

TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

GENERAL INFORMATION

Services/Work Description:	RSC/IC/2015/027 - Recruitment of International Consultant for Regional Mapping and Review of UNDP Jobs and Livelihoods Programmes and Projects
Agency/Project Name:	Inclusive Growth and Sustainable Development Cluster, Regional Service Centre for Africa, Addis Ababa, Ethiopia
Post Title:	International Consultant (IC) Group of Individuals and/or Firms are not eligible for this consultancy assignment (only at an individual level)
Duty Station:	Home based
Duration of Contract:	35 working days (October to November 2015)
Starting Date:	7 October 2015
End Date:	25 November 2015
Reporting to:	Inclusive Growth and Sustainable Development Cluster, Regional Service Centre for Africa, Addis Ababa, Ethiopia

I. BACKGROUND / PROJECT DESCRIPTION

A fundamental enabler in the new development agenda – that is, reforming growth and development models, will be progress in demonstrating how livelihoods and jobs can be generated at a pace, scope and quality that satisfy expectations for rising incomes as well as declining poverty and inequality while meeting considerations of sustainability, inclusiveness and resilience.¹ In addition, we now know from the studies of people's livelihoods that most poor people already do some 'work' for themselves or others. So one of the key issues has to deal with the improvements of the quality of existing jobs through various tools (social protection, skills enhancement or better way to match jobs with available talent or skills) or through enabling movement from less to more productive sectors. This is a highly competitive area where UNDP has to be a key player if it is to remain relevant in many programme countries. Overall, diversification of livelihoods for the poor and those affected by crisis, is an important area of concern.

¹ From 2016 onwards the Post 2015/Sustainable Development Goals (SDG) will be at the centre of UNDP's work. The mapping /audit of UNDP jobs and livelihoods portfolio will better position the organization in the transition to SDGs and beyond. Jobs and livelihoods will mainly be reported under Goal 8 -Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; as well as other goals e.g. Goal 1- End poverty in all forms everywhere, with livelihoods and jobs, overall, being key to poverty eradication.

Over the years, UNDP has accumulated extensive projects and programmes experience that advance livelihoods, employment and entrepreneurship. However, to date, there has been no systematic mapping of employment and livelihoods projects in Africa and elsewhere. In this context, UNDP is conducting a mapping and review of its jobs and livelihoods programmes/projects in the past 3-4 years (2010 - 2014) in Africa in order to gauge the scope for scaling up action on inclusive and sustainable development. This analysis will embed a programmatic disaggregation by country typology, then focus on where the countries are, what UNDP has achieved and how, and which is UNDP's niche/value added to the existing field of actors on jobs and livelihoods. The results of the mapping will inform the development of a UNDP Corporate Jobs and Livelihoods Strategy that is being developed and should be finalized by the end of the year (2015). The findings and analysis of the mapping will also refine UNDP's approach to key 'embedded' issues such as women's and/or youth economic empowerment, or understanding of what it means to build resilience in the job market and in livelihoods in different country contexts.

Given the demographic dynamics in Africa, better jobs and livelihoods opportunities for young men and women are a priority. Traditionally, young people face higher unemployment rates (they are nearly three times as likely to be unemployed than adults), long-term unemployment rates and lower labour participation rates than adult workers. Since many youth in Africa (esp. in sub-Saharan Africa), do not have unemployment benefits and insurance or access to other social protection instruments, for the vast majority of them work is a necessity. This is reflected in relatively lower unemployment figures but higher rates of vulnerable employment. Another worrisome trend from the perspective of the depletion in human capital and associated societal ills (radicalization, criminalization, health problems, e.g.), is a growing number of youth who are neither in school, training nor at work (so called NEET rates measured by ILO as of 2012). For African countries the rates range from 6.6% in Togo to 34.2% in Zambia for 2012. These considerations will be at the heart of the elaboration of UNDP's role in supporting jobs and livelihoods opportunities in Africa.²

II. PURPOSE AND SCOPE

The mapping of UNDP jobs and livelihoods portfolio in Africa will contribute to the global mapping exercise for a better understanding of the jobs and livelihoods portfolio globally, the measurement used and the type of interventions that UNDP undertakes to support job creation and to enhance people's livelihoods in different country typologies. The mapping will also help UNDP and its partners to better understand the gamut of the organization's portfolio including Least Developed, Middle Income and High Income Countries, in crisis and non-crisis contexts. The mapping will focus on countries where UNDP has provided significant support in the last 3-4 years.

