

# TERMS OF REFERENCE FOR SERVICE CONTRACTING

<b>Assignment</b>	<b>Study on how businesses active in the MENA Region are engaged in supporting education, youth engagement, youth skilling and employability.</b>
<b>Location</b>	Remote working
<b>Duration</b>	30 days
<b>Estimate number of working days</b>	30 days
<b>Reporting to</b>	Regional Manager, Private Sector

## 1. JUSTIFICATION/BACKGROUND

The UNICEF Middle East North Africa Regional Office (MENARO) supports programmes for children across 15 UNICEF Country Offices (COs) and 1 Area Office across the MENA region covering 20 countries: Algeria, Bahrain, Djibouti, Egypt, Iran, Iraq, Jordan, Kingdom of Saudi Arabia, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, State of Palestine, Sudan, Syria, Tunisia, United Arab Emirates and Yemen. Within the MENA region, a series of regional priorities have been identified which are key child rights issues where we urgently need to see progress. One of these relates to *“Improving adolescent girls and boys’ skills, learning and employability right from early childhood”*.

Levels of youth unemployment in the Middle East and North Africa Region are the highest in the world, with 29.4% in Northern Africa and 24.7% in the Arab States. Unemployment among young women is even much higher, with about 40.3% in North Africa and 36.5% in the Arab States, despite relatively high levels of academic qualifications, and not considering the low female labor force participation in the region. (UNICEF (2018): MENA Generation 2030). Covid-19 has exacerbated pre-existing bottlenecks affecting youth employment across the region. UNICEF MENA co-Chairs the Issues Based Coalition (IBC) for Adolescents and Youth with the regional office of UNFPA for the Arab States. Through this IBC, the regional offices of UNICEF, ILO, UNDP and UNFPA are currently working together to conceptualize and deliver a Regional Summit on the transition from learning to earning in Q2 2022. The Summit will act as a pivotal moment to unite government, private sector, youth, CSO and UN actors in agreeing concrete actions to address bottlenecks affecting youth employment within the MENA Region. The Summit will also present the opportunity to showcase current good practices in terms of solutions which are addressing key challenges affecting youth. The engagement of business is identified as key determinant of a successful Summit. As such, UNICEF is seeking to appoint a contractor to help develop our understanding on current levels of engagement by business in supporting education (formal and informal), youth engagement, youth skilling and employability. The results of this study will help inform business led good practices which are scaleable and can be promoted across the MENA region as well as a business partnerships and engagement strategy that UNICEF will pursue to win the support of business in improving adolescent girls and boys’ skills, learning and employability right from early childhood.

## Context on UNICEF's partnerships and engagements with business

For UNICEF, our work with business covers the following types of activities:

- **Resource mobilization:** through strategic grants, employee fundraising, customer and / or product-based fundraising and contributions in kind (e.g. goods and services).
- **Addressing adverse impacts of business activity** on children by strengthening business policy and practice to respect and support the rights of children and youth in line with the UN Guiding Principles on Business and Human Rights and the Children's Rights and Business Principles.
- **Influencing business advocacy on child rights outcomes** to win the support of the voice and influence of business in advocating for children's rights.
- **Shaping business markets** to support child rights outcomes, for example, in maximizing on availability and accessibility of essential products and services for children provided by business sectors.
- **Securing access to business innovations, technologies and expertise** to support child rights outcomes and innovating on new products and services which help realize child rights.

These areas are not mutually exclusive, and wherever possible UNICEF seeks highly strategic partnerships with business which address several of these areas simultaneously.

Within UNICEF, **partnerships** relate to agreements reached around shared objectives of both UNICEF and its business partner and are supported with a joint workplan and usually, with joint communications. **Engagements** is used to refer to the work that UNICEF does with business to influence child rights outcomes in the absence of a formal partnership agreement and joint communications, often this involves work in the space of addressing adverse impacts of business activity on children.

## 2. OBJECTIVE AND TARGETS

The main objective of this study is to support the identification of businesses, business sectors or multi-stakeholder platforms which provide strategic opportunities for UNICEF to seek partnerships with or to engage with to further our work on education, youth engagement, youth skilling and youth employability. To address this, the contractor should undertake a comprehensive review of how key businesses, businesses sectors and multi-stakeholder business platforms in the MENA region are currently doing to support these programme areas and then design a consultative process to engage with key business, business sectors and multi-stakeholder platforms to evaluate current activities and their impact, assess the appetite of the stakeholders to work with UNICEF in accelerating progress on issues affecting youth and understand what would be important considerations for these stakeholders in establishing partnerships with UNICEF.

Key guiding questions to inform the design of the research are presented below. For all these, UNICEF is primarily concerned with activities which reach and meet the needs of the most vulnerable children and youth.

1. What are businesses, business sectors within the MENA region currently doing to support:
  - a. Education

- b. Creating and supporting youth engagement and internship opportunities
  - c. Employee volunteering that supports youth skilling (e.g. as mentors)
  - d. Youth skilling
  - e. Youth entrepreneurship
  - f. youth employability
2. What is the impact of current activities and are current approaches scale-able?
  3. Which businesses, business sectors within MENA would be interested in working with UNICEF to improve education, youth engagement, youth employability outcomes? And what type of partnership engagement would they be interested in?
  4. What factors would be important to businesses, business sectors in agreeing to work in partnership with UNICEF?

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

#### **Inception Phase:**

- Attend (virtual) briefing with key UNICEF MENARO personnel on the scope of the work, UNICEF's approach to social protection and UNICEF's approach to private sector partnerships and engagements.
- Development of the conceptual framework and methodology for the analysis and specific tools for data collection and refining the questions that this study will provide answers to.
- Presentation of the conceptual framework, mapping methodology and tools to be used to UNICEF to facilitate common understanding of the framework and seek UNICEF inputs.
- Presentation of an inception report, including finalized conceptual framework, methodology and tools to be used.

#### **Data gathering phase**

- Conduct a mapping of key businesses / business sectors in the MENA region to identify which businesses / business sectors are active in supporting education, youth engagement, youth skilling and employability with a focus on activities that reach the most vulnerable.
- This should include analysis of the informal sector in MENA and links between informal sectors / local labor markets and youth skilling initiatives.
- Organize a consultation process key business sectors, including employers in the informal sector and SMEs to develop our knowledge on:
  - Current activities and their impact,
  - What would motivate business to partner with UNICEF on accelerating education, youth engagement, youth skilling and employability outcomes
  - The types of partnership support business would be willing to provide and what results they would be wanting to see from their partnership with UNICEF.

#### **Reporting phase**

- Compile the research into a report for UNICEF which provides insights into the key opportunities identified and makes recommendations to UNICEF on the most strategic business partnership and engagement opportunities and key policy change recommendations. The report should include a qualified list of business prospects which have been identified as interested in working with UNICEF through the research.

#### 4. EXPECTED DELIVERABLES

- **Main deliverable:** a report looking at businesses based within or operating within the MENA region which provides insights into:
  - How businesses are currently engaged in supporting education, youth engagement, youth skilling and employability outcomes and which identifies scale-able good practice models which reach the most vulnerable children and youth.
  - The willingness of business to partner with youth on these issues and insights on what types of partnerships businesses would welcome and what results they would want to see achieved through these partnerships.
- The report should also make recommendations to UNICEF on the most strategic business partnerships and engagement opportunities UNICEF should be pursuing in the MENA region. It should include a qualified list of business prospects which have been identified as interested in working with UNICEF through the research.

##### **Other deliverables:**

- Presentation explaining the conceptual framework, methodology and tools to be used in the mapping study.
- Inception report containing the finalized the conceptual framework, methodology and tools to be used in the analysis.

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

It is expected that work for this mapping study will be completed within 30 days of the contract being issued with the following estimated share of day:

Inception phase:	5 days
Data collection phase:	15 days
Analysis and reporting phase:	10 days

#### 6. PAYMENT SCHEDULE

- Completion of inception phase: 20%
- Completion of data collection phase: 20%
- Submission and acceptance of final report: 60%

#### 7. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE

The appointed organization should have a proven history of completing complex studies relating to the engagement of business with social purpose causes and a proven understanding of corporate sustainability drivers and good practices. Experience of working on similar studies relating to business corporate sustainability engagements in the MENA region is required along with demonstrable knowledge of the private sector in the MENA region.

##### **A. Team composition**

1 x Senior Consultant with at least 10 years relevant experience in an area such as education, youth engagement, children's rights and business, CSR or business

responses to education and skilling and holding relevant Masters degree or above in relevant field.

2 x Junior Consultants with at least 5 years of relevant experience in an area such as education, youth engagement, children's rights and business, CSR or business responses to education and skilling and holding relevant Masters degree or above in relevant field.

#### **B. Company**

The company should have been established for at least 10 years with demonstrable past experience of conducting past similar analytical research.

### **8. 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. Travel expenses should be based on the most direct route and economy fare. Quotations for business class fare will not be considered.

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

## **9. 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 quality deliverables are submitted.

## **10. REQUEST FOR PROPOSAL EVALUATION AND WEIGHTING CRITERIA**

**\_\_70\_\_% technical**

**\_\_30\_\_% 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 (10 points)**

- general adherence to Terms of Reference and tender requirements (5 points)
- Elaborated and articulated understanding of scope, objectives and overall assignment requirements. (5 points)

#### **2) Company and Key Personnel (30 points)**

- team member(s) meet academic requirements (4 points)
- company meets minimum 10 years of experience (1 point)
- company has previously conducted similar work (6 points)

