

Terms of Reference

Title:	Conduct a Landscaping Analysis to develop a national roadmap for accelerating employability in Tajikistan including country investment agenda and international digital job markets for outsourcing.
Consultancy Mode:	National <input type="checkbox"/> International <input checked="" type="checkbox"/>
Type of Contract:	Consultant <input type="checkbox"/> Individual Contractor <input type="checkbox"/> Institutional <input checked="" type="checkbox"/>
Mode of Selection:	Competitive <input checked="" type="checkbox"/> Single Source <input type="checkbox"/>
Location	Tajikistan
Duration of Contract:	September 20, 2021 – February 20, 2022

1. Background

With 70% of population being youth under 30, Tajikistan is at the early stage of demographic dividend, yet, is not able to benefit from it for economic growth and development. Although more children are enrolled in school, children are failing to improve learning and skills for life and work. One of five adolescents believe that knowledge and skills they gain in school is insufficient for realization of their dreams. (National Adolescents Study, 2018). Adolescents lack the skills required for successful transition from school to work life, cannot realize their full potential and maximize their contribution to their communities. 30% of young people aged 15-24 are NEET, 89 % of them being girls (LFS 2016). Lack of opportunities for meaningful local employment after graduation school drives high rates of migration among young people. 40% of Tajiks who seek work outside the country are under 30 years of age.

UNICEF programme is designed towards providing adolescent boys and girls a second chance in the second decade of their lives by unlocking their potential to continue secondary education, gain skills, participate fully in all aspects of life and become empowered for a successful transition from school to work. To reach this goal, the programme is designed to invest in adolescents' health and wellbeing, skills for learning and employment and their full participation in school and community life.

Starting from 2019, UNICEF Tajikistan based on its successful models in skills building has been selected as forefront country for implementation of Generation Unlimited (GenU) initiative that is a global multisector partnership created to meet the urgent need for expanded education, skill development and employment opportunities for young people aged 10-24. By bridging secondary-age education and training to employment and entrepreneurship, GenU objective is supporting every young person to thrive in the world of work and become productive problem solvers and engaged members of society.

Since then, GenU has generated interest from leaders of government and industry, and other key sectors, committed to cohere efforts around young people for large-scale impact. Investment in young people through GenU can contribute directly to accelerate results for the realization of Agenda 2030, particularly Goal 4 (Quality Education), Goal 5 (Gender Equality), Goal 8 (Decent Work and Economic Growth), Goal 9 (Industry, Innovation and Infrastructure), Goal 10 (Reduced Inequalities), Goal 11 (Sustainable Cities and Communities), Goal 12 (Responsible Consumption and Production), Goal 13 (Climate Action), Goal 16 (Peace, Justice and Strong Institutions), and Goal 17 (Partnerships for the Goals). GenU is also an effective way to operationalize the vision and priorities of the UN Youth Strategy — in particular, youth engagement, participation and advocacy; supporting young people's greater access to quality education and skills development; and economic empowerment through decent jobs.



Strategies applied by UNICEF in Tajikistan second decade programming aligned with Gen U vision include:

- Implementation of multiple pathway approach for building adolescents and youth skills for 21st century, competencies and employability.
- Embedding skills development and skills for work, including digital workforce, in education and TVET system – by bringing innovation to existing additional education and TVET systems in the country by introduction of transferrable skills, social innovation and Impact sourcing for remote digital jobs.
- Creating and supporting mechanisms and opportunities for adolescent civic engagement through student councils, local governance councils, youth centers, media and digital engagement, adolescent led initiatives within broader CFCI approach.

Page | 2

Moreover The Ministry of Labour, Migration and Employment in their recent official letter (dated July 27, 2021) to UNICEF expressed their interest and requested assistance in conducting a national sociological research to assess the professional knowledge and skills of youth aged 14-21 and their compatibility with the modern labor market. This research will focus on understanding the skills of graduates of education institutions of Tajikistan to help the government and development partners in development of evidence driven programs.

Jointly with the Government of Tajikistan - Ministry of Education and Science, State Committee on Youth and Ministry of Labour, Migration and Employment – UNICEF developed youth empowerment and employability pathway that is based on the context-specific needs of adolescents and youth in Tajikistan. Programme is implemented through interventions specifically designed for adolescents in formal, non-formal and TVET systems as well as leveraging partnerships with the World Bank, EU, UN sister agencies (in joint programmes), AKF and private sector.

2. Purpose and specific objectives

Based on operating model in the country UNICEF Tajikistan/GenU builds on and promotes the work of the UN System by creating public-private platforms that will attract and pool investment to scale up innovation, achieving better linkages between education, skills, entrepreneurship and employment outcomes for young people at scale. As one of the initial stages UNICEF Tajikistan CO is planning to develop Country Investment agenda through landscape analysis, a portfolio of scalable initiatives and innovations, designed with and for young people, to attract public-private capital and achieve large impact in the country.

This involves strong commitment and leadership from highest levels of government, engagement of the private sector through shared value partnership, and participation from relevant international and local civil society organizations – and, most important, engaging young people as co-creators and implementers.

Particularly, towards the goal of facilitating the transition of Tajikistan's youth from skilling to meaningful employment in the country, UNICEF Tajikistan seek to:

- Understand the existing landscape of Tajikistan's industry, workforce needs, skill – gaps, national and international digital jobs markets and capacities, as well as available technical skilling programs, so as to identify current opportunities and future pathways. This in country analysis will be complemented by a survey and analysis of the subcontinental landscape, including Central Asia, the Middle East, and Russia, which are the three geographies with the greatest socio-economic import and promise for

Tajikistan; This analysis should support UNICEF and the national government, in particular Ministry of Labor, Migration and Employment and Ministry of Education and Science of Tajikistan,

- Forge relations with local, regional, and global industries to create direct opportunities for youth employment.
- Elevate voices of youth so their ideas and visions are part of the solution.
- Facilitate the formation of a self-reinforcing ecosystem that will optimize Tajikistan's human capital and ensure more sustainable in-country job markets and talent mobility.
- Invest in skilling pathways that can help in informed projections about the future of work in the country and the region and expected to shape future challenges and opportunities for the government of Tajikistan, its people, and the continent as a whole.
- Create digital outsourcing employment industry in the country by understanding the national and international digital jobs market needs with the view of capacity of youth in Tajikistan

The main task and deliverables of the assignment are as follows:

1. Conduct a landscape analysis to build a comprehensive understanding of current industries, networks and constellations of economic and industrial landscape of the country and immediate regional associate countries.

Understand employment opportunities, future jobs and understand path to employability for young people through on the job-training, internships, pre-job training programs, and new skilling efforts that Tajikistan and its sub-regions have and could put in place.

Understand the policy and policy gaps in creating an environment for economic empowerment of the young people in Tajikistan.

2. Conduct market analysis to review national and international digital jobs markets with the view of the existing capacity and potential of youth in Tajikistan for outsourcing jobs.

3. Engage youth including children with disabilities to help them identify their skills sets; understand their professional aspirations and gain insights into the types of jobs and opportunities that exist and may exist in the future, to be able to make recommendations to align them to skills and competencies with the labor market, identify challenges of preparing young people with skills required for the current/future labour market including remote work.

4. Prepare a megatrends analysis that examines projections of the future of work in the country, region, the Asian continent and the world, including factors and trends that will likely shape markets and economies, to help inform a long-term vision of how to capitalize on the most promising prospects of those trends and build sustainable in-country employment opportunities and economic empowerment of the youth.

5. Setting up an expert team / working team to support the entire process of the landscape analysis to ensure quality assurance.

