



## PROCUREMENT NOTICE FOR THE ENGAGEMENT OF AN INDIVIDUAL CONTRACTOR SERVICES

**Date:** June 30, 2020

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| <b>Procurement Notice Title:</b>              | Individual Contractor (IC) to develop a Curriculum for Emotional Intelligence and Leadership Skills    |
| <b>Starting Date:</b>                         | Upon Contract Signature Date   |
| <b>Duration:</b>                              | (110) working days over a period of (05) calendar months   |
| <b>Location:</b>                              | Home Based with possibility of joining UNDP-RBAS Regional Hub, Amman, when travel is allowed to Jordan |
| <b>Project:</b>                               | Youth Leadership Project (YLP)   |
| <b>Requisition Number:</b>                    | R4710-000000XXXX   |
| <b>National or International individuals:</b> | International Individual   |
| <b>Is this a LTA (yes/no):</b>                | No   |

### CONTEXT/BACKGROUND

The Arab region is home to the youngest population in the world, with over 100 million youth between the ages of 15 and 29<sup>1</sup>. Unemployment among youth in the Arab States is the highest in the world, 30 percent in 2016, comparing to 13 percent worldwide<sup>2</sup>. The region struggles with an ongoing exclusion of young women and restricting their capabilities and opportunities. Women in the region still face discrimination - the issue is exaggerated even more in countries facing conflict or post-conflict transition. The implementation of the Sustainable Development Goals in the region is vital for the young people to progress and become effective leaders and social innovators.

These young men and women have the potential to drive significant change and promote the Sustainable Development Goals (SDGs). However, they face several challenges making it difficult for them to reach their potential as change-makers including an overall constraining working-environment and lack of access to resources and support.

While positive steps have already been taken to foster youth inclusion in a number of Arab States, much more work remains to be done. The recently released UN Youth Strategy (2018-2021) has prioritized promoting the civic and political engagement of youth, noting that the UN must leverage its capacity in order to promote youth participation in public affairs at all levels<sup>3</sup>. As a natural space for UNDP, more work has to be done to bring the youth in the Arab region to the policy making corridors and table.

Additionally, youth globally have also taken center stage in advocating for climate action, and are encouraged to champion change and innovative solutions. For the Arab region, it is already the planet's most water insecure and food import dependent region, temperatures in the region are now rising faster than the global average,

<sup>1</sup> "Expanding Youth Opportunities in the Arab Region." United Nations Development Programme (UNDP). <http://www.undp.org/content/dam/rbas/doc/poverty/ExpandingYouth%20Opportunities%20AHDR%20research%20paper.pdf>

<sup>2</sup> [https://www.ilo.org/beirut/media-centre/news/WCMS\\_514537/lang-en/index.htm](https://www.ilo.org/beirut/media-centre/news/WCMS_514537/lang-en/index.htm)

with climate change threatening to reduce food and water productivity by a further twenty percent by 2030. With environment and climate change being a cross-cutting theme along the SDGs, taking climate actions is crucial for achieving sustainable development. Engaging youth in the preservation of the environment is a necessity both for changing their behavior, attitude and empowering them through education, training, capacity building to establish an enabling environment in which young people can contribute to building a sustainable future. In the near future, some of today's youth will become the community leaders, policy makers and decision makers that will determine our planet's future.

Now in its sixth year, the UNDP Regional Youth Leadership Programme has witnessed the power of youth engagement from across the Arab region. Youth are keen on supporting the improvement of their communities and countries. Space to engage youth more is needed, an enabling environment to foster creativity, innovation, and leadership is needed. Youth are interested in building themselves and being the change they are asking for. UNDP's Regional Bureau for Arab States has been working with youth and youth-serving organizations to offer training to young people and engage them in creating their own solutions to problems that address the Sustainable Development Goals and move progress in their countries. The evident success of these interventions exemplify the keenness of youth to engage more and attain further access to training, tools, and resources needed to support their social innovations. With only a decade remaining for the world to achieve the Sustainable Development We know that both progress and acceleration of the SDGs cannot happen without engaging youth as partners and as future leaders. However, the traditional trajectory of offering youth training on soft skills while essential, lack sustainability and real growth.

The concept and practices of emotional intelligence as part of the leadership skills development has grown in popularity over the last couple decades. It has become a skill that many employers look for, and what good managers are expected to have. More today than before, in a region that suffers from significant development challenges ranging from countries that are war-torn to countries grappling with significant threats to progress made of the last decade, equipping youth to navigate the difficult context requires additional support in managing ones approach. While the context in the Arab region and the fear of uncertainty it brings, cannot be controlled, those in the field of emotional intelligence believe people can control how they face obstacles. Their reactions alone can either propel them into positive action or disable them. This is why practicing and developing emotional intelligence can be very important for supporting youth on their leadership path. Whether youth chose to be leaders in their communities, or at the national level, or in their capacities as social entrepreneurs, knowing how to recognize, understand, and manage emotions as part of being an effective leader is key to being able to successfully communicate and negotiate positive transformation.

In response, UNDP's Regional Bureau for the Arab States is launching the process of development and implementation of an integrated regional programme to support accelerated youth engagement together with youth-serving organizations to offer a holistic approach to supporting leadership and innovative skills while working on the enabling environment. In order to bring this programme to life, a series of curriculum development to be integrated into the Youth Leadership Programme training is required.

Building a curriculum that focuses on Emotional Intelligence and Leadership for youth will be vital for equipping the next generation of leaders. The curriculum is intended to be used by local organizations that work with youth, and the curriculum is intended for an age group 18 – 29. In conflict countries youth can be defined up to 35-years of age.

## **SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK**

Under the direct supervision of UNDP-RBAS Youth Leadership Project Manager and UNDP-RBAS Partnerships Advisor, the consultant will support develop a curriculum for the youth participants of the Youth Leadership

Programme in the Arab States that inspires leadership through foundational emotional intelligence components, namely, self-awareness, self-management, social awareness, and relationship management.

The curriculum will be delivered throughout the Arab States region. Using this curriculum, amongst others will further enhance our youth engagement and empowerment as social innovators and change makers contributing to the achievement of the SDGs. The curriculum should focus on emotional intelligence competence development among youth by addressing a cluster of related knowledge, skills, and attitudes.

The consultant is expected to carry out and deliver the following tasks:

- ✓ **Task (1) - Training Needs Assessment - Inception Phase:** Agree on work plan in consultation with UNDP; Conduct desk review of relevant research, documentation, and similar initiatives in the Region; Development and implementation of surveys and interviews to assess individual and institutional needs; Establish a Peer Review / Advisory Council in coordination with UNDP;
- ✓ **Task (2) - Development of Content and Methodology:** Development of Curriculum on Emotional Intelligence Leadership Module(s); Development of Trainer Handbook Manual Guide(s); Development of Student Guide(s). Number of modules will be decided depending on Task One and as agreed on with UNDP;
- ✓ **Task (3) - Peer Review Assessment and Feedback:** with stakeholders including partner organizations and UNDP country offices' youth focal points and youth representatives; Revise and Adapt Curriculum; Trainer Handbook(s); Student Guide(s).
- ✓ **Task (4) - Monitoring & Evaluation – Testing & Adjustment:** Development of M&E framework and tools; Pilot Testing of curricula; Data gathering and analysis; Submission of a Final Report about the progress and achievements, lessons learnt and the way forward;

### EXPECTED OUTPUTS AND DELIVERABLES

| Expected Outputs and Deliverables   | Expected No. of working days for each deliverable                             | Targeted Due Dates                                      | Review and Approvals Required   |
|---|---|---|---|
| <b><u>Deliverable 1 - Training Needs Assessment - Inception Phase:</u></b> Agree on work plan in consultation with UNDP; Conduct desk review of relevant research, documentation, and similar initiatives in the Region; Development and implementation of surveys and interviews to assess individual and institutional needs; Establish a Peer Review / Advisory Council in coordination with UNDP. | Up to (22) working days from contract signature date                          | Within (01) calendar month from contract signature date | Linda HADDAD (Ms.), Regional Project Manager, Youth Leadership Project (YLP) – Nada Bouari (Ms.), Partnership Advisor, RBAS, UNDP |
| <b><u>Deliverable 2 - Development of Content and Methodology:</u></b> Development of Curriculum on Emotional Intelligence Leadership Module(s); Development of Trainer Handbook Manual Guide(s); Development of Student Guide(s). Number of modules will be decided depending on Task One and as agreed on with UNDP.   | Up to (44) working days following satisfactory completion of deliverable (01) | Within (03) calendar month from contract signature date | Linda HADDAD (Ms.), Regional Project Manager, Youth Leadership Project (YLP) – Nada Bouari (Ms.), Partnership Advisor, RBAS, UNDP |

