

Terms of Reference (ToR) Institutional Consultancy Services (Non-LTA) Pakistan

Requesting Section/Field Office: Education –Generation Unlimited (GenU), Country Office

- 1. PROGRAMME AREA & SPECIFIC PROJECT INVOLVED:** Ensure Supply & logistics strategies contribute to the overall CO priorities and provide value addition to the Programme outputs: Generation Unlimited - to establish and deliver a roadmap for UNICEF Pakistan Country Office to support the operationalization of Generation Unlimited (GenU) in Pakistan.
(Specify programme area and project activity under the approved Work Plan)
- 2. NATURE & PURPOSE OF CONSULTANCY:**

Study Documentation Facilitation Technical Evaluation Clerical/Secretarial Others

Background: Generation Unlimited is a global partnership launched at the 73rd Session of the United Nations General Assembly that brings together public and private partners- and young people- to enable the young people between the ages of 10-24 years to be prepared for the transition to work and engaged citizenship by 2030. GenU is made up of a Global board, high-level leaders, and champions that are drawn from global business, government, young leaders and the UN community.

On 23 April 2019 the GenU Global Board was presented with a partnership strategy which recommends the launch of multisector partnerships in-country to transform the outcomes of young people between the ages of 10-24 years, transitioning from high-quality education and training into productive work and engaged citizenship. The Board approved the strategy, creating a strong mandate for GenU to begin implementation.

The GenU Strategy focuses on seven strategic priority areas spanning secondary-age education, training, entrepreneurship, employment, and citizenship:

- **Quality and relevant secondary age schooling:** Promote formal school experiences that build skills young people need for productive lives and the future of work
- **Alternative education and skilling:** Provide young people outside formal schooling with opportunities for training, skill development, and additional education
- **Transition to work:** Improve connections between young people and existing work opportunities
- **Decent jobs:** Increase the number of quality work opportunities available to young people
- **Entrepreneurship:** Foster entrepreneurship as a mindset and a livelihood
- **Equity:** Promote equitable access to quality education, training, employment, entrepreneurship, and civic participation
- **Civic engagement:** Equip young people as problem-solvers and engaged members of civil society, helping to create a better world.

At country level, GenU will advance these priorities through four interlinked activities: Country Investment Agenda: developing country-level investment agenda that lays out a 1) roadmap for Government, business, young people, civil society and development partners to accelerate progress across the major national challenges that youth face and 2) a portfolio of bankable and scalable initiatives that support these partnerships. The country investment agenda will be the base for public-private partnerships and the creation of national coalitions to invest in large scale programmes.

Terms of Reference (ToR) Institutional Consultancy Services (Non-LTA) Pakistan

Global Breakthroughs: creating new partnerships and investments to make transformative global and national changes that will support progress for youth, and, in particular, the most marginalized. For example, digital connectivity – getting all young people online: and on-line learning: <https://youtu.be/H-eaMHiyVZY>.

It is noted the impact of COVID-19 has changed and in many cases severely curtailed young people's opportunities across the GenU priority areas. Also, the need to ensure a greater focus on digital education and skilling has also come to the fore.

Youth Challenges and youth engagement: working with young people to respond entrepreneurially and creatively to the challenges they face and providing opportunities for young people to be a central part of the decisions that affect them by being a core part of GenU structures and impacting local decision and services.

Knowledge management: supporting and facilitating knowledge generation, capacity development and networking to connect GenU-related actors around the world. This function is to enable the other GenU functions, such as the identification of a portfolio of bankable and scalable solutions.

The latest information on GenU global strategy can be found at <http://www.genunlimited.org>.

