

TERMS OF REFERENCE (TOR) FOR INSTITUTIONAL CONTRACTORS

National Institutional Consultancy for:

An assessment of the needs, knowledge, and attitudes of the business sector in relation to adolescents' and youth participation in the job market in Montenegro

1. Background and Context

Montenegro is home to approximately 135,000 young people, aged 15 to 30 years old and 76,000 adolescents aged 10 to 19 years old. Out of the total number of young people, 87,714 of them live in urban environments, and the rest live in rural environments. Latest available data portrays significant challenges and adversities that adolescents and youth in Montenegro face in regard to employment, training and transition from school to work. PISA results show that 15-year-olds lag almost two academic years behind their OECD peers, with the education system not equipping them with skills relevant for labor market and success in life. Youth with only primary education can take up to 61 months to complete the school-to-work transition (ILO, 2020).

Youth unemployment rate in Montenegro reached 37% in 2021 (World Bank, 2022) with two thirds being young women and it is on the rise due to the COVID-19 pandemic effects on economy and education, among others. Around 27% of young Montenegrins are NEETs - not in employment, education, or training (EU Commission, 2021).

Additionally, there is a lack of systemic policymaking and budgeting for secondary school programmes in the areas of career guidance and experiential learning. Around 56.1% of adolescents think that school prepared them for future studies or employment 'a little' or 'not at all' (UNICEF, ETF, 2021).

Within **Prilike (Opportunities)** programme, financially supported by TUI Care Foundation, UNICEF is providing support to adolescents in Montenegro to receive on-the-job training and access career guidance. As a school-to-work transition programme, **Prilike** targets secondary-school students in 3rd and 4th grade, 16-19 years old. Recent research has shown that the 2nd decade is crucial in making decisions on career and education, with a direct impact on countries' economic development.

One of the key stakeholders, within Prilike programme, is business sector in Montenegro. In 2021, around 80 companies in Montenegro hosted around 600 adolescents to take part in on-the-job training across country and within variety of sectors. Companies that are members of UNICEF's Business Council on Child Rights, as well, participated in the Prilike programme and the programme is recognized as one of the BC key priorities.

The mismatch between skills acquired in education and those required at the labor market affects both adolescents and young people, as well as the business community in their attempt to reach out to, hire and engage with pool of future workforce. This, altogether, creates an unfavorable environment for adolescents to successfully transition to job market, as well as overall economy due to Montenegrin labor market being characterized by a low level of activity and a significant mismatch between labor supply and demand.

In order to evidence needs across business sector in Montenegro, in relation to required competencies, skills and attitudes of adolescents' and youth and compare it to the evidenced experiences of Prilike programme participants, a Consultancy (research) Agency is required for the assignment.

2. Objectives, Purpose & Expected Results

The purpose of the consultancy is to provide support in successful implementation of the Prilike programme by conducting a comprehensive assessment of the needs, knowledge, and attitudes of the business sector in relation to adolescents' and youth participation in the job market in Montenegro. Additionally, desk research of relevant employment and training policies, targeting area of school to work transition of adolescents and youth, is required.

The focus of the assignment is to portray labor market needs among companies in Montenegro^{1&2}, in relation to the future workforce, such as adolescents and youth, and to compare it with evidenced experiences and expectations of Prilike programme participants in their transition to the job market. An integral part of the research assignment is participation of UNICEF's Business Council on Child Rights member companies and associations.

This is to be done through **desk research, representative sample survey and the interview research method**.

The survey should ensure adequate representation of different business companies in Montenegro, within variety of sectors and in line with UNICEF's policy (please refer to footnote 2). The survey should include all companies that are part of UNICEF's Business Council on Child Rights and member associations, as well as companies that hosted adolescents within Prilike programme. It should gather both quantitative and qualitative information on opinions, thoughts and feelings on a set of different topics tied to labour market needs of the business sector with a focus on adolescents and youth participation, including:

- Key issues and needs of the business sector with focus on adolescents' and youth participation, to address skills mismatch on the job market.
- Views on education, career guidance and training policies for adolescents and youth participation in the labour market.
- Key skills and attitudes needed for adolescents and youth participation across the business sector.
- Relevant business friendly policies and programmes to support inclusion and upskilling of adolescents and young people across the job market.

There should also be interviews conducted with representatives of at least 2 business associations in Montenegro and at least 5 representatives of respective companies.

Desk research should focus on brief review of relevant business, employment and training policies aimed at enhancing adolescents and youth participation on the labour market.

3. Description of the Assignment

A detailed work plan with the time frame will be developed by the consultant organization and agreed with the **Prilike (Opportunities)** National Consultant and UNICEF's Adolescent Development Officer.

