

Terms of reference

International consultancy to support the design of youth employment initiatives and resource mobilization efforts in Mongolia

- **Duration of contract:** 20 March - 31 October 2023. Number of workdays within this period and the dates of the contract will be finalised during the contracting process.
- **Location:** Home-based, with optional travel to Ulaanbaatar, Mongolia

1. Background

The International Labour Organization (ILO) is the United Nations agency for the world of work and brings together governments, employers and workers to drive a human-centred approach to the future of work through employment creation, rights at work, social protection and social dialogue. The ILO has a long-standing commitment to promote productive employment and decent work for youth in Asia and the Pacific, guided by the ILO follow-up action plan on youth employment 2020-2030. This includes strengthening the capacity of Member States to formulate and implement labour market programmes addressing transitions to decent work for young persons.

Supporting young women and men to access quality education, training and opportunities for productive employment and decent work are key concerns for policy makers, employers' and workers' organizations and other key stakeholders in Mongolia and require further efforts towards a human-centred recovery from the COVID-19 crisis. Informality, climate and environmental changes, gender inequalities and skills mismatch are some of the challenges encountered by youth in a changing world of work in Mongolia. Tackling these challenges is reflected in Mongolia's Vision 2050 and its goals on human development, economy and green development, as well as other sectoral policies, strategies and programmes. The Mongolia Decent Work Country programme (DWCP, 2023-2027) emphasizes the focus on youth in its priority to enhance employment opportunities for all, including the vulnerable groups, to access decent and sustainable employment in an increasingly green, formalized economy. This is an integral part and contributes to the decent work goals under Strategic Priority 2 of the United Nations Sustainable Development

Cooperation Framework (UNSCF, 2023-2027) for Mongolia on Green, inclusive and sustainable growth.

The Ministry of Labour and Social Protection (MLSP) in Mongolia expressed interest to ILO and UNICEF in supporting young people's education, training and employment in Mongolia through the multi-stakeholder initiatives of the [UN Global Initiative on Decent Jobs for Youth \(DJY\)](#) and [Generation Unlimited \(GenU\)](#). GenU and the DJY are multi-stakeholder initiatives that jointly convene at country-level key actors, public and private, around a common agenda, to advance education, skills development, youth employment and youth participation, in response to national priorities (See Annex for further information about the initiatives). The joint GenU and DJY operating model is expected to be country-based and builds on the work of the UN System by creating public-private partnerships that will achieve improved education, skills, entrepreneurship and employment outcomes for young people at scale.

In 2022, UNICEF and ILO in collaboration with the Ministry of Labour and Social Protection, conducted a country assessment and developed a country investment agenda for young people aged 10-24 around six priority areas: (i) quality education and skills development, (ii) productive and decent employment for youth, (iii) equal opportunities an equal access, (iv) youth entrepreneurship, (v) information infrastructure, and (vi) civic participation, in line with national priorities. Consultative meetings, including with youth, employers' and workers' organizations, were held on the draft country assessment and agenda to determine the key priority areas of intervention for youth employment. The country investment plan includes, among others, a focus on the transition of youth from the informal to the formal economy, and on green jobs for youth. The plan includes over 60 potential activities grouped across more than 25 interventions, outlining for each activity the purpose, expected outcome, beneficiaries, timing, and participating entities. The investment plan also provides findings from a youth-focused expenditure review in Mongolia (2021) on current levels of budget support to youth development an participation, and provides estimates on the amount of funds needed for each proposed programme under the identified priorities of the investment plan, as well as potential funding sources. This may require validation and update of the financial 'ask', the sources of funding and the partnership approaches needed (e.g., funding, peer learning initiatives, etc.).

In this context, ILO and UNICEF aim to support the Government of Mongolia and other key stakeholders in 2023 in advancing the operationalization of the joint country investment

agenda for young people in Mongolia under GenU and DJY through the design of youth employment initiatives and support to resource mobilization efforts.

