

TERMS OF REFERENCE FOR SERVICE CONTRACTING

Assignment: Conduct a mapping assessment for the 197 Youth Centers supported by the Ministry of Youth across Jordan.

Location: Field and home based.

Duration: 1 February 2021 – 31st March 2021.

Estimate number of working days: 50 working days

Reporting to: Adolescents and Youth Specialist

1. JUSTIFICATION/BACKGROUND

There are 1.2 billion adolescents aged 10 to 19 in the world today, and 1.8 billion young people aged 10 to 25. Around 90 per cent of these young women and men live in low- and middle-income countries. This generation of young people is one-quarter of the world's population and will be a dominant force in the decades to come. A population of this magnitude presents an enormous opportunity to transform economic and social outcomes in line with the SDGs, raising global productivity and reducing inequality, if investments are made to ensure young people thrive. Investments in young people not only advance SDG 4 (quality education for all) and SDG 8 (decent work) but also enable young people to lead global progress on the full set of SDGs as young people apply their creativity and talents to the world's greatest challenges.¹ Yet, currently, investments in young people's economic and social potential fall far short of what is required to reach the world's 2030 vision. The recently launched Jordan National Youth Strategy (2019-2025)² stands out as a positive response to the great political, social, economic and cultural changes that have had a great impact on the Jordanian adolescents, youth and young people (here defined as 12-30-years old), which – with its different segments – accounts for 36% of Jordanian society. It aims at promoting youth work and the development of young people in an educational, skillful and valuable way, enabling them to innovate, create, produce and participate in political life and public affairs.³

The Ministry of Youth (MoY), in cooperation with UNICEF, seeks to improve and enhance the services delivered for young people and refine the youth centres in accordance with HM King Abdullah's royal decree which calls for ensuring support for young people in order to help them fulfil their national role and to take an active role in the country's development agenda. Since youth make up two thirds of the population in Jordan and are a vibrant force of change, they need to be supported and helped through programmes and plans that train, equip and enable them to take on their responsibilities. Young people need to be able to make positive and effective use of their leisure time. Their productive, intellectual and creative abilities need to be steered towards progress and development through meaningful programming relevant to their lives and physical, mental and psychological developments during this stage of life. The comprehensive sustainable development of adolescents needs to be ensured and their active participation needs to be sought in the design, implementation and evaluation of strategies and programmes.

Youth centres affiliated with MoY have limited channels with the wider community they are imbedded. There is a need to encourage the engagement of young people themselves and their parents and community members in the youth center to enhance adolescents' participation in the decision-making processes and society in general. There is a need for building the capacities of youth workers to enable

¹ UNICEF, Programme Guidance for the Second Decade, 2018

² http://moy.gov.jo/sites/default/files/jordan_national_youth_strategy_2019-2025_english_compressed_1.pdf

³ Jordan [National Youth Strategy 2019-2025](#)

them to better perform their responsibilities and their roles in dealing with adolescents and mobilizing their communities. Within the youth center itself, there is a need to improve the quality of activities and service provision as adolescents tend to spend their leisure time in youth centres only doing recreational activities, with limited focus on health, education and community activities. In addition to all that, the role of female adolescents in disadvantaged areas is restricted due to social norms and traditions that often limit their participation, marginalize, and deprive them of appropriate opportunities to develop their leadership and critical thinking skills.

MoY has 197 youth centers, scattered all over the kingdom. More than 100 of those youth centers are rented, and the rest are owned. These youth centers are divided almost in half, female youth centers and male youth centers. Very few centers are mixed, however having mixed centers does not really mean that females and males are kept together; for example one center called "mixed" has 2 separate floors, one for males one floor for females. Another mixed center has 3 days allocated for females and 3 days allocated for males. Most of youth centers are under-utilized, under-maintained, under-developed, and a huge number of those centers still lack very basic needs including innovative spaces, equipment, due to limited resources available to invest in those centers from one side, but also lack of strategic vision and efficient and effective utilization of those centers.