Objectives of Assignment: The **purpose** of this RFP is to award a contract valid for 3.5 months to a consulting firm that can offer expertise and capacity to develop a Country Investment Agenda and strategy for the next three years (2021-2023). The assignment has the following objectives;

- develop a high-level time bound country investment agenda and roadmap to take forward identified areas in the GenU business case for Pakistan titled 'Investing in Pakistan's Young People'¹
- outline how to scale-up initiatives and deals priority areas (mentioned above)-outlined in the background work done for GenU,² and suggest plans and programs to roll out these
- map and document adaptive models adopted by private and public sector to continue the initiatives and deals on six outlined areas in the wake of COVID-19 pandemic including for digital education and skilling
- establish a road map for the activation of key partnerships for GenU

Three Phases of work

- 1- Inception report
- 2- Country investment agenda and strategy development
- 3- Road map for the activation of key partnerships for GenU

The selected team will work in consultation with GenU Secretariat at National Vocational and Technical Training Commission (NAVTTTC), Ministry of Education and Professional Training (MoE&PT) and Prime Minister's Kamyab Jawan program as the primary management body that could guide and contribute to the Country Investment Agenda and

¹ A study was commissioned by UNICEF in 2019 to establish a business case for GenU in Pakistan

² In order to establish a baseline several studies and mapping exercises have been done;

- Stakeholder mapping
- **GenU working paper**- Generation Unlimited (Gen-U) implementation in Pakistan-Partnership to build tomorrow's workforce
- Developing skills in Youth to succeed in an evolving south Asian economy- A case study on Pakistan
<https://www.unicef.org/rosa/reports/developing-skills-youth-succeed-evolving-south-asian-economy-0>
- Investing in Pakistan's Young People

Terms of Reference (ToR) Institutional Consultancy Services (Non-LTA) Pakistan

strategy. Other GenU related forums could be approached through NAVTTC and MoE&PT including Strategic Advisory Council (SAC), GenU Partnership Networks (Friends of GenU³, We the future Generation⁴ and GenU Champions⁵) and Provincial task forces could be contacted through the secretariat. UNICEF PCO GenU team is situated under education section and will be logistically, technically and financially facilitating the process.

3. REASONS WHY THE ASSIGNMENT CANNOT BE DONE BY A UNICEF STAFF MEMBER:

(Please give specific reasons to justify usage of consultant or Contractor (Individual or Institutional):

The project encompasses various areas of work- including education, skills and training, employment, entrepreneurship and engagement. Not all these area of work fall under UNICEF expertise hence it is important to hire an external consultant with specific expertise to develop landscape strategies and roadmap for GenU in Pakistan

4. WORK ASSIGNMENTS, DELIVERABLES & PAYMENT SCHEDULE:

TASK TO BE PERFORMED <i>(Indicate expected work to be performed.)</i>	DELIVERABLE(s) <i>(Specify final outputs.)</i>	WORK SCHEDULE <i>(month/period covered)</i>	TERMS OF PAYMENT <i>(no more than 30% advance/ final payment no less than 10%)</i>
Inception report based on foundational analysis	An inception report and a detailed workplan approved by the secretariat and UNICEF based on but not limited to; <ol style="list-style-type: none"> a) Interview and meet with the GenU UNICEF team, GenU secretariat-NAVTTC, key partners across GenU partnership categories at country level, GenU network partners and Strategic Advisory Council (SAC) to introduce the aims of the consultancy and assess progress and gaps to define the broad aims for GenU and priority areas b) In-depth diagnostic of country landscape through desk review to map existing foundational analysis and documentation at country level related to the strategic priorities of GenU and existing baseline studies c) Map and identify the adaptive and mitigation measures taken by the government and other key partners to counter the repercussions in the aftermath of the COVID-19 crises to the adolescent and youth agenda through virtual or in person meetings with the representatives of Government flagship youth programs 	1 month	25%

³ comprise of executive leaders from the private sector who commit to the movement.

⁴ will be a consultation forum for adolescent and young people at the provincial level, facilitated by experienced local institute, to assure inclusive and productive engagement of young people.

⁵ are celebrities and other influencers, including young entrepreneurs, who will raise awareness on the importance of linking secondary education, skills, entrepreneurship and employment at all levels.

