team members entailing their specific academic, professional backgrounds and roles in the assignment for UNICEF 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)
- Management approach at the functional and the senior management levels. (5)

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 page from the Technical Capability and Schedule information. Only those financial proposals will be opened which have been technically accepted according to the above criteria. Financial proposal will be weighted based on the clarity and appropriateness.

Total Financial 30 points

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.

In addition, the institution should consider the following in the submission:

- A. The financial statements of last two years
- B. A copy of Company's certificate of legal registration.
- C. Company's UN Global Marketplace (UNGM) registration number.
The company is requested to register for, at the very least, Basic and Level 1 stages. For registration and instructions on how to, kindly refer to the UNGM site: <https://www.ungm.org/>

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.

15. CONDITIONS

The contractor will work on its own computer(s) and use its own office resources and materials in the execution of this assignment. **The contractor's fee shall be inclusive of all logistical and office administrative costs.**