A study conducted by the Ministry of Youth in 2017 revealed that there are structural problems in the establishment of these centers, their geographical spread, percentage of their visitors, weakness of the programs presented therein, and the absence of the concept of sustainability in programs and operations. Accordingly, the focus of the youth centers was linked to a set of new concepts and policies that MoY adopted seeking to serve as a "turning point" in its work and role. The most prominent of these concepts: is the definition of youth centers as youth spaces that provide the youth with the environment that fosters creativity, achievement, critical thinking and team working, and allowing young people to play an active role in their community. In order to have the youth centers as "youth spaces" it requires accommodating to key concepts such as: flexible center ready to receive and deal with youth initiatives and energies, adapting new roles and responsibilities, flexibility of the workers at youth center who are engaging with students in schools, universities and others, and the need to be adaptable to the meet and accommodate for the situation of those young people.

Based on the lessons learned and experiences of youth friendly centers, there is a need to establish clear criteria for adolescent friendly youth centers which can be adopted and institutionalized within the MoY and used in the developmental and strategic plans of MoY. This work will be directed towards supporting MoY to have a standardized criteria and guidelines to assess their future capacity and their centers efficiency. The development of the measurement criteria through this assessment for the youth centers will be a key milestone in Jordan which brings together all stakeholders including governmental and non-governmental organizations, youth workers, parents and adolescents and youth to agree on measures that make a space adolescent/youth friendly from their perspective.

The national youth strategy has defined key concepts and policies to govern the strategy perspectives, the second key concept focuses fully on youth centers role in promoting the youth agenda in Jordan. Those were outlined more in details in the Ministry of Youth strategy document that was developed to support the Ministry deliver on the national youth strategy.

The goals of the youth centers as defined by the Ministry of Youth strategy document⁴ are as follows:

- Provide children and young people with a safe place to connect, learn and play in a healthy and clean environment.
- Provide learning opportunities for young people.
- Provide skills-building training for adolescents and youth to support civic engagement and social cohesion.

⁴ <http://moy.gov.jo/ar/node/1412>

- Provide engagement and participation services for young people through a wide range of activities.
- Ensure that all young people have equal access to services, regardless of gender, ability, language, ethnicity, religion, or nationality.
- Provide information for parents and caregivers about child rights, protection and gender-based violence.
- Engage community members of all ages in activities that improve their social and emotional well-being.

The main functions of MOY centers as defined in MoY strategy document⁵ are as follows:

- Promoting adolescent participation in decision-making in youth centers and focusing on their participation in local communities and adolescent-friendly youth centers
- Creating a safe, appropriate, and accommodating environment to make a better use of their leisure time
- Increasing adolescent participation, registered as members, in youth centers
- Raising the awareness of adolescents regarding the importance of their role in society by allowing them the chance to develop youth-led initiatives in each center
- Building self-confidence and skills among young people to enable them to participate in decision-making
- Educating parents about the importance of youth participation and development and working to bridge the gap between the generation of adolescents and that of their parents
- Promoting the role of youth centers in order for them to become community centers that enhance adolescents' role in developing their societies
- Creating networking and working relationships between local councils and institutions on the one hand and adolescent-friendly youth centers
- Building the capacities of youth workers on planning, implementing and evaluating participatory programmes for adolescents by organising training courses and training them to become qualified workers in adolescent-friendly youth centers

2. OBJECTIVE AND TARGETS

The assignment will assess the overall status of the Ministry of Youth centres as outlined in the specific measures; and generate knowledge and learn about the actual status of the ministry of youth centers in order to strengthen them to better serve young people in Jordan.

This assessment comes as a first step to understand the centers status and will feed into a broader evaluation of Ministry of Youth UNICEF supported programme that will be conducted in 2021 that will focus on measuring UNICEF programme impact.

More specifically, this mapping exercise will:

1. **Assess all MoY youth centers looking at:** desired and achieved goals and objectives in line with the national youth strategy and the MoY strategy document, status of programmes and how adapted they are to youth, geographic location of the centers, the composition of the local community served by the centres in terms of age, gender and poverty pockets, the annual activities, the accessibility of the centers, the infrastructure, the organizational structure and the management of and relationships with the local community with specific focus on the inclusivity and gender.
2. **Understand MoY youth centers in promoting awareness among community members and parents** on adolescents' and youth's rights and participation, the centers ability to reach to a wide number of young people especially girls and the most vulnerable and at risk young people.

⁵ <http://moy.gov.jo/ar/node/1412>

3. **Identify and document lessons learned to strengthen the ministry of youth centers and better serve youth in Jordan.**

The results of the assessment will provide a solid base for the Ministry of Youth centres on which MOY can plan effective programs and practical activities in addition to taking decisions on the selection on the centers that should be operated, invested in, merged or closed. The results of the assessment will inform a broader impact evaluation of UNICEF supported programme at MoY.

Ultimately, this assessment intends to offer critical diagnosis in order to determine the overall value of this the youth centers towards achieving the youth centers vision under the National Youth strategy. In addition, the assessment will generate general knowledge of what is required to make the centers work well in different settings.

3. **SCOPE OF THE WORK (WORK ASSIGNMENT)**

To enhance access of adolescents and youth to safe spaces outside school settings where young people have the opportunity to develop, socialize and participate, UNICEF and MoY will conduct an assessment of the 197 youth centers across all Jordan⁶ to activate and strengthen their role in providing opportunities for adolescents' and youth's development and participation.

Those criteria will include, but are not limited to the purpose and objectives of the youth centers, including a comparison of the desired vs. the achieved goals of the center, the programmes provided to foster adolescents and youth development and participation, including the desired vs. the achieved goals of the programmes, the geographical location of the center and the composition of the local community served in terms of age, gender and multi-dimensional poverty, the relationship between the youth center and the community served, including young people, parents and community members participation in decision-making within the youth center, as well as referral systems set up with other social services, and the effectiveness of the management of the youth center, including infrastructure, equipment, personnel, and recurrent costs.

Indicative Measurement criteria/indicators: Some of the measurement indicators that need to be taken into consideration include but not limited to the following:

- The presence of a minimum three workers in the center (supervisors and youth workers) and their level of education
- The center has to be in a central location and near residential areas and transportation
- The center has to be in less-fortunate areas where community empowerment programmes are limited
- A minimum level of infrastructure including equipment to make creative and innovative spaces for youth
- Number of Staff in the center and the relevant capacity and trainings received by the staff.
- Workers in the center have to possess a minimum level of leadership qualities, skills in working with young people and willingness to develop work with adolescents to be assessed based on recruitment needs or qualifications/ expertise acquired and in line with the leadership center criteria Center's workers are active, committed and enthusiastic in reaching the community and engaging with young people, in an inclusive manner.
- Center workers ability to adapt and adjust in particular in delivering services with a focus on their ability to engage young people online, and their ability to deliver training online
- Administrative and advisory boards and committees have to be functioning or ready to function - Adolescents Administration Committee, Youth Centers Advisory Committee to understand the youth ownership of the center and their ability to engage affect decisions at different levels.
- Understanding whether there are effective feedback loops and two-way communication channels established with the communities and the young people.
- The ability to network with local communities and government and private agencies

⁶ An annex is attached to the TORs showing the distribution of the centers across Jordan in a map and a location sheet.

- It is preferable to have one youth center for males and females in the same area?
- It is preferable that administrative boards include adolescent members from the targeted age group and understand if its inclusive (girls, different nationalities, people with disabilities, minorities, etc...)
- Identifying the programmes and activities that needs to be implemented in the centers and understating how the decision is made for those services or programmes, are they designed based on needs from young people, youth's engagement in designing, planning and implementing those services and programmes, their relevance and responsiveness to the needs of those communities.
- Budgets allocated for centers including those for maintenance, staffing and programmes, their allocations, use and utilization, distribution, etc...

Some measures drawn from the existing centers criteria also include the following:

- Infrastructure (nature of the buildings, age of the building, rented or owned, is the center well maintained, area of the center, components of the building – rooms, halls, offices, etc...)
- Equipment in the youth center (includes furniture, sport equipment, electronic equipment, connectivity to the internet, computers and what follows – data show, sound systems, books and library, etc...)
- Number of youth registered in the youth center (including numbers of active and inactive members, age groups – and what follows and what is needed for the analysis)
- Employees of the center (No. of employees in each center and their places of residence, their working days and hours, their tasks and job descriptions, their academic level, their capacity on working with and for youth, their archiving capacities and capabilities, and what is needed for the analysis)
- The geographic locations of the centers (marked on a digital map that shows the distance between the youth centers, the distance between the youth center and the governorate's youth directorate, and all other relevant entities. The analysis should state where there is a youth centers' density and where we have youth centers that can be merged)
- The programs that are running in each youth center (we need to know if a specific youth center is hosting more than one program and why, if any youth centers are not hosting any programs and why, if the nature of the programs fits the competitive advantage of the area it is in, and if the programs tackle the problems the local community is facing, etc...)
- Opinions of the local communities and all entities working with and through each youth center

The institution contracted will need to develop a set of measurement indicators/criteria based on the above but also based on previous experience, desk review, other good national, regional or global practices to assess the centers against.

Empowerment of young people to plan, design and influence decisions that impact them has been a key component where adolescents become actors of change within their communities. Therefore, young people will be engaged in the assessment process through a reference group that will be established to be meaningfully engaged at all levels. This is aimed at raising the profile of young people in their local communities, improving their self-confidence and their social interactions and engagement with the youth centers (especially girls and young people with disabilities) and support the goal aimed at increasing the attendance and meaningful participation and engagement of young people in the youth centers as they become more responsive to their needs.

Limitations:

Depending on the pandemic situation on the ground, relevant key informants, participants and field sites may be unavailable/unreachable. In this regard, data collection methodology, sampling framework and approach may need to be adjusted accordingly during the process, all activities will be done virtually and MoY will support the process of conducting those consultations via zoom. However, some aspects maybe compromised including physical presence in centers for observations or engagement and interactions with key stakeholders since the centers are closed to young people, however, visits to the centers to observe infrastructure, discussions with youth workers is possible.

Ethical Considerations:

The institution contracted is expected to follow the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis⁷. The technical proposal must explicitly state, under methodology, how ethical considerations and ethical standards will be ensured throughout the evaluation process. The whole assessment process is guided by UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation.

All those engaged in designing, conducting and managing research activities will aspire to conduct high quality and ethical work guided by professional standards and ethical and moral principles. All interviewees will be informed with the purpose of the evaluation and their role and what information is required specifically from them. Confidentiality of their views is ensured. If interviewees will include minors, a written consent should be taken from the persons in charge of their care. All the documents, including data and fieldwork instruments, developed in the course of this consultancy are the intellectual property of UNICEF. All research tools and methodology should be in line with UNICEF regulations and will undergo a process for ethics review approval. The contractor will be guided by UNICEF during the whole process and will abide with the UNICEF guidance and policies for doing research with children.

All tools developed must be in line with the Institutional Review Board (IRB) or the Ethical Review Board (ERB). The IRB designated to protect the rights and welfare of human subjects recruited to participate in an evaluation or any research. The IRB attempts to ensure, both in advance and by periodic review, protection of subjects by reviewing the inception report. IRB protocols assess the ethics of research, evaluations or data collection and analysis and their methods, promote fully informed and voluntary participation, and seeks to maximize the safety of subjects.

4. EXPECTED DELIVERABLES

PLEASE REFER TO ANNEX 1

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

Deliverables will be provided in both languages and all tools will be developed in Arabic. In the case, where English version of selected documents is needed in Arabic, the translation will be done by the institution/contracted. All data used should be made available to UNICEF and MoY in their final version in both languages.

Final Report Requirements:

- Present outline and content of the final report to UNICEF and MoY to endorse
- Draft a report that demonstrates the results of the assessment
- Develop a mapping matrix for all centers operating across Jordan with an analysis of the centers status based on the agreed upon criteria;
- A PowerPoint presentation with visuals (diagrams and graphs) highlighting key findings, lessons learned and recommendations. This presentation will be used to brief key stakeholders in both Arabic and English.
- Develop a systematic plan and tools for MoY to re-evaluate and assess MOY youth centers in the future.
- A final assessment report in English and Arabic, including:
 - Executive Summary
 - Background and Context
 - Detailed Methodological Framework
 - Limitations of the assessment
 - Ethical considerations
 - Findings: analysis of data according to the assessment questions
 - Conclusions: should be firmly based on evidence and analysis, be relevant and

⁷ http://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF

- realistic, with priorities for action made clear.
- Suggestions for improving
- Recommendations: action-oriented recommendations that can inform potential alternative ways of improving the youth centers
- Lessons learned
- Annexes, including terms of reference, evaluation tools, records of data collection (interviews, FGDs, quantitative survey).

6. PAYMENT SCHEDULE

PLEASE REFER TO ANNEX 2

7. OFFICIAL TRAVEL INVOLVED

International and Local travel and airport transfers (where applicable) will be under responsibility of the contractor in accordance with UNICEF's rules and tariffs. All travel costs (international and local) should be planned properly in the technical proposal and included in the financial proposal. 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.

Flight costs will be covered at economy class rate as per UNICEF policies.

8. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE

This consultancy is planned to be conducted by an institution or by a registered consultancy group/firm being well-established and highly qualified, experienced institution, which has experience in M&E and conducting assessments and evaluations.

The entity should demonstrate expertise in conducting similar scale assessments. and have minimum 7-19 years of experience in assessments, surveys, evaluations, rapid assessments, youth and adolescent's development areas.

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

If the project is conducted by an international firm, The firm should have a team in Jordan or could send a team (including Arab speaker) to Jordan, or have a partnership with a local service provider which can cover the field work in Jordan.

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

9. CONTRACT MANAGEMENT

- Each member should have at least 7-10 years of experience in leading/conducting of similar scale assessments (CVs required of all team members including the team leader)
- Combination of an advanced degree in education, social development or relevant fields
- Experience with and strong skills in quantitative and qualitative research and approaches;
- The assessment team leader should have relevant past experience in leading assessment of similar scale and complexity. Experience in evaluating child youth programmes and youth centers is an asset
- The team should include members with more than 5-year working experience (international and Arabic speaker) in the area of youth development and participation, youth engagement.
- A practical experience in the field of adolescents and youth development and participation and in the area of accreditation and development of national criteria for youth spaces and youth centers
- Experience in the use of participatory appraisal techniques in data collection, sensitive to gender issues, facilitating consultations and/or consultative processes
- Experience in working with government counterparts is desirable
- The team must include experts on gender issues and have expertise in gender analysis of programmes to ensure the evaluation is responsive to gender aspects of entire interventions.
- Excellent command of the Arabic and English language
- Excellent analytical, report writing and communication skills in English and Arabic for some key members of the evaluation team.
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The contractor (service provider) will regularly report to the adolescents and youth specialist. The Youth Section at UNICEF Jordan Country office will be responsible for managing the contract. Overall supervision of the contract will fall under the adolescents and youth specialist.

Management of the assessment:

UNICEF will lead the process of the assessment. However, MoY will be involved in the process at all levels including the preparation of the national criteria and guidelines on adolescent friendly youth centers including all administrative and logistical arrangements needed to facilitate the process through an assigned central technical team from MoY.