2. Objective of the assignment and scope of work

The objective of the assignment is to support the design of youth employment initiatives and resource mobilization efforts in Mongolia.

The assignment and its outputs are expected to inform and build the joint technical assistance interventions of ILO and UNICEF to support national stakeholders in the operationalization of the country investment plan and to concretize funding opportunities. In parallel, this work is expected to contribute to the development of strategic initiatives/programmes on youth employment by the Government of Mongolia, in consultation with social partners, through participation in the Decent Jobs for Youth Initiative and GenU, including with focus on green jobs for youth, digital jobs for youth, youth entrepreneurship and self-employment, and youth transitioning to the formal economy. In this context, the contractor will ensure to align the proposed interventions with the guidance provided in relevant international labour standards (e.g., R204 - Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204)).

The international contractor will collaborate closely with a national consultant in consultation with ILO and UNICEF. The role of the national consultant, under supervision of UNICEF, is to review and finalize the report on the Country Assessment and Investment Plan, and contribute to fundraising and implementation of the GenU-DJY initiatives in Mongolia. In particular, this includes the creation of a common fundraising and oversight platform for implementation of the Country Investment Plan at MLSP, support to the design and testing of at least two innovative solutions nationwide within Country Investment Plan, and support to the development of at least two funding proposals to support implementation of Country Investment Plan. The national consultant may be asked to also support with oral or written translation of key points from local language to English or vice versa.

All outputs of the assignment are envisioned to be informed by and comply with the [guiding principles for engagement](#) by the UN Global Initiative on Decent Jobs for Youth as the basis for effective, evidence-based and collaborative action on youth employment: multi-dimensional and multi-sectoral approach, rights-based approach, promotion of gender equality, recognition of the heterogeneity of youth and need to promote targeted approached, balanced set of supply- and demand side interventions, focus on the creation of

decent jobs and the improvement of the quality of work, promoting the access of young people to productive assets, expanding investments in youth for quality education and skills development, promoting labour market policies, combining active labour market policies and social protection measures, combining immediate action with long-term policy interventions, complementarity and coherence between public policies and private sector initiatives. Involvement of organization representing the interests of young people, focus on achieving impact at the country level and pursuing regional perspectives, where appropriate, leveraging existing platforms and lessons learned, expanded multi-stakeholder partnerships.

3. Tasks, deliverables and timeline

The assignment goes from 20 March 2023 to 31 October 2023. Tasks and deliverables should be aligned with the following timeline. Final versions of deliverables are expected to incorporate the technical inputs and comments following at least two rounds of ILO revisions of draft versions.

The contractor will be responsible to propose the methodology to achieve the deliverables, which may include, but is not limited to: desk research, development of concept notes and project proposals, meetings/consultations with participating UN agencies, UN Resident Coordinator Office, development partners, government entities, workers' and employers' organizations, youth representatives, private sector and other stakeholders. All tasks are expected to be synchronized and delivered in collaboration with the national consultant.

The assignment of the international contractor focuses on the following deliverables and preliminary tasks:

Tasks	Number of work days	Deliverables	Timeline for deliverable
1.1 Conduct desk review of available resources, including Country Assessment and Investment Plan and other relevant documentation 1.2 Conduct inception meeting with ILO and UNICEF		Deliverable 1: Inception report outlining the detailed workplan, methodology and timeline	31 March 2023

Tasks	Number of work days	Deliverables	Timeline for deliverable
<p>1.3 Familiarize with ILO and UN guidance, requirements, tools and templates on development cooperation modalities and youth employment promotion</p> <p>1.4 Develop work plan, methodology and timeline</p> <p>1.5 Integrate opportunities for meaningful youth engagement and engagement of social partners throughout the design and implementation of the workplan</p>			
<p>2.1 Conduct review and analysis of previous and ongoing, relevant UN development cooperation support on youth employment in Mongolia</p> <p>2.2 Conduct mapping and analysis of development partners and their ongoing and planned strategic priorities and activities, building on existing mapping by ILO and UNICEF, and taking into account different resource mobilization options: (i) direct fundraising, and (ii) leveraging through policy advocacy to influence investment in youth employment</p> <p>2.3 Explore linkages and collaboration modalities to employment promotion funds of the Government of Mongolia</p>		<p>Deliverable 2: Mapping and analysis of resource mobilization opportunities for youth employment in Mongolia</p>	<p>28 April 2023</p>

