

ANNEX A- TERMS OF REFERENCE

MULTI-COUNTRY EMPLOYMENT OPPORTUNITY ASSESSMENT

18 April 2016

Post Title:	<i>National Consultant: Employment Opportunity Assessment</i>
Posts:	<i>1 National Consultant in Erbil-Iraq</i> The national expert brings country-specific knowledge and will support 2 senior international experts to achieve the results in the terms of reference. Language of the country is an asset.
Starting Date:	01 May 2016
Duration:	Up to 3 months
Location:	<i>Erbil-Iraq</i>
Project:	UNDP Sub-Regional Response Facility to the Syrian Crisis & WFP Amman Liaison Office for the Syria Crisis, Regional Bureau

CONTEXT/BACKGROUND

The [Co-Host Declaration of the Supporting Syria and Region Conference](#) confirmed that the event ‘not only generated financial commitments, but ensured that we take a new approach to how the international community responds to protracted crises.’ This is consistent with the outcome of the **Resilience Development Forum**, and the [Dead Sea Resilience Agenda](#). Furthermore, the **Co-Host Declaration stressed** that the “lack of economic opportunity is damaging for refugees and their host communities. We welcome the bold commitment of host governments to open up their labour markets to refugees, alongside their determined efforts to create new jobs for their own populations, and to improve regulation and the investment climate in their countries”.

Participants agreed to grant (i) access to external markets, access to concessional financing and increased external support for public and private sector job creation; (ii) donors will support employment creation programs, such as the ‘P4P initiative’; (iii) leading private sector partners bring new investment that will create jobs and decent work. An estimated 1.1m jobs will be created for refugees from Syria and host country citizens in the region by 2018. To achieve this requires new and innovative partners, consistent with the key actions in the Dead Sea Resilience Agenda, confirming:

- *Increase synergies between humanitarian and development investments and approaches*

- *Prioritize the dignity and self-sufficiency of affected populations*
- *Reinforce, don't replace, local capacities*
- *Generate **new and inclusive partnerships to build resilience, foster innovation, and promote relevance, effectiveness, and efficiency***
- *Safeguard social cohesion to foster resilience and cooperation*

This assignment is **designed to strengthen the livelihoods of the communities as well as provide support to governments in the region most impacted by the Syrian crisis, through interventions that increase the employability and economic opportunities of the Syrians and vulnerable members of host communities.**

The assessment is designed to build on existing bodies of research. It will include a series of coordinated actions aiming at (a) identifying critical gaps in terms of employment opportunities; (b) rallying existing and potential partnership at regional level to rapidly scale up employment generation; and, (c) reinforcing advocacy for enhanced livelihoods investment at the country and regional levels. The results of this process will bring valuable inputs for country partners, donors and regional bodies engaged in the promotion of livelihoods and job creation in participating countries. It will include recommendations to improve access to employment and economic opportunities in order to alleviate the pressure posed by the crisis on national governments and local service providers. This would in turn contribute to increasing the resilience of host communities.

The assessment will build on existing research while also presenting recommendations for livelihood programming, based on wide consultation with national authorities, the private sector and key partners within the humanitarian/development community.

Purpose

The [Co-Host Declaration of the Supporting Syria and Region Conference](#) confirmed that the event *'not only generated financial commitments, but ensured that we take a new approach to how the international community responds to protracted crises.'* The Conference also set a challenging target of generating 1.1 m of jobs in the sub region, requiring expanded partnership and active resource mobilization. As a follow up action, UNDP and WFP are undertaking an assessment of employment and economic opportunities in close collaboration with governments in the region, UN and other relevant stakeholders, under the guidance of the UN Resident Coordinators. The exercise is designed to build on existing bodies of research. It will include a series of coordinated actions aiming at (a) identifying critical gaps in terms of employment opportunities in labour market and self-employment opportunities through MSMEs development and growth; (b) rallying existing and potential partnership at regional level to rapidly scale up employment and livelihoods generation; and, (c) reinforcing advocacy for enhanced employment and livelihoods investment at the country and regional levels, which would link to outside the region especially in Europe for potential foreign investments and export. The results of this process will bring valuable inputs for country partners, donors and regional bodies engaged in the promotion of livelihoods and employment creation.

- The assessment of the livelihoods and economic opportunities is undertaken with a view to providing the basis to scale-up investments in livelihoods and economic opportunities with the analysis of demands (sector-based analysis of human resource and skills needs) and supplies (availability of human resources with skills of both Syrians and non-Syrians) of different sectors in the labour market as well as potentials of self-employment creation through MSMEs development and growth. It is consistent with WFP Vision 2020 and

UNDP's 3x6 Regional Initiative, with latter linked to MSMEs development, to make a significant contribution to the 1.1 million livelihoods and economic opportunities target that emerged from the London Conference. Coordination with other relevant UN and non-UN agencies will be critical for the success of the exercise.

- This assessment will aim at strengthening the involvement of the private sector in humanitarian and development response as well as competitiveness of selected economic sectors with high Syrian refugee influx, leading to higher possibilities for employment both inside and outside Syria, with the corresponding linkages. As such, it will aim at identifying the entry points to engage the private sector companies which already operate in Syria and its neighboring countries as well as to attract the foreign investments in particular by the European-based companies, which are not yet present in the region.
- The assessment will also define priority action points to leverage issues such as partnership with Syrian businesses inside and outside Syria, and involvement of the Syrian workforce and Syrian businesses, latent or active in host communities as appropriate, and reduction of dependency on humanitarian aid through sustainable livelihood creation.
- The assessment will aim at providing the age and gender specific analysis to lead to the practical recommendations of interventions for young men and women, women and men.

Key Deliverables:

The national expert brings country-specific knowledge and a part of a small team will support 2 senior international experts to achieve the following results:

- Develop an **inception report** detailing among other things, the process and methodologies to be employed for the assignment. It should include clear timeline of the assessment schedules, including a list of stakeholders targeted for participation, interview schedules and assessment tools (one to one interview, survey, focus group discussions etc). The inception report will be presented to UNDP and WFP for review and further inputs before proceeding to the field for data collection.
- A mapping of the main livelihoods response activities to the Syrian crisis by country and by institution (UN, bilateral, NGO and private capital -- foundations and the private sector). This will include a baselining consisting of the following: (i) existing Syrian owned / run businesses (can included JVs with host nationals or foreigners) who have the potential to grow (via a combination of investment, tax breaks, exemptions or export market support) and thus employ more Syrians and vulnerable host nationals as they grow; and, (ii) similar listing of host national businesses which would be willing to hire more Syrians based on the above points.
- The assessment will provide the sector analysis of the current labour market with the following points:
 - The analysis on different sectors of labour market in terms demands of human resource and required skills; and potentials for creating employment opportunities for both Syrians and non-Syrians;
 - The analysis on skills existing among Syrians and non-Syrians; and
 - The analysis on the environment of labour market management including the relevant policies (regulations of work permits, inspections etc), functions and initiatives including national vocational training, job-matching etc. and their capacities and qualities.
- The assessment will provide the analysis of the MSMEs development and growth based on the business environment. It will need to capture both informal and formal businesses,

as well as the levels of economic activities of Syrian refugees as informal basis such as home-based food productions.

- The assessment will provide the analysis of existing and potential sector and types of businesses for foreign investments in particular of European companies linked to European market.
- The assessment will identify critical gaps in terms of employment and economic opportunities in both labour market (employment); MSMEs (self-employment) and foreign investments that will create livelihoods and economic opportunities for both Syrians and non-Syrians. The assessment should be provided in gender and age- disaggregated data and analysis.
- The assessment will make recommendations on potential initiatives to rally existing and potential partnership at regional level to start and rapidly scale up employment and livelihoods creations; and reinforce advocacy for enhanced livelihoods investment at the country and regional levels.
- The assessment will be informed by a combination of a desk review; interviews and focus groups discussions and a **consultative process** with participating countries to establish a common vision on the best ways to expand employment and economic opportunities.
- **Initial findings would be presented** in each participating country, chaired by the Resident/Humanitarian Coordinators and convening leaders from government, the international community, civil society, think tanks, the private sector and development bank and funds.
- A **Final Assessment Report** would be presented to a multi-country audience according to a jointly agreed advocacy plan.