The specific tasks of this assignment include the following:

- Mapping out and documenting various UNDP jobs and livelihoods programmes and projects in Africa in order to consolidate, and scale up support in this area.
- Assembling knowledge products and tools that can serve as reference for countries in their efforts to tackle livelihoods and job creation challenges and scale-up their interventions for impact on poverty reduction and inclusive growth.
- Identifying best practices, opportunities and challenges specific to the region as well as those with global relevance in implementing initiatives that promote jobs and livelihoods for sustainable and inclusive growth.

² ILO, Key Indicators of the Labour Market

The relevant UNDP Strategic Plan Outcomes, outputs and relevant indicators will provide the basis for the mapping of UNDP programmes/projects on jobs and livelihoods. The output framework may indeed serve as a primary screen or the ultimate framework under which the jobs and portfolio is evaluated. The relevant outputs are as follows:

- **Output 1.1:** National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable, employment intensive and strengthen livelihoods.
- **Output 1.3:** Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste
- **Output 6.1:** From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women

The mapping should aim to answer the following key questions:

- i) Country context
- ii) Relevant national policies and strategies for jobs and livelihoods and whether UNDP projects are linked to them
- iii) How do national employment policies and strategies and UNDP's jobs and livelihood programmes relate to the national policies and strategies promoting structural transformation? – i.e. the whole gamut of industrial policies?
- iv) Types of jobs and livelihoods interventions UNDP supports
- v) Scope and duration of UNDP jobs and livelihoods interventions at country and regional level including annual budget and total funding
- vi) Beneficiaries of UNDP jobs and livelihoods interventions
- vii) Main partners and UNDP's value-addition
- viii) Good (and bad) practices on jobs and livelihoods for UNDP e.g. which programmes have worked and which ones have not worked and why?
- ix) Opportunities and challenges for scaling up UNDP jobs and livelihoods from an inclusive and sustainable development perspective (including environmental sustainability)
- x) Critically assess UNDP's contribution vis-à-vis others active in this area
- xi) Whether UNDP's jobs and livelihoods interventions is fit for purpose in the Post 2015 Agenda/SDGs

III. METHODOLOGY

The Consultant will have the overall responsibility to conduct the mapping and analysis, consolidate the relevant country case studies, and produce the final report. S/he will work under the direct supervision of the Employment and Social Protection Specialist who will be the main focal point for day-to-day oversight and communications, under the overall guidance of the Team Leader of the IG&SD Cluster in the Regional Service Centre for Africa based in Addis Ababa, Ethiopia. The IG&SD Cluster will facilitate the necessary consultation and coordination with the COs, and other relevant technical teams for the relevant inputs and feedback along the milestones as necessary.

The following will be the approach adopted in conducting the mapping and review:

a. Initial briefings on the assignment and development of a Workplan and Milestones (2 day):

The purpose, scope and expected methodology (including the tools), and approach of the assignment will be discussed with the IG&SD Cluster and other relevant technical teams, and the Consultant will develop an agreed Workplan and Milestones that will guide the consultancy assignment.

b. Collection of information and data analysis

1) Desk review:

The IG & SD Cluster will prepare a draft list of resources. ROARs (UNDP project data) for countries in the region will also be analysed. To better gauge the range of UNDP interventions on jobs and livelihoods in the specific countries in the region, the Consultant will first review and elaborate on the list of resources to include relevant additional documents including Strategic Plan Reports, project and programme documents, monitoring reports, evaluation reports, regional programme reports, and other analytical studies. In addition, the consultant will use his knowledge of jobs/livelihood situation in Africa to critically assess UNDP's niche vis-à-vis others or will perform research on government and other actors' policies and strategies in this area. The consultant will then conduct a desk review of the relevant information.

2) Finalization of the data gathering tool:

Based on a rapid initial review and mapping of the existing information, the Consultant will review and elaborate/adjust the existing tools for data collection as necessary.