Tasks	Number of work days	Deliverables	Timeline for deliverable
<p>2.4 Identify areas in the investment plan that may require updates or changes to proceed with resource mobilization (e.g., financial resource estimates, partnership approaches) and support revision in collaboration with national consultant</p> <p>2.5 Conduct bilateral consultations with at least six development partners and MLSP on their strategic priorities and opportunities. Develop a questionnaire for this exercise and document the findings in summary notes.</p> <p>2.6 Assess relevant, existing donor modalities and opportunities for youth employment in Mongolia, including Public (traditional governments; emerging economies; intergovernmental organizations; inter-organizational arrangements; Banks); Private (corporate fundraising; major donors; foundations; pledge; legacies, National Committees; country office private sector fundraising); and Other modalities (innovative funding mechanisms; public-private partnerships; South-South and triangular cooperation)</p>			

Tasks	Number of work days	Deliverables	Timeline for deliverable
2.7 Present mapping and analysis of resource mobilization opportunities for youth employment in Mongolia to ILO and UNICEF, including recommendations and action items for resource mobilization in 2023 and 2024			
<p>3.1 Identify and elaborate up to ten potential strategic scenarios of UN support and development cooperation, in consultation with ILO and UNICEF, to be advanced through concept notes</p> <p>3.2 Conduct bilateral consultations with at least ten government entities, workers' and employers' organizations, youth and civil society organizations, private sector and other relevant stakeholders to validate potential scenarios and inform the design of concept notes for youth employment initiatives</p> <p>3.3 Based on the selected scenarios, Develop four concept notes for joint ILO and UNICEF development cooperation on youth employment, in line with national priorities, building on the donor assessment, and linked to the country investment plan. Prepare</p>		Deliverable 3: Four concept notes on youth employment developed (Word document and PPT presentation)	31 May 2023

Tasks	Number of work days	Deliverables	Timeline for deliverable
supporting technical and financial documentation 3.4 Prepare a presentation, using ILO's PPT template, for each concept note and tailored to the audience			
4.1 Prepare resource mobilization material (e.g., concept note, PPT pitch deck, meeting agenda, list of stakeholders) for presentation to donors and other stakeholders at a funding dialogue and bilateral meetings. 4.2 Prepare a brief communication product (e.g., online brochure) to position the comparative advantage of UN support to government, youth, workers' and employers' organizations in Mongolia, including but not limited to why it makes sense to fund this approach, what are the funding modalities (e.g., multiple funding partners, light earmarked funding, etc.) and what funding partners get in return (e.g., impact, participation in policy dialogue, steering initiatives, efficiency gains, communication & visibility, etc.) 4.3 Support the preparation and organization of a funding dialogue with multiple existing and potential funding and development partners		Deliverable 4: Funding dialogue for the country investment agenda organized to present concept notes	30 June 2023

Tasks	Number of work days	Deliverables	Timeline for deliverable
<p>for the broader and integrated youth programmes, with further focus on thematic and/or geographical /local components.</p> <p>4.4 Participate and contribute to at least four meetings with donors and national key stakeholders as part of or in follow up to the funding dialogue to present the concept notes, either virtually or in-person. Note: Travel to Mongolia is subject to progress of work and approval by ILO, as this will require additional budget.</p> <p>4.5 Document the feedback in summary notes and revise concept notes</p>			
<p>5.1 Identify opportunities for full project proposal development based on the concept notes, national priorities, feedback from national stakeholders and development partners, in consultation with ILO and UNICEF</p> <p>5.2 Design and draft two full project documents and all supporting documentation (technical, financial, monitoring and evaluation, etc.) in line with ILO guidance on project formulation</p> <p>5.3 Prepare and contribute to presentation of project proposals</p>		<p>Deliverable 5: Two project documents on youth employment finalized and submitted</p>	<p>13 October 2023</p>