**Terms of Reference (ToR)
Institutional Consultancy Services (Non-LTA)
Pakistan**

	<p>at provincial and federal level, and other key stakeholders, including consultation sessions with stakeholder groups;</p> <p>d) map and document adaptive models adopted by private and public sector to continue the initiatives and deals on six outlined areas in the wake of COVID-19 pandemic especially those pertaining to digital learning and skilling</p> <p>e) identify gaps and possible breakthroughs for synergy building in digital learning and skilling</p> <p>f) Review in-country GenU governance structure, including identification/outreach to potential members of the GenU Partnership networks</p>		
Country investment strategy and establish a road map for the activation of key partnerships for GenU	<p>A) Development of a high-level roadmap for up to 3 years based on the foundational analysis including the following;</p> <ol style="list-style-type: none"> a. Theory of change b. Results matrix c. Costed multi-year action plan d. M&E framework e. Knowledge management plan <p>B) Development of a baseline portfolio of initiatives and deals/partnerships that include specific activities and investments by partners that can be taken to scale- especially those pertaining to digital skilling and learning.</p> <p>C) Operational framework which sets out the in-country governance model, Country Team structure, youth engagement model, financing model, and other elements related to operationalization of country investment agenda and global breakthrough (as required)</p> <ol style="list-style-type: none"> a. Review charter and ToR for the three partnership platforms and identifying potential members. Buy-in from the members of each platform and through consultation outline their roles, contributions, modus operandi, frequency and method of interaction/engagement with the overall GenU governance body to set youth agenda <ul style="list-style-type: none"> • Friends of GenU (Private Sector) • We the Future Generation (Youth) and • GenU Champions (Celebrities to take youth agenda forward in Pakistan) 	2 months	50%
Independent Monitoring and	A) Development of the TOR and supporting documents that will be used by the Country Team to contract independent third-party	15 days	25%

Terms of Reference (ToR)
Institutional Consultancy Services (Non-LTA)
Pakistan

research	contractors responsible for the development of a costed, multi-year M&E plan, approved by the Country Board through Consultation meetings and workshops (as required) B) Development of a knowledge management and research plan, based on gaps identified during inception study/foundational analysis together with contractors		
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5. **TOR FOR STUDIES AND EVALUATIONS REVIEWED AND ENDORSED BY THE PROGRAMME MONITORING, EVALUATION AND RESULT (PMER) SPECIALIST:** *(Please tick)* Yes No

6. **ESTIMATED DURATION OF CONTRACT** *(Indicate start of contract but not earlier than CRC: if CRC is required):*

Start date: _____ End date: _____

7. **OFFICIAL TRAVEL INVOLVED** *(Specify if international or domestic travel will be required of the consultant/contractor):*

7.1 Local Travel International Travel

7.2 Anticipated Travel Itinerary (Annex 1 – Please complete Travel Plan template):
 Travel to provincial level is anticipated. A tentative travel plan to be developed by consultancy company as part of proposal. This will further depend on the Covid 19 situation in country.

8. **QUALIFICATIONS OR SPECIALIZED KNOWLEDGE/EXPERIENCE REQUIRED** *(Indicate skills and qualifications requirement):*

- Demonstrated experience in conducting high level analytical and strategic work in similar areas with national outreach and impact including diagnostic studies, foundational analysis, road maps and national strategies . An outline of similar work and samples required in submission of proposal.
- Business management expertise with more than 10 years of experience working on the relevant fields are eligible to respond to the RFP, with experience with GenU an asset
- Demonstrated expertise in analyzing, designing, and managing complex analysis and strategy development processes with a range of private sector, multilateral agencies, governments, and young people for the strategic priority areas outlined in the RFP
- Demonstrated experience of high quality analytical and advisory engagement with national stakeholders, including government, and ability to consult on proven governance structures. An understanding of or an existing network to critical and relevant stakeholders in Pakistan is an asset.
- Availability and willingness to take up the assignment on short notice and ability to work under pressure and deliver on deadlines within proposed timeframe.
- Trained and qualified high-caliber staff available with demonstrated relevant technical expertise or capacity to promptly recruit required external supplementary expertise
- Assigned staff demonstrate extensive experience of at least 10 years or more of working with Government, UN, CSOs and others on a range of development issues including education, youth, skills and governance. Detailed knowledge of Pakistan context preferred

Terms of Reference (ToR) Institutional Consultancy Services (Non-LTA) Pakistan

- Assigned staff have knowledge and understanding of core quality, access and governance issues in adolescents, education and/or skills ecosystem. Knowledge of the Generation Unlimited Initiative is an asset.
- Experience working with organizations similar to UNICEF
- Positive references/recommendations from previous clients in terms of facilitating effective recruitment, engagement and monitoring of consultants.
- Availability of Policies on Sexual Exploitation and Abuse (SEA), Sexual Harassment, Harassment, Discrimination, Abuse of Authority and Retaliation.
- Proven ability to access and provide recognized specialists with national and/or international reputations in their area of expertise
- Evidence/document on Gender Audit and Gender Policy, ensuring institutionalization of gender equality into vendors' policies, service and structures.

Based on prior experience, it is anticipated that each team will require personnel in areas such as:

- **Project manager/Senior level:** Individuals serving in a project management role will serve as the primary point of contact between the firm and the contracting office for all administrative, project planning and oversight functions for all Country Investment Agenda process under management by the firm. Persons recommended for this position should have at least twenty years of professional experience, at least five of which should be in a function closely related to project management or coordination. Direct work experience in topics related to this work (business management and execution planning; social enterprise and social impact businesses consulting, public-private partnerships for development, etc.) is highly valued and a working knowledge of all three areas is expected. They should also have at least two experiences setting up similar project teams in similar contexts.
- **Team leader/Senior to Middle level:** Individuals serving as a Team leader will be those that act as the primary lead for a Country Investment Agenda process in country. Team leaders must have a minimum of fifteen years of professional experience, at least five of which should be directly related to strategy development, analysis, partnership and resource mobilization, and/or other related fields. A solid working knowledge of youth issues, education and skills, employment, entrepreneurship, social impact businesses, and public-private partnerships in international contexts is expected. Additional specialization in emerging trends analysis is highly valued. They should also have at least two experiences setting up similar project teams in similar contexts.
- **Associates/Middle to Junior level:** Individuals providing technical and operational support to the process should be strong, efficient communicators and capable of solving programmatic and partnership challenges in complex environments. They should also have at least eight years of experience in; operations; results-based management/planning; communications; quantitative and qualitative research and analysis; secondary age education; skills and jobs; and entrepreneurship.

9. TECHNICAL EVALUATION CRITERIA AND WEIGHT ALLOCATION BETWEEN TECHNICAL AND PRICE PROPOSAL

The evaluation procedure will focus on both technical and financial suitability. The weights of 70% and 30% shall be applied for technical and financial compliance respectively. Only firms scoring at least 70% of the maximum score during technical evaluation will be considered for financial evaluation.

Terms of Reference (ToR) Institutional Consultancy Services (Non-LTA) Pakistan

- Company Profile (15 points): Experience of the contractor in delivering similar assignments. Business management expertise with more than 10 years of experience working on the relevant fields. Positive references/recommendations from previous clients in terms of facilitating effective recruitment, engagement and monitoring of consultants.
 - Availability of Policies on Sexual Exploitation and Abuse (SEA), Sexual Harassment, Harassment, Discrimination, Abuse of Authority and Retaliation.
 - Evidence/document on Gender Audit and Gender Policy, ensuring institutionalization of gender equality into vendors' policies, service and structures.
- Team Composition and time allocation between staff in line with the requirements in Section 8 (30 points):
- **Project manager/Senior level:** Persons recommended for this position should have at least twenty years of professional experience, at least five of which should be in a function closely related to project management or coordination. Direct work experience in topics related to this work (business management and execution planning; social enterprise and social impact businesses consulting, public-private partnerships for development, etc.) is highly valued and a working knowledge of all three areas is expected. They should also have at least two experiences setting up similar project teams in similar contexts.
- **Team leader/Senior to Middle level:** Team leaders must have a minimum of fifteen years of professional experience, at least five of which should be directly related to strategy development, analysis, partnership and resource mobilization, and/or other related fields. They should also have at least two experiences setting up similar project teams in similar contexts.
- **Associates/Middle to Junior level:** Individuals must have at least eight years of experience in; operations; results-based management/planning; communications; quantitative and qualitative research and analysis; secondary age education; skills and jobs; and entrepreneurship.
- Detailed Methodology and Workplan (25 points)
- Detailed methodology showing the overall approach to be adopted in the execution of the works;
- Detailed work plan and time schedule to be used for the project (clarity, fit with timetable and resource allocation)