3) Selection of key focus countries in the region for in-depth case studies:

A total number of 5 countries will be selected for more in-depth analysis and feature as country case studies. Countries with substantive livelihoods and jobs interventions with lessons learned and/or potential for scale-up that can feed into the global jobs and livelihoods strategy development will be prioritized. The consultant will work with the IG & SD Cluster, key COs and other relevant colleagues to consolidate the country case studies and adapt them into shortened version as appropriate to be featured in the Regional Report.

4) Validation of mapping and country case studies:

Once the mapping is completed, the Consultant will ensure the information is validated by the COs. If needed, more in-depth discussions can be organized with the relevant COs for additional information to complete the mapping.

c. Finalization of the Regional Report and country-case studies (1 month):

1) Finalization of the data analysis and presentation of the initial findings:

The Consultant will present the initial findings to the IG&SD Cluster. The regional level implications will also be captured and discussed, as a basis for the drafting of the Regional Report.

2) Drafting of Regional Report on UNDP's Portfolio on Jobs and Livelihoods in Africa:

In close consultations with the relevant technical teams, the Consultant will draft a report capturing the analysis of the data and information related to the livelihoods and jobs portfolio in Africa and recommendations on potential for scale-up based on the opportunities, challenges identified. The report should specifically highlight key lessons learned and good practices that will feed into the development of the global UNDP Strategy on Jobs and Livelihoods.

3) Presentation and finalization of the Regional Report:

The Consultant will present the main findings of the Regional Report to the IG&SD Cluster and other relevant technical teams, which have been consulted in the process. The Consultant will finalize the Regional Report based on the feedback and comments solicited from the technical teams.

IV. EXPECTED OUTPUTS AND DELIVERABLES

Task	Timeframe
Desk review and analysis	1-2 nd week of September
Validation of desk review findings with COs	2 nd week of September
Drafting of the mapping report	3 rd week of September – 1 st week of October
Finalization of the report	By 15 October

V. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

a. Academic Qualifications:

- Master's degree (or equivalent) in economics, agriculture, business development or other relevant field;

b. Years of experience:

- At least 10 years of relevant international development experience with proven experience in designing/implementing/evaluating programmes and projects related to jobs and livelihoods, inclusive growth, social protection, employment generation, with a strong understanding and (preferably) expertise in macro-micro linkages between the upstream policy and downstream programmes and projects;

c. Functional Competencies:

- Leadership and strategic management skills with an excellent understanding of international development issues and knowledge of the UN system;
- Knowledge of UNDP programming;
- Strong written and verbal communication skills, in a multi-cultural setting;
- Objectivity and strong ability to analyze large multi-country data sets in short period;
- Excellent interpersonal skills and experience working collaboratively in small and large teams with tight deadlines.
- Strong knowledge and experience of UNDP's portfolio in Africa;
- Extensive and solid experience in research and data collection methodologies, data collection and analysis/data base management, including use of excel and/or other statistical software for data analysis;
- Preferably some experience with UNDP programming processes, especially at the country and regional levels;

d. Language and other skills:

- Fluency in English with ability to work in French.

e. Compliance of the UN Core Values:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

VI. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	100
▪ Criteria a. Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal		50 pts
▪ Criteria b. Knowledge of the subject area and the region		30 pts
▪ Criteria c. Knowledge of UNDP portfolio in Africa		10 pts
▪ Criteria d. Analytical skills		10 pts
Financial (Lower Offer/Offer*100)	30%	
Total Score	Technical Score * 70% + Financial Score * 30%	

VII. PAYMENT MILESTONES AND AUTHORITY

The prospective consultant will indicate the cost of services for each deliverable in US dollars **all-inclusive**³ **lump-sum contract amount** when applying for this consultancy. The consultant will be paid only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
One payment	Upon successful submission and approval of final report	Inclusive Growth and Sustainable Development Cluster Team Leader	100%

VIII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating quotations whose contents are uniformly presented and to facilitate their comparative review, a prospect Individual Contractor (IC) is given a proposed *Table of Contents*. Therefore prospective Consultant Proposal Submission must have at least the preferred contents which are outlined in the IC Proposal Submission Form incorporated hereto.

IX. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

³ The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal