

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

GENERAL INFORMATION

Services/Work Description:	Senior consultant, African Youth Enterprise Trust
Project/Program Title:	Regional Programme
Post Title:	International Consultant (IC)
Consultant Level:	Level C (Senior Specialist)
Duty Station:	Home based
Duration:	45 working days over 4 months
Expected Start Date:	Immediately after Signing the Contract

I. BACKGROUND / PROJECT DESCRIPTION

The Regional Programme contributes to the UNDP Strategic Plan by focusing on three outcome areas: African Union and Regional Economic Communities (RECs) deliver on their mandate, especially cross-cutting issues related to resilience building (contributing to the Strategic Plan Outcome 2); Regional growth is inclusive, transformational and sustainable with reduced economic inequalities, and characterized by structural transformation (contributing to the Strategic Plan Outcome 2); and Regional institutions sustain peace and build resilience to crises and shocks (contributing to the Strategic Plan Outcome 3).

The UNDP Regional Bureau for Africa aims to launch an exciting major new initiative in 2020, the [African] Youth Enterprise Trust (AYET), aimed to galvanize African youth as entrepreneurs, innovators, and problem solvers.

Linked to UNDP's Regional Service Center for Africa and the UNDP Accelerator Lab initiative, AYET will be a transformative new entrant into UNDP Africa's ambition to transform the African continent by harnessing the potential of African people particularly its ambitious, vibrant, youth, as the key to its development and path out of poverty.

AYET will be a multi-pronged initiative, focused on supporting and growing innovative, scalable, and impactful entrepreneurship by African young people, while relying on a springboard of partners who together contribute meaningfully to building an African youth innovation and startup ecosystem. The AYET approach will be anchored in seeking, nurturing, and building African solutions forwarded by Africa's youth that directly address one or more of the seventeen Sustainable Development Goals (SDGs).

Through AYET, Africa's youth will be mobilized to solve pressing problems of the day, from hunger, to education, to governance, to corruption, to gender equality, to universal health, and much more. AYET is premised on the fact that a global startup revolution is under way and that there is no place on earth that has a monopoly of good ideas. The only difference between where innovation thrives and leads to transformational outcomes and where ideas wither and die is the fertile ground on which ideas fall. That fertile ground is the startup ecosystem, which encompasses support organizations, business services, conducive policies, and different levels and types of financing. Put together, this startup ecosystem can deliver powerful results, creating jobs, transforming livelihoods, and fostering wealth.

It is important to distinguish between the traditional notion of a Micro and Small Enterprise (MSE), as a traditional business undertaking that typically hires up to 5 people and is focused on low-risk, income-generating activities, such as food processing, retail trade, various kinds of services, garment sewing, etc. MSEs tend to employ few people, and tend to stay small, and are established as a short-term means of livelihood in a relatively low-risk venture. In contrast, a startup is a bold venture that has a high innovation content, aiming to disrupt traditional ways of doing things, and aims to scale wide and fast, with a tech-enabled approach, and the potential for large if not explosive impact. Startups are high-risk ventures that have a high knowledge content and require time and support to build traction and achieve scale, and they have both a much higher risk profile but also a much higher return profile than traditional SMEs. Startups change the world. Unlike for MSEs, micro-finance institutions and commercial credit in general cannot address the financing needs of startups. Startups need high-risk patient investors, such as individuals known as angel investors, but also tailored financial products such as venture financing with convertible notes, and other instruments. But beyond financing, startups need support interventions that are significantly different than for MSEs and involve a whole range of actors and interventions, including knowledge partners like universities and research labs, incubators and accelerators (hubs), business services, IP regimes, data protection policies, media partners, corporate demand centers, angel investors, venture capital high-risk funds, and more.

In recognition that a holistic approach to startup ecosystem building is vitally needed, the AYET initiative will address the following elements around the youth startups at the core:

Figure 1: Startup Ecosystem Map



[A]YET will be established by the United Nations Development Programme's Regional Bureau for Africa, functioning as a public-private consortium to raise and invest USD 1 billion over 5 years in African innovative youth enterprises, with an innovative blended finance model.

