

## TERMS OF REFERENCE

**Individual Consultant: Consultant - Growth Lead, Platforms (open to National Consultants only)**

**Duty Station:** New Delhi (home based with mission travels)

**Contract Duration:** 12.5 months

**Closing Date:** 19<sup>th</sup> February 2024

### **1. BACKGROUND AND PURPOSE**

YuWaah is working to focus on engagement, learning, skill development and employment of young people. Envisaged as a strategic, long-term initiative, YuWaah serves as the much-needed bridge between various stakeholders including but not limited to solution providers, private sector, Government of India, academia, students, youth and civil society organizations to fund and scale up innovative and effective solutions.

YuWaah recently launched a holistic technology platform YouthHub, for achieving fulfilling its vision across all three of its strategic pillars for empowerment of 300 million Young People by 2030, viz. 1) Employment and Economic Opportunities; 2) 21st Century Skilling and Learning and 3) Youth Engagement, Volunteering and Mentoring. The future expansion is envisaged in career guidance and mental health for young people as well.

YuWaah section has onboarded a Project Management Unit (PMU) to manage the nationwide project implementation of YouthHub. The PMU will play a critical role in assisting YuWaah to meet program objectives by managing the project implementation, reporting and coordinating with various departments/ agencies/ stakeholders for ensuring smooth rollout & meeting the planned targets for the outreach and overall scale are met.

The purpose of this assignment is to hire/engage a person with strong knowledge of technology for youth development, engagement and employment, latest developments and technology in education and skilling fields as well as strong technical aptitude and understanding of technology architecture principles to be able to Lead the discussions with the PMU, UNICEF and various stakeholders involved with the multiple platforms created for implementation of YuWaah programme including YouthHub. The consultant will support to ensure timely implementation of the project and smooth rollout of the planned targets of PMU.

The consultant will provide relevant technical and subject matter expertise, coordination, monitoring support and work closely with the Program Manager, Platforms Lead & YuWaah team for effective coordination of all platform & PMU related activities.

### **2. OBJECTIVES**

Under the leadership of the Program Manager and guidance of the Platform Lead, the consultant will be expected to bring an understanding and experience of the systems as well the challenges associated with management of PMUs to ensure overall targets for the outreach at scale are met through rigorous follow-up and be the main link between the PMU agency, UNICEF and the stakeholders/partners. The consultant will play a critical role in assisting YuWaah in the oversight role to ensure the agency onboarded to implement the program objectives meet the planned targets for the outreach and overall scale primarily for the YouthHub and other platforms used by YuWaah.

### **3. MAJOR TASKS AND ACTIVITIES TO BE ACCOMPLISHED**

<b>Work Assignments Overview (Include Major Tasks and Activities)</b>	<b>Deliverables/Outputs</b>	<b>Timeline/Date for submission of Deliverable</b>
<ul style="list-style-type: none"><li>Collaborate with the Program Manager, Platform Lead and other team members involved in managing various platforms at the national level for YuWaah program implementation including YouthHub, to jointly develop a roadmap and milestones to monitor the progress of the different platforms including the PMU agency hired</li></ul>	Roadmap and milestone developed	27 March 2024
	Mmatrix with essential KPIs for monitoring performance of the agency is developed	10 April 2024

<ul style="list-style-type: none"> <li>• Identification &amp; assessment of potential risks &amp; impact on project timelines and outcomes, and proposed mitigation strategies to address and minimize these risks</li> </ul>	Report on potential risks evaluation and mitigation strategies	10 May 2024
<ul style="list-style-type: none"> <li>• Establish bi-monthly discussions with the PMU team to provide a forum for guidelines (sharing best practices, methodologies &amp; tools), identify potential gaps and address potential gaps, clarifications and improvements from the project kick-off and continue throughout the project.</li> </ul>	<p>Report on a) Minutes of the meetings held to document the progress and challenges faced (if any) and possible solutions/alternative proposed suggested to ensure smooth roll out of the project timelines</p> <p>b) Progress reports with details on completed tasks, milestones achieved and any deviations from original plans</p>	1 & 15 of every month upto 31 Mar 2025
<ul style="list-style-type: none"> <li>• Support the Platform Manager to develop a partnership diversification strategy, identifying alternative partners for critical project aspects</li> </ul>	Report with comprehensive plan detailing the tasks, milestones and timelines based on findings	By 25 Jun 2024
<ul style="list-style-type: none"> <li>• Support the Platform Manager to initiate strategy development during the early stages of the project and continually update it as needed</li> </ul>	Report with comprehensive plan detailing the tasks, milestones and timelines	<p>First report by 30<sup>th</sup> April 2024</p> <p>Subsequently on quarterly basis by 31 Aug, 30 Nov 2024, 28 Feb, 31 May, 15 Sep, 20 Dec 2025</p>
<ul style="list-style-type: none"> <li>• Close monitoring of PMU's Go-to-market plan and it's tweaking in real time by PMU in consultation with Program Manager &amp; Platform Manager</li> </ul>	Report with clear recommendations and an action plan based on the analysis and findings	By 30 July 2024
<ul style="list-style-type: none"> <li>• Evaluation of PMUs engagement with various stakeholders involved in the roll-out plan on their communication and collaboration and satisfaction of stakeholders to ensure their expectations are met and concerns are addressed</li> </ul>	Monthly assessment reports of how well the PMU is engaging with stakeholders	25 <sup>th</sup> of every month
<ul style="list-style-type: none"> <li>• Conduct a cost benefit analysis to compare the actual outcomes against the initial project goals and estimates</li> </ul>	Evaluation report on the return on investments (ROI) and project closure report	31 Mar 2025

