

**Terms of Reference for External Collaborator Contract (Organizational Consultant)**

Title: Consultancy to develop two Social Innovation Toolkits. These toolkits being:

1. UNFPA Social innovation idea/solution Incubation and acceleration Toolkit - Startup to scale up
2. The UNFPA Social Innovation Idea Development Toolkit - From idea to MVP

Duration of assignment: **2 months**

1. **Background**

Towards ensuring every pregnancy is wanted, every childbirth is safe and every young person achieves their full potential, UNFPA East and Southern Africa Regional Office (ESARO) is leading efforts to mainstream innovation across its programmes and operations in the region. With the new UNFPA strategic plan (2022 - 2025) and a new Regional Programme Action Plan (2022 - 2025), UNFPA ESARO seeks to take forward critical thinking and complementary strategies required to adequately leverage the power of innovation in achieving its mandate. UNFPA’s Innovation work in the ESA region has accelerated efforts to achieve the three Transformative Results (TR’s), these being ending maternal deaths, ending the unmet need for family planning and ending gender-based violence and all harmful practices.

UNFPA’s innovation work in the region in 2021 included launching a pilot project with the Government of Botswana to test drones as viable solutions to challenges in their medical supply chain especially for maternal health; and identifying and supporting 6 young innovators with seed money and business support services to grow and scale their Climate and FGM innovation social enterprises, using mobile phones and traditional motorbikes to transport RH commodities across Uganda during COVID 19 lockdowns among others.

Despite an evolving innovation landscape in East and Southern Africa, challenges persist in harnessing the full potential of innovation solutions. These challenges include a lack of investment in and accessible finance for startups, lack of coordination of the innovation ecosystem, limited entrepreneurship support, poor market access and insufficient coordination at national and regional level in the innovation ecosystem[[1]](#footnote-1). To bridge these gaps, UNFPA ESARO continues to explore new and exciting opportunities to grow the ESA innovation ecosystem, by showcasing, supporting and funding innovators, their ideas and startups across the region. The potential for an adaptive and robust innovation ecosystem that supports innovators from inception to scale, needs to be fully utilized at the regional level in East and Southern Africa. The gaps identified in this ecosystem that hinder innovation growth, should be addressed in order to fully maximize the potential of innovators to support the UNFPA to deliver its mandate.

As part of efforts to develop a sustainable and enabling environment for innovation to thrive, UNFPA ESARO is launching a call for a potential innovation support agency to develop two social innovation manuals/toolkits to provide innovators and incubators/accelerators:

1. Step by step guide to developing innovation ideas and startups, with an emphasis on SRHR innovations, including harmful practices against women and girls
2. Step by step guide on accessing growth opportunities including innovation funding and financing, coaching and mentoring, accessing markets and other investment readiness support
3. Guidelines to measure and report impact of social innovation activities on the innovator and the community

The aim of these social Innovation toolkits/Manuals is to provide a one stop shop for innovators and incubator/accelerator hubs to access the needed tools and support to grow innovation ideas, solutions and startups. This will contribute to an increase in the number of SRHR innovation solutions contributing to UNFPA’s TR and SDGs in the region. The toolkits will form a core part of UNFPA ESAROs efforts to build a stronger and viable innovation ecosystem that encourages young people especially adolescents and girls to be active participants in their own development.

1. **Objectives**

The consultancy is expected to develop and design two toolkits/manuals that will optimize user experience and deliver the relevant functionality and content for users **(mainly young innovators and hubs)** in a way that is interactive, intuitive and supports the growth of an innovation ecosystem in the East and Southern Africa Region. ESA (ESA). The proposed design must reflect the region, the culture and the people of East and Southern Africa. It must also reflect the UNFPA’s mandate and mission in the region.

The consultancy aims to develop:

1. Methodological Approach and Annotated outline of the proposed toolkits
2. Two (UNFPA Innovation Incubation and the UNFPA Idea Development) Toolkits.
3. Rationale behind the proposed design in a PPT presentation
4. Toolkits development finalization/publication.
5. **Thematic Focus**

A number of tools and frameworks already exist that provide guidance within and outside the UNFPA that support innovation. These toolkits will focus on developing and incubating SRHR social innovation solutions and businesses with specific focus on harmful practices against women and girls. This will align with UNFPAs TR and most importantly adopt innovation as an accelerator of our work. It will also create an opportunity for young people, especially adolescents and girls to build their capacity, access practical tools to be active participants in their own development. Other value addition of these toolkits are:

* offer practical guidance on different approaches from inception to implementation of innovative solutions, that may apply, depending on the country context and typology of stakeholders involved
* Brings together learning from different sectors to grow an SRHR ecosystem
* Develops a practical sector specific guide for incubating and developing SRHR social innovations
* Offers a one-stop-shop for idea development, building networks and partnerships, provides templates, links to support systems and feeds into existing UNFPA support projects for innovators including the HackLabs.
* Create an opportunity for young people to create jobs for themselves and others while solving teething social problems they face

1. **Scope of the Toolkits**

The framework of the two toolkits is as follows:

1. UNFPA Social innovation idea/solution Incubation and acceleration Toolkit - This toolkit/manual is aimed to provide a guide and framework to social innovators on developing a social enterprise (business entity) to support an SRHR innovation idea and/or solution to grow. The toolkit must be able to support the innovator to:

* Develop a social enterprise that contributes to the achievement of the UNFPA TR, SDGs and AU Agenda 2063
* Promotes gender equality and ensure [LNOB](https://www.unfpa.org/admin-resource/guidance-integrating-principles-leaving-no-one-behind-and-reaching-furthest-behind)
* Align with the [UN principles of Innovation](https://docs.google.com/document/d/12_9ozqyQjRWpB3HUwRqciD5QNEfd7TIPc-slsRJPqRg/edit)
* Grow a startup to scale up - Identify and develop the different components of a viable business startup and/or entity (with growth potential) including business planning, incorporation, governance systems, financial management systems, accountability mechanisms, reporting systems, regulations and compliance, stakeholder engagement, business growth planning and monitoring etc.
* Identify opportunities for funding and financing a social innovation startup
* Develop sustainability models including commercialisation of social innovation
* Mainstream digital innovation and emerging technologies
* Selling online
* Franchise and other scale business models
* Create jobs for youth
* Measure and report social impact
* Communicate impact
* Ecosystem building
* Build networks and partnerships
* Link the social innovation solution to the startup
* Identify and build a diverse team
* Build a customer base
* Develop a product among others

1. The UNFPA Social Innovation Idea Development Toolkit - This toolkit/manual aims to support (potential) innovators to take their ideas into Most Viable Projects (MVP). The toolkit/manual must be able to support any young person with an idea to:

* Contribute to the achievement of the UNFPA TR, SDGs and AU Agenda 2063
* Promote gender equality and ensure [LNOB](https://www.unfpa.org/admin-resource/guidance-integrating-principles-leaving-no-one-behind-and-reaching-furthest-behind)
* Align with the UN principles of digital Innovation
* Test viability of the idea through design thinking methodology
* Practical stages of idea development
* Identify and connect with idea development support systems including hubs, funders/financiers, coaches and mentors, marketers, potential customers, etc.
* Market identification and customer acquisition
* Product commercialization and revenue reinjection
* Copyrights, patents and product ownerships
* Mainstream Digital innovation and emerging technologies
* Market testing and product growth
* Product augmentation
* Product funding and/or financing - stages of investment readiness preparation
* Communicate impact
* Measure and report impact
* Any other areas of need for developing a social innovation idea into a MVP.

1. **Expected Outputs**

The Consultant will deliver the output in a structured manner to UNFPA East and Southern Africa Regional Office (ESARO), in accordance with the following steps:

* Output I: Methodological Approach and Annotated outline of each toolkit indicated areas for linked resources, templates, partners, regulatory agencies, etc. for the respective sections of the tool kits
* Output II: Type set designs and brand concepts/mock ups for both innovation toolkits
* Output III: Toolkits development finalization/publication
* Output IV: Rationale behind the proposed design in a PPT presentation

1. **Professional Qualifications and Experience**
2. The agency should have at least 10 years of professional experience in the development of innovation ecosystems - incubation/accelerator hubs, NGOs, academia, SME support organizations etc.
3. Demonstrable experience working with and/or supporting innovators and social enterprises in Africa
4. Web-Design, Information and Knowledge Management or Information Technology.
5. Demonstrable experience working with the UN system and relevant corporate institutions is an advantage
6. Experience in developing guidance toolkits/manuals is an advantage, preferably for a UN or global institution
7. Solid communication skills and experience in deploying technologies and strategies to mobilize and engage a variety of stakeholders.
8. Knowledge on and experience in use of knowledge management platforms/systems
9. Accountability for management of time, establishing clear performance goals, standards, and responsibilities
10. Analytical skills
11. Interpersonal skills and ability to work in multicultural environment
12. Good writing skills and Fluency in English, both written and oral, is required.
13. **Reporting Arrangements**

The service provider/agency will work under the overall supervision of the UNFPA Innovation, Gender and Communications units, based at UNFPA ESARO in Johannesburg, South Africa. The every-day communication and monitoring of work will be provided by the UNFPA ESARO Innovation Specialist. For administrative purposes the consultant will communicate with the programme support team based at UNFPA ESARO in Johannesburg, South Africa.

1. **Timelines and Payment Scale**

The contract will be for the period from **19th September to 30th November 2022.** Payments will be done in two installments based on acceptance of outputs one and two (final draft of tool), and three and four (tool development finalization) by UNFPA, in the ratio of 50% each based on satisfactory delivery of the outputs.

1. **Submission of Proposals**

Applicant’s proposals should include the following documentation:

* CV/resume(s) of key personnel to be involved in the assignment
* Cover letter
* A short concept note (not more than 3 pages) providing an overview of how the assignment will be approached and giving an indication of the consultant(s) capacity to undertake the assignment
* At least 2 web links to latest toolkits designed related to this assignment or attach 3 writing samples on subjects directly related to the scope of this consultancy
* 2 references from previous clients
* A financial proposal indicating the consultant’s fees in USD and a breakdown of costs.

**Evaluation criteria**

Proposals will be evaluated against the following criteria:

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| **#** | **Criteria** | **Points** | **%** |
| **1** | **Proposed development timeline and approach** | **40** | **40%** |
| **1.1** | A creative proposal detailing the development plan and approach- concord between ToR requirements and proposal | 20 |  |
| **1.2** | Suggested functionalities for implementation | 20 |  |
| **2** | **Expertise of Firm - Team Experience and Qualifications** | **60** | **60%** |
| **2.1** | Relevant team expertise in the development of innovation ecosystems - (incubation/accelerator hubs, NGOs, academia, SME support organizations, etc.) | 30 |  |
| **2.2** | Availability of in-house skills needed for the completion of activities related to the scope of work | 30 |  |
|  | **Total (Minimum Threshold = 70%)** | **100** | **100%** |

1. British Council state of social enterprise reports [↑](#footnote-ref-1)