Scope of Work

The assessment will include recommendations that identify how partners can support participating countries to meet the livelihoods and employment targets agreed in London, to create 1.1 million jobs in the sub-region by 2018. The assessment will look into the both labour market demands and supply for employment creation; and MSMEs environment for self-employment creation, through addressing the following issues:

- The structure of the economies:
 - Where is the activity in the economy, and what are the links and multipliers across sectors?
 - What are the potential for and the constraints to growth in the various sectors of the economy?
- Baseline of employment:
 - What is the current structure of employment across sectors, including wages and the quality of work, including a focus on Syrian run/owned SMEs already operating in the host countries.
 - What sort of workers will be needed, in which sectors, with what skills, and at what wages, to facilitate and to respond to economic growth?
- The supply of labor
 - What are the characteristics of labor supply across different countries? Who are the workers, what is their education, what skills do they have?
 - What are the labor market characteristics and conditions of women and vulnerable populations? What are they doing? Where are they engaged? What are their skills?
 - Mapping of the Syrian refugee skills / education base and an analysis of what employment opportunities they are currently engaged in (both formal and

informal) and where there are gaps / opportunities for greater levels of intervention.

- The legal structure of the labor market
 - What is the structure and performance of the labor market in general – are there laws or customs which prevent the market from growing?
 - Are the specific constraints facing Syrian refugees in these labor markets? Are refugees prevented or discouraged from entering the labor market?
- The potential for small businesses
 - Is an emphasis on medium sized businesses required, as these businesses will have greater job creation potential than the micro and small businesses?
 - Where are there strong links between small enterprises and the growing formal sector;
 - Explore the role of concessional financing (private impact investment and public DFI funds) in mobilizing investment in both existing and new businesses that can have strong (and decent) job creation for both Syrians and host nationals;
 - Focus on export related businesses (given the Co-hosts declaration on access to external markets) that add value to the host countries economy.
 - What are the constraints to developing these export markets on the policy level and at the level of the business - e.g. ability to meet EU standards, negotiation of export permits etc;
 - What are the existing partnerships between host community businesses and Syrian businesses?
 - What goods and services will be required to support a growing urban economy, and can be supplied by small enterprises?
 - What are the constraints facing start-up businesses? This includes legal as well as practical constraints, such as access to finance. Equally important constraints would be access to financial literacy, business development services and support to entering the local market effectively. These are challenges that existing microfinance providers in Jordan and Lebanon are finding when contemplating lending to Syrian businesses.
 - What obstacles to entrepreneurial activity might especially impact refugees, such as legal proscriptions on property ownership and transfer?

EXPECTED OUTPUTS AND DELIVERABLES

The **country assessment** will be undertaken in response to commitments made in the Regional Refugee and Resilience Plan (3RP) and is consistent with the outcomes of the London Conference. The expected outputs and deliverables are outlined in the below table:

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
Desk Review: Rapid research and analysis of existing relevant bodies of work. Preparation of issues briefs (2 pages) and presentations, as well as detailed description of the methodology.	10 days	15 May	UNDP and WFP Project Managers
Consultative processes undertaken in participating countries, including presentation of findings	10 days	30 May	UNDP and WFP Project Manager
Submission and presentation of inception report : Initial Findings and Recommendations of report must be	8 days	15 June	UNDP and WFP Project Managers

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
completed in time to brief UNDP/WFP Senior Management in advance the World Humanitarian			
Draft One: Emerging recommendations with recommendations and methodology for skills assessment of Syria refugees	8 days	30 June	UNDP and WFP Project Managers
Draft Two, with recommendations	Ongoing	15 July	UNDP and WFP Project Managers
Multi-country stakeholders workshop and presentation of findings and recommendations	1 day event in participating countries; 1 multi-country regional event	TBD	UNDP and WFP Project Managers
Final Report		30 July	UNDP and WFP Project Managers

REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

EDUCATION:

Master's or PhD Degree in Labour Economics, International Development, Economics, Political Science, or related area.

PROFESSIONAL EXPERIENCE:

- At least 7 years of proven experience in labour market assessment in countries in transition in areas characterized by limited access;
- Knowledge of resilience-based approaches to development, in particular in conflict and post-conflict societies, including experience in conducting conflict analysis processes;
- Sound understanding of resilience issues with a capacity to foster concrete linkages with community security, governance, livelihoods, and related efforts;
- At least 5 years of experience with vocational training/management training institutions and experience in conducting competency analyses in similar environments;
- Experience in monitoring, quality control, and institutional capacity-building efforts in development projects, especially in conflict and post-conflict countries;
- Knowledge and practical experience in planning and implementing community-based livelihoods programmes;
- Good working knowledge of socioeconomic and political dynamics of Iraq;
- Previous experience working with UN on substantial international projects and/or studies;
- At least 3 years of experience in conducting reviews and/or evaluations, reports and analysis in related areas and produced high quality review or evaluation reports.