The methodology should cover the following items (non-exhaustive list):

1 UNICEF global due diligence criteria, prevents UNICEF from engaging with the producers of armaments, alcohol, tobacco, adult content, the gambling industry, manufacturers of breastmilk substitutes, companies violating UN sanctions, etc. Hence, companies that might fall under the criteria above must not be targeted within this Consultancy assignment.

2 Assessment of needs among both Prilike programme hosts companies and those companies that have not yet taken part in the programme is expected. UNICEF CO Montenegro will provide list of companies that took part in Prilike programme.

- Location (nationwide)
- Method of data collection
- Type of sample
- Stratification
- Sample size
- Interview selection and questionnaire

The following tasks need to be accomplished:

- Survey:
 - Design of the questionnaire for the survey based on the technical expertise of the Consultancy Agency and in line with instructions and feedback from UNICEF;
 - Data collection for the survey on a nationally representative sample;
 - Data analysis;
 - Producing a written report and a slide deck on the findings of the survey in English and Montenegrin, with gaps identified and recommendations compiled.
- Complementary interviews with business representatives:
 - Design of the methodology (incl. interview protocol) based on the technical expertise of the Consultancy Agency and in line with instructions and feedback from UNICEF
 - Data collection
 - Data analysis
 - Producing a written report and a slide deck on the findings of the survey in English and Montenegrin (to be integrated within survey report), with gaps identified and recommendations compiled.
- Desk research on adolescents' and youth friendly policies for access to job market:
 - Online desk research
 - Government and non-government published data
 - Sources of business information
 - Produced brief written report on findings in English and Montenegrin (to be integrated within survey report).

Sample definition: National representative survey with 80 to 100 respondents (business companies in Montenegro, in line with UNICEF's policy, please see footnote 2) and inclusive of members of UNICEF's Business Council on Child Rights and Prilike host companies. The list will be compiled in cooperation with UNICEF and Prilike programme implementing partners.

Interview definition: Interviews need to be conducted with representatives from relevant business companies, associations and inclusive of members of UNICEF's Business Council on Child Rights and Prilike host companies. The list will be compiled in cooperation with UNICEF and Prilike programme implementing partners. At least 7 interviews need to be conducted – 2 with business associations in Montenegro and 5 with respective Prilike programme hosts.

Desk research definition: Brief analysis of the national legal and policy framework of adolescent and youth friendly policies for training, employment and access to job market, with identified gaps and presented recommendations.

Ethical considerations: The Consultancy Agency will ensure that the research process is in line with the [UNICEF Procedure for Ethical Standards in Research, Evaluation, and Data Collection and Analysis](#). Special measures should be put in place to ensure that the assessment process is ethical and that participants in the survey process can

freely express their opinion. The sources of information will be protected and known only to the contracted Consultancy Agency. The Consultancy Agency has to ensure that it is clear to all subjects that their participation in the assessment is voluntary. All participants should be informed or advised of the context and purpose of the assessment, as well as the privacy and confidentiality of discussions.

4. Deliverables, timelines, and payment schedule

Deliverables	Timeline	Schedule of Payment
First draft of the methodology including Questionnaire and Interview protocols	5 th Sep 2022	N/A
Final draft of the methodology incl. Questionnaire and Interview protocols based on received feedback and comments	9 th Sep 2022	N/A
First draft of desk research of employment and training policies aimed at adolescents and youth	19 th Sep 2022	N/A
Complete data set (data tables) and a draft slide deck in English and Montenegrin on the results of the survey and draft reports from the complementary interviews submitted to UNICEF	23 rd Sep 2022	N/A
Final draft of desk research of employment and training policies aimed at adolescents and youth access to job market	26 th September 2022	N/A
Final slide decks and reports (as above) in English and Montenegrin based on feedback received by UNICEF, with identified needs, gaps and recommendations	27 th Sep 2022	100 %
	22 days	100%

5. Management and Organisation

Management: The Consultancy Agency will work in close consultation and under the supervision of UNICEF Adolescent Development Officer and in coordination with the [Prilike \(Opportunities\)](#) National Consultant.

The evaluation of the contractor(s)' performance will be based on:

- Quality of produced outputs;
- Compliance with the established timelines;
- Responsibility and communication.

Organization: Institutional consultancy is required for this consultancy.

Schedule: This assignment is expected to commence by August 29th, 2022 and end on September 27th, 2022. Total number of days for the assignment is 22. The majority of the assignment will take place online, with travel expected but not mandatory in regard to interviews to be conducted. Travel expenses are expected to be covered within the total cost of consultancy advertised.

6. Qualification Requirements

UNICEF is seeking proposals from an experienced research institute, consultancy research agency, university department and analysis centers with experience of working in and on Montenegro or South East Europe, and with focus on social policy, social statistics or similar.

The team leader must:

- Hold a Master/PhD in social sciences;
- Have extensive work experience in the production of similar studies including for different international agencies (especially UN);
- Have outstanding skills in statistical analysis;
- Have a very good knowledge of participatory research;
- Have excellent analytical and writing skills in English and local language;
- Familiarity with UNICEF's mandate and goals is desirable;
- Cultural sensitivity.

The research team must:

- Have members with University Degrees in social sciences;
- Have a member who is a professional methodologist;
- Have relevant work experience in the production of similar studies including for different international agencies (especially UN);
- Have very good skills in statistical analysis;
- Have very good analytical and writing skills in English and local language;
- Familiarity with UNICEF's mandate and goals is desirable;
- Cultural sensitivity.

7. Remarks

- UNICEF Montenegro Office holds copyrights for all reports. The documents (including raw materials, etc.) may not be reproduced, distributed or published without the written permission from UNICEF.
- All personal data should be accessible to team members, but no one else. The consultants need to set up secure systems
 - to ensure that other staff within their institutions cannot access their data via the shared staff drives
 - to ensure secure data transfer between institutions. Cloud based storage with limited sharing rights could be considered in this instance. Different personal data files need to be link-able, they need to be held separately so that they can only be linked purposely, by researchers who are authorized to do so. There is also a need to ensure that data cannot be removed from secure systems in ways that might compromise data security.

- UNICEF Montenegro Office will share with the selected consultants all the relevant materials it has and provide required expertise.
- UNICEF Montenegro Office will review and provide feedback on reports prepared by consultants.
- All information from produced reports cannot be shared with the media without the written approval of UNICEF Montenegro Office.

8. Application procedure

The potential contractors are expected to submit a proposal based on these Terms of Reference. The proposal should consist of:

- i. **Technical Proposal including:**
 - a) Portfolio of the organisation/institution/agency with an example of previous work on similar projects / research field and clients in the last 3 years
 - b) Title/designation of each team member including their CVs;
 - c) Detailed description of the methodology and technical approach;
 - d) Tentative work plan with the number of days and timeframe in line with the above deadlines for deliverables;

First, the Technical Proposals will be evaluated. The Technical Proposal was allocated a total possible score of 70 points (pt) using following criteria. Technical Proposals receiving 70% of obtainable points (70 pt) or higher, will be considered technically responsive and the Price Proposal will be opened. Proposals which are considered not technically compliant and non-responsive, will not be given further consideration.

- ii. **Financial Proposal (Budget) including** daily fee rate for each team member per deliverable as well as the total cost per professionals based on the number of working days included in the Technical Proposal. The financial proposal shall indicate budget estimated in EUR.

8. Evaluation

1) Technical components (total of 70 points)

ITEM	TECHNICAL EVALUATION CRITERIA	MAX OBTAINABLE POINTS
1	Overall Response	13
1.1	<i>Completeness of response</i>	5
1.2	<i>Overall concord between TOR/needs and proposal</i>	8
2	Company and Key Personnel	32
2.1	<ul style="list-style-type: none"> • <i>Range and depth of organizational experience with similar projects with provided example of previous work on similar projects / research field and clients in the last 3 years</i> 	10

2.2	<p><i>Key personnel: relevant experience and qualifications of the proposed team for the assignment</i></p> <ul style="list-style-type: none"> <i>Demonstrated capacity for research, analysis and development of policy and strategic documents in the area of employment of adolescents and youth with regards to business practices and labour market needs.</i> <i>Samples of previous work in the abovementioned field.</i> 	15
2.3	<i>Company policy on Child labor, Safeguarding and Prevention of Sexual Exploitation and Abuse (articulate policies for the protection & safeguarding of children and prevention of PSEA)</i>	3
2.4	<i>Gender component: At least 1 female in the management structure or ownership of the company</i>	2
2.5	<i>Workplace policies on disabilities</i>	2
3	Proposed Methodology and Approach	25
3.1	<i>Methodology used - compatibility with UNICEF</i>	15
3.2	<i>Project management, monitoring and quality assurance process</i>	10
TOTAL TECHNICAL SCORE		70

Minimum technical score: 70% of 70 points = 49 points

2) Financial component (total of 30)³

- Technical proposal evaluation. Proposals passing the minimum technical pass score (49 points-70% of the maximum points obtainable for technical proposal) will continue into the Financial proposal evaluation.
- Financial proposal evaluation. The lowest price proposal will be awarded the full score assigned to the commercial proposal.
- Recommendation. The recommendation for award of contract will be based on best combination of technical and financial score.
- Final award and contracts. Based on verified nominations and final scores, contract negotiations could be initiated with one or more successful Proposers.
- The UNICEF evaluation team will select the Proposal which is of high quality, clear and meets the stated requirements and offers the best combination of technical and financial score.

³ Financial offer will be reviewed only if Technical proposal meets minimum required quality standards.