3. Deliverables and payment schedule

Phase of work	Activities	Deliverables	Timeline / length	Payment schedule
Desk review and Inception phase	a) Interview with the UNICEF CO team and the key partners at country level b) Meetings with key partners at country level to introduce	D1: Country inception report approved by UNICEF	Timeline: beginning of the consultancy Length: 30 days	20% of contract value

	<p>the project and aims of the consultancy</p> <p>c) Stakeholder consultations to assess progress and gaps and define the broad aims for GenU and EU project and other priority areas</p> <p>d) Review and map existing analysis and documentation at country level related to the strategic priorities for employability (GenU, EU, Tech4 girls etc)</p> <p>e) Draft inception study report which sets out the detailed workplan of the consultancy, including:</p> <ul style="list-style-type: none"> • Overview of the consultancy • Deliverables, methodology, timeline, • Structure and content of the national GenU strategy, including components, purpose/audience, length, and format 			
Landscaping analysis	<p>a) In-depth diagnostic of country landscape based on the research questions/methodology agreed at the inception phase, including through:</p> <ul style="list-style-type: none"> • Desk reviews • Interviews and meetings (including online & face-face in different geographical locations as needed) • Youth focus group discussions <p>b) Study of national and international digital job markets for outsourcing jobs</p> <p>c) Preparation of up to 60-page draft report including the key analytical components agreed during the inception. The report may follow roughly the outline below:</p> <ul style="list-style-type: none"> • Executive summary • Introduction and context • Methodology • Overview of current issues and challenges • Key gaps and opportunities • Recommendations for clear strategy to move forward <p>d) Organization of a validation workshop to discuss the findings and gather additional inputs</p> <p>e) Revised final report</p>	D2 Final Foundational analysis report	<p>Timeline: 1 month after contract starts</p> <p>Length: 60 days</p>	50% of contract value

Country investment agenda development	<p>a) Development of a National Roadmap for 3-5 years based on the foundational analysis and agreed by the working team. Details of the roadmap will include the following components:</p> <ul style="list-style-type: none"> • Overview and Theory of Change • Results matrix • Costed multi-year action plan • M&E framework • Knowledge management plan <p>b) Development of a baseline portfolio of initiatives and deals/potential partnerships that include specific activities and investments by partners that can be taken to scale.</p> <p>c) Operational framework which sets out the in-country governance model, youth engagement model, financing model, and other elements related to operationalization of country investment agenda</p>	<p>D3: Roadmap and key components</p> <p>D4: Portfolio of initiatives and deals</p> <p>D5: Operational Framework</p> <p>D6. Introduction to potential key partners for employment/ investment</p> <p>D7. Final Landscape Analysis report combining all of the research and recommendations.</p>	<p>Timeline: Following the foundational analysis report</p> <p>Length: 60 days.</p>	30% of contract value
---------------------------------------	---	---	---	-----------------------

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/output is incomplete, not delivered, or for failure to meet deadlines.

4. Ethical considerations

The process will be guided by UNEG Ethical Guidelines¹ and UNICEF Procedure for Ethical Standards². Should adolescents be involved in the consultations and data collection or otherwise, ethical clearance should be sought by the review team. The common guiding principles will be used to ensure ethical safety during the review process:

- Privacy and confidentiality
- Informed consent
- Harm and benefits
- Conflict of interest

The reviewers will explain to the participants the purpose and use of the review; they will also make it explicitly clear to the participants that their participation is voluntary, and they can withdraw at any moment. Throughout the process, the reviewers should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relationships with all stakeholders.

5. Management and supervision

The Institutional Consultancy will be provided under direct supervision of UNICEF Tajikistan Chief ADAP Section and technical support of ADAP Officers for Skills, Innovation and Employability.

¹ <http://www.unevaluation.org/document/detail/102>

² UNICEF PROCEDURE FOR ETHICAL STANDARDS IN RESEARCH, EVALUATION, DATA COLLECTION AND ANALYSIS, April 2015



Agency will work closely with ministry of Labour

6. Reporting requirements

The completion report to be produced and submitted to UNICEF should be presented in the following format:

- Executive Summary
- Methodology and limitations
- Purpose
- Findings
- Conclusions
- Recommendations and follow-up actions

The Annexes to the report should contain the instructions, data collection instruments and other relevant information, list of documents reviewed, list of stakeholders consulted during the assignment, tools and other formats developed. The report should be provided in English in soft copies.

7. Qualification requirements/specialised knowledge/experience required to complete the task

The required qualifications/knowledge include:

UNICEF is looking for an institution with strong expertise and good understanding of conducting a landscape analysis of youth employment and its development in a country.

- The institution should have proven research experience and expertise in the relevant area (such as research organisation, company, academia) with strong understanding of market analysis.
- The involved technical team members should have strong team leader and team with track record and knowledge in Youth development, Business and Market analysis, understanding global economic trends and partnership.
- Good facilitation skills.
- Knowledge of the UN human rights, gender equality, youth agenda- GenU, and application of these in the research will be an advantage
- Excellent English communication, proven record in developing excellent written reports and knowledge of local languages is an asset.

Request for submission

- A technical proposal with proposed methodology, approach and work plan with timeline.
- A sample of previous research work undertaken in the last two years
- Financial proposal
- CV of technical leads in the team

Evaluation process and methods

The evaluation methodology is based on a highest combined score (based on the 70% technical offer and 30% price weight distribution).

Each interested institution is requested to submit a brief on proposed approach for such assignment along with a copy of the organization profile, the proposed technical team curriculum vitae, expected budget as well as a sample of previous work undertaken in the last two years.

After the opening, each proposal will be assessed first on its technical merits and subsequently on its financial value price. The proposal with the best overall value, composed of technical merit

and price, will be recommended for approval. UNICEF will set up an evaluation panel composed of technical and procurement staff and their conclusions will be forwarded to the internal UNICEF Contracts Review Committee or other relevant approving authority. The evaluation panel will first evaluate each response for compliance with the requirements of this Terms of Reference. Responses deemed not to meet all of the mandatory requirements will be considered non-compliant and rejected at this stage without further consideration. Failure to comply with any of the terms and conditions contained in these Terms of Reference, including provision of all required information, may result in a response or proposal being disqualified from further consideration.

The overall weighting between technical and price evaluation will be based on the predefined criteria. The technical component will account for 70% of the total points allocated and the financial component (commercial evaluation) will account for 30% of the total points allocated.

Technical evaluation:

The proposals will be evaluated against the following technical criteria:

Item	Technical Criteria/Qualifications	Max. Points
1	Overall Response	5
1.1	Completeness of the proposal and responsiveness to the TOR (5 pts)	
2	Capability and Key Personnel	35
2.1	At least 5 years of relevant experience in evaluation, development of analytical reports, preferably in UNICEF areas of programming, and experience in Tajikistan, or Central Asia or implementing GenU Landscape analysis for one of the countries (10 pts)	
2.2	Demonstrated experience in the use of participatory research methodology, facilitation of Focus Group Discussions and consultations with government representatives, NGOs and other stakeholders (including children and adolescents) (10 pts)	
2.3	Demonstrated knowledge/experience in research of youth skills, future of work in particular distance work/impact sourcing (10 pts)	
2.4	Knowledge of human rights-based approach to programming, gender equality, equity approach, programming and analysis (5 pts)	
3	Proposed Methodology and Approach	30
3.1	Quality of the proposed methodology, detailed timeline, consultations, data collection, analysis methods and presentation. The proposal should detail the proposed approaches based on the TOR requirements. (20 pts)	
3.2	Assessment of key considerations relevant to the research, ethical concerns, potential risks and threats, and proposed mitigation plans (10 pts)	
	Total Technical Score	70

Only Proposers obtaining a minimum of 49 points in Technical Criteria evaluation will be considered for the Financial Evaluation.

Commercial evaluation:

The price/cost of each of the technically compliant proposals shall be considered only after evaluation of the above technical criteria. A maximum 30 point assigned to the financial proposal will be allocated to the lowest financial proposal. All other price proposals will receive scores in inverse proportion according to the following formula:



Score for price proposal A = (Maximum score for price proposal * Price of lowest priced proposal)/Price of proposal A.

As a result of the financial evaluation, the points of each proposal will be taken into further consideration in the final evaluation.

Page | 8

The bidders should ensure that all pricing information is provided in accordance with the following:

- a) The currency of the proposal shall be in USD for international companies and in Tajik Somoni for the local Proposers and invoicing must be in the same currency.
- b) All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization

REQUEST FOR INFORMATION

Any request for information or question should be forwarded to dushanbe@unicef.org