LANGUAGE SKILLS

- Fluency in English, Arabic. Kurdish is strong asset

UN Experience

Previous experience with UN system is strong asset, including knowledge of UN terminology, language and style.

COMPETENCIES

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of the United Nations;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

Functional Competencies:

- Well versed in the work on resilience, conflict prevention, reconciliation, and conflict sensitive approaches in countries and contexts emerging from conflict (post conflict settings);
- Sound understanding of resilience issues with a capacity to foster concrete linkages with community security, governance, livelihoods and related efforts;
- Possesses the ability to serve as an effective advocate for clients with demonstrated capacity to work with the United Nations;
- Ability to work independently.

Management and Leadership:

- Focuses on impact and result for the client;
- Interacts effectively with all levels of the organization;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors;
- Demonstrates exceptional ability to remain calm, in control and good humoured even under pressure and tight deadlines;
- Demonstrates openness to change;
- Responds positively to critical feedback and differing points of view.

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Candidates that fail to submit the required information will not be considered.

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why you consider yourself as the most suitable for the assignment and **one sample of work** that show your competence to undertake this assignment in the country.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per the table given in section D. template provided.

All necessary information including: Complete Procurement Notice, The Selection Criteria, and Annexes are found on the following link under Procurement <http://procurement-notices.undp.org/>

Interested candidate shall apply the CV/P11 to Job advertisement website, hence consultant should submit to website: Proc.contract.rscjo@undp.org : not later than 25 April, 2016 at 11:00 PM (Amman Time +3GMT) the following documents:

- **CV/P11**
- **Confirm availability and financial proposal**
- **Brief description** of why you consider yourself as the most suitable for the assignment and **one sample of work** that show your competence to undertake this assignment in the country.

FINANCIAL PROPOSAL

Interested candidates should provide lump sum fees for requested services with detailed breakdown (consultancy fees, travel, living allowances, tickets, etc.)

EVALUATION

Individual consultants will be evaluated based on the following methodologies:

Step I: Screening and desk review:

Individual consultants will be evaluated based on the following methodology.

Applications will be first screened and only candidates meeting the following minimum criteria will progress to the pool for shortlisting:

- Master's Degree in Labor Economics, International Development, Economics, Political Science, Journalism, or related area;
- Mandatory submission of CV or UNDP Personal History form (P11);
- **Brief description** of why he/she considers him/herself as the most suitable for the assignment and **one samples of work** that show your competence to undertake this assignment in the country.
- Competences and qualifications based on the UNDP P11 form submitted by each candidate.

Shortlisted Candidates will be then assessed and scored against the following evaluation criteria. Evaluation of Candidates (max 100 points):

- At least 7 years of proven experience in labour market assessment in countries in transition in areas characterized by limited access-10%
- At least 5 years of experience with vocational training/management training institutions and experience in conducting competency analyses in similar environments- 10%
- Experience in monitoring, quality control, and institutional capacity-building efforts in development projects, especially in conflict and post-conflict countries;
- Knowledge and practical experience in planning and implementing community-based livelihoods programmes-10%
- Good working knowledge of socioeconomic and political dynamics of Iraq, ; -10%
- Previous experience working with UN on substantial international projects and/or studies and at least 3years of experience in conducting reviews and/or evaluations, reports and analysis in related areas and produced high quality review or evaluation reports-20%

- Master's Degree or PhD in Labor Economics, International Development, Economics, Political Science, Journalism, or related area; 20%
- Sound understanding of labor economics with a capacity to foster concrete linkages with community security, governance, livelihoods, and related efforts. – 10%
- Previous experience working with UN on substantial international projects and/or studies. – 10%

Step II: Final evaluation

The final evaluation will combine the scores of desk review and financial proposal with the following weights assigned to each:

- Shortlisting: 70%;
- Financial proposal: 30%