|   |   |  |   |
|---|---|--|---|
| <b>Deliverable 3 - Peer Review Assessment and Feedback:</b> with stakeholders including partner organizations and UNDP country offices' youth focal points and youth representatives; Revise and Adapt Curriculum; Trainer Handbook(s); Student Guide(s).                             | Up to (22) working days following satisfactory completion of deliverable (02) | Within (04) calendar months from contract signature date | Linda HADDAD (Ms.), Regional Project Manager, Youth Leadership Project (YLP) – Nada Bouari (Ms.), Partnership Advisor, RBAS, UNDP |
| <b>Deliverable 4 - Monitoring &amp; Evaluation – Testing &amp; Adjustment:</b> Development of M&E framework and tools; Pilot Testing of curricula; Data gathering and analysis; Submission of a Final Report about the progress and achievements, lessons learnt and the way forward; | Up to (22) working days following satisfactory completion of deliverable (03) | Within (05) calendar months from contract signature date | Linda HADDAD (Ms.), Regional Project Manager, Youth Leadership Project (YLP) – Nada Bouari (Ms.), Partnership Advisor, RBAS, UNDP |

### INSTITUTIONAL ARRANGEMENT

- The individual is required to exhibit his or her full-time commitment with UNDP Regional Bureau for Arab States (RBAS);
- S/He shall perform tasks under the general guidance of the Regional Programme Coordinator and the direct supervision of UNDP-RBAS Youth Leadership Project (YLP) Manager and UNDP-RBAS Partnerships Adviser;
- The supervision will include approvals/acceptance of the outputs and deliverables as identified in the previous section;
- The individual is expected to liaise and collaborate in the course of performing the work with other consultants, suppliers and UN colleagues;
- The individual is required to maintain close communication with UNDP-RBAS on the regular and needed basis at any period throughout the assignment in order to monitor progress. In the event of any delay, S/he will inform UNDP promptly so that decisions and remedial action may be taken accordingly;
- The individual is required to provide periodical weekly progress reports and when requested on any period of time throughout the assignment to monitor progress;
- The individual is required to maintain close communication with UNDP-RBAS on regular and needed basis at any period throughout the assignment in order to monitor progress. In the event of any delay, S/he will inform UNDP promptly so that decisions and remedial action may be taken accordingly; and
- Should UNDP deem it necessary, it reserves the right to commission additional inputs, reviews or revisions, as needed to ensure the quality and relevance of the work.

### DURATION OF THE WORK

The expected duration of the assignment is expected to be up (110) working days over a period of (05) calendar months from the contract signature date.

### DUTY STATION

Home Based with possibility of joining UNDP-RBAS Regional Hub, Amman, when travel is allowed to Jordan

**TRAVEL PLAN**

The consultant may join UNDP regional Hub Amman when travel is allowed to Jordan:

| Travel                                 | # of Trips to duty station | Maximum period | # Ticket  |
|--|----------------------------|----------------|---|
| Join duty station if travel is allowed | 1                          | 5 months       | 1 round ticket (most economy and direct flight) |

If any unforeseen travel outside the individual home-based city is requested by UNDP and not required by the Terms of References (ToR), such travel shall be covered by UNDP in line with applicable rules and regulations and upon prior written agreement. In such cases, the individual shall receive living allowances not exceeding the United Nations (UN) Daily Subsistence Allowance (DSA) rate for such other location(s).

## QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR

- I. Education:
  - Bachelor's degree in development studies, political science, international development, or other related fields;
- II. Work experience:
  - At least 7 years of progressively responsible experience in development, project management, youth coaching and/or mentoring, conducting youth trainings;
  - Extensive knowledge of the Emotional Intelligence, Youth, and Experiential Learning Training and Facilitation; Experiential Curriculum Design;
  - Previous experience developing curriculum/courses for training of training of trainers aimed at a youth population;
  - Previous relevant experience working in the Arab State region; and
  - Relevant experience and knowledge about Leadership and youth coaching/mentoring.
- III. Language Requirements:
  - Language proficiency in both written and oral English is required. Knowledge of any other UN language, particularly Arabic, is an asset;
- IV. Key Competencies:
  - a) *Corporate*
    - Demonstrates integrity and fairness, by modeling the UN/UNDP'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.
  - b) *Functional*
    - Strong substantive knowledge of youth engagement and local development issues and ability to link knowledge to UN/UNDP frameworks;
    - Capacity to interact with varying stakeholders in UNDP Programme countries and other international development organizations;
    - Strong analytical and communication skills, including ability to produce high quality project documents and knowledge products.
  - c) *Leadership:*
    - Demonstrated ability to think strategically;
    - Demonstrated intellectual leadership and ability to integrate knowledge with broader strategic overview and corporate vision;
    - Ability to conceptualize and convey strategic vision from the spectrum of development experience;
  - d) *Managing Relationships:*
    - Demonstrated well developed people management and organizational management skills;
    - Excellent networking skills with strong partnerships in academia, technical organizations and as a recognized expert in the practice area;
    - Strong partnering skills;
  - e) *Managing Complexity:*
    - Substantive knowledge and understanding of youth engagement and empowerment and development cooperation with the ability to support the practice architecture of UNDP and inter-disciplinary issues.

## SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

Interested candidates should provide lump sum fees for requested services with detailed breakdown. This amount must be “all-inclusive”. Please note that the terms “all-inclusive” implies that all costs (professional fees, communications, consumables, ... etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. Also, please note that the contract price will be Deliverables/Outputs based - not fixed - subject to change in the cost components.

The contractor will be paid an all-inclusive Deliverables/Outputs based lump sum amounts over the assignment period, subject to the submission of Certification of Payment (CoP) duly certified or an invoice and confirmation of satisfactory performance of achieved work (deliverables/outputs) in line with the schedule of payments table hereunder:

| Expected Outputs and Deliverables   | Expected No. of working days for each deliverable                             | Targeted Due Dates                                       | Payment Terms/Schedule  |
|---|---|--|---|
| <b><u>Deliverable 1 - Training Needs Assessment - Inception Phase:</u></b> Agree on work plan in consultation with UNDP; Conduct desk review of relevant research, documentation, and similar initiatives in the Region; Development and implementation of surveys and interviews to assess individual and institutional needs; Establish a Peer Review / Advisory Council in coordination with UNDP. | Up to (22) working days from contract signature date                          | Within (01) calendar month from contract signature date  | After satisfactory completion of deliverable(s) (01) and submission of duly certified Certification of Payment (CoP) <b>up to 20% of total contract</b> |
| <b><u>Deliverable 2 - Development of Content and Methodology:</u></b> Development of Curriculum on Emotional Intelligence Leadership Module(s); Development of Trainer Handbook Manual Guide(s); Development of Student Guide(s). Number of modules will be decided depending on Task One and as agreed on with UNDP.   | Up to (44) working days following satisfactory completion of deliverable (01) | Within (03) calendar month from contract signature date  | After satisfactory completion of deliverable(s) (02) and submission of duly certified Certification of Payment (CoP) <b>up to 40% of total contract</b> |
| <b><u>Deliverable 3 - Peer Review Assessment and Feedback:</u></b> with stakeholders including partner organizations and UNDP country offices' youth focal points and youth representatives; Revise and Adapt Curriculum; Trainer Handbook(s); Student Guide(s).  | Up to (22) working days following satisfactory completion of deliverable (02) | Within (04) calendar months from contract signature date | After satisfactory completion of deliverable(s) (03) and submission of duly certified Certification of Payment (CoP) <b>up to 20% of total contract</b> |
| <b><u>Deliverable 4 - Monitoring &amp; Evaluation – Testing &amp; Adjustment:</u></b> Development of M&E framework and tools; Pilot Testing of curricula; Data gathering and analysis; Submission of a Final Report about the progress and achievements, lessons learnt and the way forward;  | Up to (22) working days following satisfactory completion of deliverable (03) | Within (05) calendar months from contract signature date | After satisfactory completion of deliverable(s) (04) and submission of duly certified Certification of Payment (CoP) <b>up to 20% of total contract</b> |

## RECOMMENDED PRESENTATION OF OFFER

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.