10. SUPERVISION:

Name of Supervisor: Ellen Van Kalmthout, **Chief of Education**

Type of Supervision that will be provided (*Please be as clear as possible.*) The contractor will be closely working with the Chief of Education and relevant staff members who will provide technical guidance/support and monitor the project implementation. The supervisor will ensure overall compliance, regular coordination on timelines, quality of the product, ensuring all relevant stakeholders are engaged. Continuous technical supervision will be provided to ensure that the scope of work is being adhered to

11. NATURE OF PENALTY CLAUSE TO BE STIPULATED IN CONTRACT:

(The clause provided in the contract should apply)

As per UNICEF Standard Contractual Terms and Conditions

Terms of Reference (ToR) Institutional Consultancy Services (Non-LTA) Pakistan

SIGN OFF/VALIDATION REQUIREMENTS:

<p>1. Preparation & Certified by (Name/Signature/date):</p> <p>_____</p> <p><i>Supervisor of the Contract</i></p>	<p>2. Supply / HR Review by (Name/Signature/date):</p> <p>_____</p> <p>Contracts Specialist in Supply Section / Chief HR</p>	<p>3. Reviewed by (Name/Signature/date): <i>If applicable – for Research & Evaluation</i></p> <p>_____</p> <p>Social Policy Specialist</p>	<p>4. Endorsement Review by (Name/Signature/date): <i>For Field Office & Operations Submissions</i></p> <p>_____</p> <p><i>For Programme related Contract ToRs: Chief of Field Office (& Chief of Section for cases >= USD100,000)</i></p> <p><i>For Operations related Contract ToRs: Operations Unit Head</i></p>
For ToRs with subsequent Contract value of < USD15,000			
<p>5. Authorized by (Name/Signature/date):</p> <p>_____</p> <p><i>Chief of Section: For Programme related Contract ToRs</i> <i>Deputy Representative – Ops.: For Operations related Contract ToRs</i></p>			
For ToRs with subsequent Contract value of >= USD 15,000 < USD100,000			
<p>5. Recommended by (Name/Signature/date): <i>For Programme related Contract ToRs</i></p> <p>_____</p> <p><i>Chief of Section</i></p>	<p>6. Authorized by (Name/Signature/date):</p> <p>_____</p> <p><i>Deputy Representative: For Programme related Contract ToRs</i> <i>Deputy Representative – Ops.: For Operations related Contract ToRs</i></p>		
For ToRs with subsequent Contract value of >= USD100,000			
<p>5. Recommended by (Name/Signature/date):</p> <p>_____</p> <p><i>Deputy Representative: For Programme related Contract ToRs</i> <i>Deputy Rep. – Operations: For Ops related Contract ToRs</i></p>	<p>6. Authorized by Representative (Name/Signature/date):</p> <p>_____</p> <p><i>Representative</i></p>		

Terms of Reference (ToR)
Institutional Consultancy Services (Non-LTA)
Pakistan

Annex to TOR

Standard Financial Response Template

Personnel Cost					
Name	Position	Rate/Unit	Qty	Total in (USD/PKR)	Remarks
Travel and Meeting Cost					
Item	Description	Rate/Unit	Qty	Total in (USD/PKR)	Remarks
Operation Cost					
Item	Description	Rate/Unit	Qty	Total in (USD/PKR)	Remarks
Direct					
Indirect/Management Fee					
Total					