II. OBJECTIVE OF THE WORK

Working with a consortium of partners, the specific objectives of [A]YET would be to:

1. Seed finance early-stage innovative youth ventures on a commercial, not grant, basis
2. Inject subsequent rounds of financing into scaling up and growth phases
3. Engage and support local startup ecosystem builders (SEBs) as partners
4. Develop pan-African "Shark Tank" type media programming to support the AYET objectives

The expected outcomes of the [A]YET Innovative Financing Facility would be:

1. Launch 100,000 innovation startups across 55 countries in 5 years
2. Create 5 million startup-related jobs in 5 years
3. Impact livelihoods of 100 million Africans in 5 years through disruptive innovations

III. EXPECTED OUTPUTS AND DELIVERABLES

For a period of 45 days over 4 months, between April and July, the Senior Consultant would:

1. Develop an AYET model with clear conceptual framework on how to support startups in Africa.
2. Engage in stakeholder discussions on potential innovative approaches to unlock required capital;
3. Engage in study visits to key global hotspots of startup innovation ecosystem success in Africa start up zones and globally, within available budget in order to refine a global best practices model;
4. Design a holistic implementation strategy involving consortium of partners in the startup ecosystem for an AYET model over 5 years;
5. Engage in consultations with relevant partners and high-level sponsors to prepare launch of the initiative

IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The Consultant will be under the overall and direct supervision of the RBA Directorate but will work closely with the Regional Programme. The consultant will update and get feedback from the RBA Directorate and the Regional Programme Coordinator on a regular basis and will also be required to report with expected agreed upon outputs.

VI. DURATION OF THE WORK

The assignment will be for a maximum of 45 working days over 4 months

VII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

a. Education:

Master's degree in field (s) such as: Business, Business Administration, Economics, Marketing, Entrepreneurship, Community development, Finance, and/or related courses

b. Experience:

- Minimum 15 years' experience in enterprise development, resource mobilization, youth employment and livelihoods, marketing, micro enterprise development, community based financial service, micro finance.
- Knowledge and/or experience of working with UNDP programmes;
- Experience working with UN, international organizations will be added advantage;

c. Language:

- Excellent written and oral English communications skills.
- French communication skills also an additional advantage.

d. Functional Competencies:

- Strong interpersonal skills, communication and diplomatic skills, ability to work in team and multi-cultural environments;
- Strong analytical, reporting and writing abilities;
- Openness to change and ability to receive/integrate feedback;
- Ability to work under pressure and tight deadlines.

e. Core Competencies:

- 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 favoritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

VIII. 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
Technical Competence (based on CV and Proposal)		70%
▪ Criteria a. Understanding the objective of Work comprehensiveness of the methodology/approach; and organization & completeness of the proposal		50%
• Criteria b. <ul style="list-style-type: none">○ Minimum educational background as per the requirement in the ToR○ Work Experience in enterprise development & youth innovation and employment○ Ability to discharge the consultancy service within the time frame as per the ToR		20%
Financial (Lower Offer/Offer*100)		30%
Total Score	Technical Score * 70% + Financial Score * 30%	

IX. PAYMENT MILESTONES AND AUTHORITY

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
1 st installment	Engage in stakeholder discussions on potential innovative approaches to unlock required capital;	Regional Programme Coordinator	20%
2 nd installment	Engage in study visits to key global hotspots of startup innovation ecosystem success (Tel Aviv, Singapore, Cape Town) in order to refine a global best practices model;	Regional Programme Coordinator	20%
3 rd installment	Design a holistic [A] YET model and implementation strategy involving consortium of partners in the startup ecosystem for AYET over 5 years;	Regional Programme Coordinator	30%
4 th installment	Engage in consultations with relevant partners and high-level sponsors to prepare launch of the initiative	Regional Programme Coordinator	30%

X. 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.

TECHNICAL PROPOSAL COVER PAGES

Cover Page

Cover Letter

SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM

- 1.1 Letter of Motivation
- 1.2 Proposed Methodology
- 1.3 Past Experience in Similar Consultancy and/or Projects
- 1.4 Implementation Timelines
- 1.5 List of Personal Referees
- 1.6 Bank Reference

SECTION II. ANNEXES

Annex a. Duly Signed Offeror's Letter to UNDP Confirming Interest and Availability (use the template hereto)

Annex b. Duly Signed Personal CV's

XI. 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.