- 1) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- 2) **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;
- 3) **Brief Description** of why you consider yourself as the most suitable candidate for this assignment;
- 4) **Technical Proposal consisting of** at least a half page technical proposal detailing how the individual will approach the assignment, prioritizing activities to meet the deliverables as set above in the most efficient and effective manner);
- 5) **Financial Proposal** that indicates the all-inclusive Deliverables/Outputs based total contract price, supported by a breakdown of costs, as per template provided. The terms “all-inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

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

Interested individual consultants must submit the following documents/information to demonstrate their qualifications **to Job advertisement website** ([https://jobs.undp.org/cj\\_view\\_jobs.cfm](https://jobs.undp.org/cj_view_jobs.cfm)) not later than **12 July 2020**. Candidates that fail to submit the required information on or before the set deadline (12 July 2020) will not be considered.

**Please do not submit financial proposal in this stage. Financial proposal shall be requested from Candidates who are considered technically responsive**

## CRITERIA FOR SELECTION OF THE BEST OFFERS

This selection criteria will follow the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%; using the following evaluation criteria

| Criteria   | Weight | Max. Point |
|--|--------|------------|
| <i>Technical Competence</i>  | 70%    | 100        |
| <b>Criteria A:</b> Bachelor's degree in development studies, political science, international development, or other related fields;  |        | 10         |
| <b>Criteria B:</b> At least 7 years of progressively responsible experience in development, project management, youth coaching and/or mentoring, conducting youth trainings; |        | 15         |
| <b>Criteria C:</b> Extensive knowledge of the Emotional Intelligence, Youth, and Experiential Learning Training and Facilitation; Experiential Curriculum Design;            |        | 15         |
| <b>Criteria D:</b> Previous experience developing curriculum/courses for training of training of trainers aimed at a youth population;                                       |        | 15         |



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|---|--|------------|
| <b>Criteria E:</b> Previous relevant experience working in the Arab State region;                   |  | 10         |
| <b>Criteria F:</b> Relevant experience and knowledge about Leadership and youth coaching/mentoring. |  | 10         |
| <b>Criteria G:</b> Language proficiency in both written and oral English;                           |  | 05         |
| <b>Criteria H:</b> Knowledge of any other UN language - particularly Arabic;                        |  | 05         |
| <b>Criteria I:</b> Technical Proposal;  |  | 15         |
| <b>Financial (Lower Offer/Offer*100)</b>  | <b>30%</b>   | <b>100</b> |
| <b>Total Score</b>  | <b>Technical Score * 0.7 + Financial Score * 0.3</b> |            |

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 requirements will progress to the pool for shortlisting:

- **Criteria A:** Bachelor's degree in development studies, political science, international development, or other related fields;
- **Criteria B:** At least 7 years of progressively responsible experience in development, project management, youth coaching and/or mentoring, conducting youth trainings; and
- **Criteria G:** Language proficiency in both written and oral English;

**Step II : Technical Review**

Shortlisted candidates will undergo a technical evaluation and a submission of a proposal to tackle the assignment.

**Technical evaluation Criteria max 100 points (Weighted 70):**

- **Criteria A:** Bachelor's degree in development studies, political science, international development, or other related fields (10 points);
- **Criteria B:** At least 7 years of progressively responsible experience in development, project management, youth coaching and/or mentoring, conducting youth trainings (15 points);
- **Criteria C:** Extensive knowledge of the Emotional Intelligence, Youth, and Experiential Learning Training and Facilitation; Experiential Curriculum Design (15 points);
- **Criteria D:** Previous experience developing curriculum/courses for training of training of trainers aimed at a youth population (15 points);
- **Criteria E:** Previous relevant experience working in the Arab State region (10 points);
- **Criteria F:** Relevant experience and knowledge about Leadership and youth coaching/mentoring (10 points);
- **Criteria G:** Language proficiency in both written and oral English (05 points);
- **Criteria H:** Knowledge of any other UN language - particularly Arabic (05 points);
- **Criteria I:** Technical Proposal (15 points);

### **Financial Criteria - 30% of total evaluation**

For those offers considered in the financial evaluation, the lowest price offer will receive 30 points. The other offers will receive points in relation to the lowest offer, based on the following formula:  $(PI / P_n) * 30$  where  $P_n$  is the financial offer being evaluated and  $PI$  is the lowest financial offer received.

### **Step II: Final evaluation**

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

Individual consultants will be evaluated based on the cumulative analysis methodology (weighted scoring method), where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Technical Criteria weight: [70%]

Financial Criteria weight: [30%]

Only Individual Consultants obtaining a minimum of 49 points (70%) on the Technical evaluation would be considered for the Financial Evaluation.