Tasks	Number of work days	Deliverables	Timeline for deliverable
<p>to donors (e.g., including PPT), including also findings from the situation analysis and other potential collaboration scenarios for additional resource mobilization efforts</p> <p>5.4 Revise project documents and incorporate feedback into final project proposals.</p> <p>5.5 Finalize the project proposal and supporting documentation through up to five rounds of revisions with ILO and UNICEF, and in consultation with national stakeholders and development partners, for submission to the donor</p>			

Deviations from these deliverables and timeline can occur according to the evolution of the assignment; however, any changes observed or anticipated should be consulted with the focal person(s) at the ILO.

4. Qualifications and required experiences

Education: An advanced degree in the field of economics, social science or related field with demonstrated expertise on employment issues.

Experience in:

- Designing, implementing and/or monitoring development cooperation projects. Working in the areas of skills development, youth employment and entrepreneurship. Experience working on green jobs, transition from informal to formal economy and gender equality in Asia and the Pacific, or Mongolia, with international organizations would be an advantage.

- Conducting resource mobilization efforts, producing high-quality concept notes and project proposals, to developing donor mappings and conducting stakeholder dialogues, in complex programme contexts and preferably in the youth employment field. Sound knowledge of donors active in the country, region and global levels is desirable.
- Organizing consultation meetings and workshops.
- Engaging with donors, government entities, employers' and workers' organizations.
- Collaborating with the UN system, supporting joint UN initiatives, and understanding of ILO's and UNICEF's operational model and areas of work are highly desirable.
- Producing high-quality reports and project proposals in English.

Knowledge:

- Excellent understanding of labour market interventions.
- Excellent analytical, drafting and report writing skills. Ability to present information in readily understandable forms.
- Solid understanding and skills in qualitative research methods.
- Good understanding of the economy, labour market, institutions and youth employment landscape in Mongolia is desirable.
- Ability to produce high-quality reports and presentations in English in a timely manner.
- Strong interpersonal and communication skills to engage with the ILO constituents and stakeholders.
- Excellent project management skills with the ability to manage multiple stakeholders within a demanding timeline.
- Ability to communicate effectively both orally and in writing. Ability to work on own initiative as well as a member of a team. Ability to plan and organise work.

Language: Excellent command and proficient working ability in English. Knowledge of local language of Mongolia would be an asset.

Availability to provide technical support throughout the period of the assignment, and availability to travel to Ulaanbaatar, Mongolia, if requested.

5. Components of concept note and project document

The concept notes and project proposals need to be in line with guidelines for the design, implementation and monitoring of development cooperation projects provided by ILO. This includes relevant guides on development cooperation, tools and methods for project design

and implementation and templates (e.g., stakeholder mapping, theory of change). The documents are expected to include, but are not limited to the following components:

Concept note: Analysis of the challenge, comparative advantage of UN and implementing partners, broader policy framework, project description and change diagram, theory of change, logical framework including outcomes, outputs and activities, indicative budget in line with ILO and UN budgetary requirements

Project document: Executive summary, background and justification (i.e. problem analysis, stakeholders and target groups, comparative advantage of UN and implementing partners, project contribution to national development), project strategy (i.e. Narrative Theory of Change from intervention to results, expected results per outcome area, Stakeholders ownership and sustainability of results, Risk analysis, inclusivity), monitoring, institutional framework and implementation arrangement, knowledge and communication, management arrangements, evaluation, funding, Annexes (Theory of change, logical framework, risk register, output-based budget, project workplan and timeline).

6. Submission of proposal

The ILO accepts the proposals of individual consultants, team of consultants or institutions for this assignment. Interested applicants must submit their proposal with the following:

1. **Technical proposal** outlining the work plan and describing how the contractor will approach the assignment, conduct tasks and deliver outputs (max. 5 pages)
2. **Curriculum Vitae** (max. 3 pages per CV) **and list of team member(s)** with a brief explanation of qualifications and relevant experience, their respective role in the assignment, as well as the names and contact details of 3 reference persons
3. **Writing sample** (at least one) related to this assignment, such as a technical report or paper
4. **Financial proposal** including detailed budget breakdown for professional fees (daily rate and number of work days) and other expenses to complete the work

Interested applicants are requested to submit the technical and financial proposal to the ILO via email (Subject: “Proposal – Youth employment in Mongolia”) to Ms Bolormaa Purevsuren at bpurevsuren@ilo.org and BKK_RESA@ilo.org no later than 9:00 a.m. (Ulaanbaatar) time on Thursday, 2 March 2023. Only shortlisted candidates will be contacted for the selection process.

The ILO accepts no liability in the event of death, injury or illness of the contractor. The contractor shall attest that they are adequately covered by insurance for these risks. Furthermore, the ILO has no liability to cover consultancy-related taxes. Please note that the travel costs shall be calculated based on economy class fare regardless of the length of travel and include costs for accommodation, meals and incidentals. Costs should be formulated in US Dollar.

7. Payment

The ILO will only pay for services that have been performed and for deliverables that are successfully completed to the satisfaction of the ILO. The payments will be made according to the following schedule:

- The first payment (20 per cent of the total fee) will be made upon receipt of deliverables 1 and 2 to the satisfaction of the ILO and presentation of the invoice.
- The second payment (40 per cent of the total fee) will be made upon receipt of deliverables 3 and 4 to the satisfaction of the ILO and presentation of the invoice.
- The third payment (40 per cent of the total fee) will be made upon receipt of deliverables 5 to the satisfaction of the ILO and presentation of the invoice.

8. Reporting

Throughout the course of this assignment, the contractor will report on a weekly basis on progress and the work carried out to the ILO Youth Employment Specialist in the ILO Regional Office for Asia and the Pacific, the ILO Country Office for China and Mongolia, additional specialist in the ILO Decent Work Technical Support Team for East and South-East Asia and the Pacific, the ILO Employment, Labour Markets and Youth Branch and the ILO Department of Partnerships and Field Support (PARDEV).

9. Specific Clauses

All communication to other relevant stakeholders should be coordinated with the ILO. The ILO will provide guidance for design of documents and PowerPoint presentations. Data, figures and tables need to be submitted in separate excel sheets. If it appears necessary to modify the tasks of work or exceed the time allocated, the consultant or institution must discuss the circumstances with the ILO and obtain prior written approval. ILO may disclose

the draft or final documents and/or any related information to any person and for any purpose the ILO may deem appropriate.

10. Annex 1 – Relevant ILO and UN resources

Relevant ILO and UN resources to be considered for this assignment include, but are not limited to:

ILO and UN resources in Mongolia

- United Nations Sustainable Development Cooperation Framework (UNSCF, 2023-2027) Mongolia, <https://mongolia.un.org/en/190088-united-nations-sustainable-development-cooperation-framework-2023-2027-mongolia>
- ILO Decent Work Country Programme (DWCP, 2023-2027) Mongolia
- Mongolia country assessment for Generation Unlimited and Decent Jobs for Youth initiative in Mongolia. Submitted to Ministry of Labour and Social Protection, ILO and UNICEF in 2022, available in English and Mongolian.
- Mongolia country investment agenda for Generation Unlimited and Decent Jobs for Youth initiative in Mongolia. Submitted to Ministry of Labour and Social Protection, ILO and UNICEF in 2022, available in English and Mongolian.
- UN Global Initiative on Decent Jobs for Youth – Guiding principles for engagement, <https://www.decentjobsforyouth.org/communications-material>
- World Bank (2022) Mongolia Jobs Diagnostic : More Vibrant and Inclusive Labor Markets for Economic Recovery and Diversification - Synthesis Report, <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099030001132333606/p17445302d04700790adb8066bc652052a1>
- World Bank (2022) A Jobs Strategy for Economic Recovery and Diversification in Mongolia, <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099030201132326057/p17445300f9d350300973d083c5774820c8>
- UN Global Initiative on Decent Jobs for Youth - Thematic plans, including on digital skills and jobs, green jobs, youth entrepreneurship and self-employment, youth transitioning to the formal economy, <https://www.decentjobsforyouth.org/communications-material>
- YouthForesight – Online knowledge facility jointly hosted by the Global Initiative on Decent Jobs for Youth (DJY) and Generation Unlimited (GenU) with resources on young people’s education and skilling, employment, entrepreneurship, and engagement, <https://www.youthforesight.org/>

Resources related to design of ILO and UN initiatives and resource mobilization

- UN (2022) Guidance Note on a New Generation of Joint Programmes, and Annexes, <https://unsdg.un.org/resources/guidance-note-new-generation-joint-programmes>

Other relevant global ILO resources on youth employment:

- ILO (2022) Global Employment Trends for Youth 2022: Investing in transforming futures for young people, https://www.ilo.org/global/publications/books/WCMS_853321/lang--en/index.htm
- ILO (2022) Youth not in employment, education or training in Asia and the Pacific: Trends and policy considerations, https://www.ilo.org/asia/publications/WCMS_860568/lang--en/index.htm
- ILO (2020) Renewing commitment to youth employment by endorsing a follow-up plan of action on youth employment for the period 2020–30, https://www.ilo.org/gb/GBSessions/GB340/pol/WCMS_757859/lang--en/index.htm
- ILC (2021) Resolution: Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient, https://www.ilo.org/ilc/ILCSessions/109/reports/texts-adopted/WCMS_806092/lang--en/index.htm
- ILO and ADB (2020) Tackling the COVID-19 youth employment crisis in Asia and the Pacific, https://www.ilo.org/asia/publications/WCMS_753369/lang--en/index.htm
- ILO (2019) ILO Centenary Declaration for the Future of Work, <https://www.ilo.org/global/about-the-ilo/mission-and-objectives/centenary-declaration/lang--en/index.htm>

11. Annex 2 – About GenU and Decent Jobs for Youth

The UN Global Initiative on Decent Jobs for Youth (DJY) is the global initiative under the 2030 Agenda for Sustainable Development to facilitate increased impact and expanded country-level action on decent jobs for youth (young people aged 15-29) through multi-stakeholder partnerships, the dissemination of evidence-based policies and the scaling up of effective and innovative interventions. GenU is a global multisector partnership, led by UNICEF, created to meet the urgent need for expanded education, skill development and employment opportunities for young people aged 10-24.

Investment in young people through the initiatives can contribute directly to accelerate results for the realization of the 2030 Agenda 2030, particularly Goal 4 (Quality Education), Goal 5 (Gender Equality), and Goal 8 (Decent Work and Economic Growth). The initiatives are

also a 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.

The Global Initiative on Decent Jobs for Youth (DJY) was endorsed by the UN Chief Executives Board for Coordination and launched in February 2016. Generation Unlimited (GenU) was launched at the 73rd Session of the UN General Assembly in September 2018. The two initiatives share a common vision to improve the livelihood situation and future prospects of young people around the world. Under the common vision, DJY and GenU joined forces in hosting the [YouthForesight knowledge platform](#), as a one-stop shop providing curated tools, publications, databases and resources to support evidence-based action for supporting young people’s education and skilling, employment, entrepreneurship, and engagement.