MoY through the central technical team led by the Youth Affairs Department/Minister's advisor will be responsible for the following:

- Coordinate all needed tasks within MoY with the institution contracted and UNICEF.
- Provide all needed information, documents, and data needed to facilitate this assessment.
- Conduct planning and technical session with coordinators/relevant staff at the MoY to discuss and agree on workplan and details of the assessment process that will take place
- Coordination and logistical management of all the assessment processes that will take place at the central, directorate, and governorate level;
- Coordination and logistical management of the consultation with key stakeholders including beneficiaries, centers staff, community members and parents/care givers;
- Providing inputs and technical support to the various phases of the process.
- Ensure all the above is done in timely and efficient manner to meet the assignment deliverables in due time.
- Coordinate with MoY to ensure that logistical and technical support is provided for the implementation of the consultation activities at the directorate level (13 directorates) and centers level;
- Facilitate the role expected from the central technical team⁸ and the youth reference group throughout the consultation activities;

⁸ The central technical team is the team assigned by the ministry to coordinate and facilitate the assessment process internally within MoY.

UNICEF role:

- Overall supervision of this assignment and overall coordination with MoY and the institution contracted;
- Draft terms of reference for the **youth reference group**, review TOR with MOY, the institution contracted and youth themselves and revise accordingly; Support MoY in the formation and facilitation of the function of the youth reference group which would ensure that adolescents' and youth's views are heard throughout the process;
- Liaise with MoY and ensure the provision of all needed documents, material, information;
- Ensure the timely implementing of the assessment steps at all levels;
- Provide the institution contracted with all guidance and standards needed to conduct the assessment in particular in relation to the adolescents below the age of 18.

10. PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

All tasks have been delivered in a timely manner as indicated 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. Overall 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. All deliverables, documents, reporting and findings will be reviewed by UNICEF and MoY central committee for quality assurance and clearance in line with the measurement indicators set and agreed upon by the contracted institution and UNICEF/MOY. The quality of the submissions will also be assessed and validated by the Monitoring and evaluation unit at UNICEF to ensure adherence to standards.

11. FREQUENCY OF PERFORMANCE REVIEWS

Periodic and at the end of the assignment.

Frequent feedback will be provided to the consultant on the quality and the timely submission of deliverables as necessary. Final evaluation to be conducted at the end of the contract.

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

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

A technical proposal should be submitted as an overall response to TOR ensuring that the purpose, objectives, scope, criteria and deliverables of the project are addressed. The proposal shall include detailed breakdown of the necessary components to show the work and competence of the firm to execute the assignment.

Technical Proposals must include:

- Technical Proposal:

Applicants shall prepare a proposal as an overall response to ToR mentioning:

- Short statement on understanding of the TOR (2 pages max);
- The purpose, objectives, scope, criteria and deliverables of the project are addressed.
- Detailed breakdown of the necessary components to show the work and competence of the firm to execute the assignment.

- A proposed time/delivery schedule. i.e. An action plan specifying the timeframe with various milestones and activities should be included
- Examples of the firm's engagement in similar activities earlier (at least two sample reports)
- Company profile
- Updated profiles/CV of the expert(s).
- Composition of the team and brief introduction to key-experience and expertise of each member indicating the technical deliverables they will be in charge of;
- Elaboration of the available expertise
- Quality assurance mechanism and risk mitigation measures put in place
- At least two references from a previous employer

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.

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

- A. Company profile (Company structure, team composition, organogram...etc)
- B. Company registration

13. UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

UNICEF reserves 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.

14. REQUEST FOR PROPOSAL EVALUATION AND WEIGHTING CRITERIA

PLEASE REFER TOP THE CONTRACTUAL PROVISIONS PART OF THE RFP DOCUMENT

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 office administrative costs**
- Local travel and airport transfers (where applicable) will be covered in accordance with UNICEF's rules and tariffs.
- Flight costs will be covered at economy class rate as per UNICEF policies.
- Any air tickets for travel will be authorized by and paid for by UNICEF directly, and will be for the attendance of meetings and workshops.
- Please also see UNICEF's Standard Terms and Conditions attached.