#### 4. DUTY STATION

New Delhi (home-based with mission travel)

#### 5. OFFICIAL TRAVEL INVOLVED (ITINERARY AND DURATION)

There will be 6 trips (by air) of 2 days each to Metro city / Tier-1 city within India.

#### 6. ESTIMATED DURATION OF CONTRACT

12.5 months, from 15<sup>th</sup> March 2024 to 31<sup>st</sup> March 2025.

**7. QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT**

**Qualification:**

An advanced management degree (Masters) or an Engineering in IT or Technology stream

**Years of Experience/Knowledge/Expertise/Skills required:**

- i. The individual must have 7-10 years of progressive experience in the field of technology project management/program management with a particular emphasis on skilling/training, employment and youth engagement.
- ii. Strong management skills with ability to manage complex projects, including developing project plans and schedules, managing budgets, and coordinating with stakeholders
- iii. Strong communication and reporting skills, including the ability to develop clear and concise reports, presentations, and other materials that effectively communicate project progress and performance to stakeholders
- iv. Analytical skills – with data analytical skills is preferred
- v. Strong technical aptitude and understanding of technology architecture principles is preferred
- vi. Prior experience in working with various technology platforms as well as with Open Source and Open API technologies
- vii. Knowledge of the latest developments and technology in related fields.
- viii. Ability to work and adapt professionally and effectively in a challenging environment;
- ix. Ability to work effectively in a multicultural team of international and national personnel
- x. Fluency in English & Hindi (written and verbal) is required

**8. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA)**

Technical and Financial ratio is 80:20 (technical proposal-80 points and financial proposal-20 points)

S. No.	Evaluation Criteria	Max. Marks	Min. Marks
1.	<b>Educational Qualification</b> An advanced management degree (Masters) or an Engineering in IT or Technology stream	10	35
2.	<b>Cover letter</b> detailing/describing the nature and complexity of projects handled, including developing project plans and schedules, managing budgets, and coordinating with stakeholders	10	
2.	<b>Relevant professional experience</b> <ul style="list-style-type: none"> <li>• The individual must have 7-10 years of progressive experience in the field of technology project management/program management with a particular emphasis on skilling/training, employment and youth engagement. (15)</li> <li>• Prior experience in working with various technology platforms and knowledge of the latest developments and technology in related fields. (15)</li> </ul>	30	
	<b>Sub-Total</b>	<b>50</b>	<b>35</b>
3.	<b>Interview</b>	<b>30</b>	<b>n/a</b>
	<b>Total</b>	<b>80</b>	<b>56</b>

**Note:** Applicants scoring 35 marks (out of 50) will be called for interview. Qualifying score in technical evaluation is 56 out of 80 marks.

## 9. PAYMENT SCHEDULE

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

## 10. IMPORTANT NOTES

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- The selected candidate is solely responsible to ensure that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

### **HOW TO APPLY:**

The application to be submitted through the online portal and must contain three separate attachments, as follows:

1. A cover letter (max 2 pages) detailing/describing the nature and complexity of projects handled, including developing project plans and schedules, managing budgets, and coordinating with stakeholders **(to be uploaded online under “Cover Letter” tab)**
2. An updated CV demonstrating all requirements stated above **(to be uploaded online under “Resume” tab)**
3. A financial proposal indicating all-inclusive amount (professional fee + travel cost as applicable) against each of the deliverable, as per the template attached. Please do not forget to specify your name in the file while saving **(to be uploaded online under “Financial Proposal” tab)**.

**Important Note:** Please do not indicate financials anywhere else in the online application form, please mark "n/a or 00", under the fee related questions in the online application form.

**Without all the above 03 documents, your application will be considered incomplete and invalid and will not be considered further.**

- Any attempt to unduly influence UNICEF’s selection process will lead to automatic disqualification of the applicant.
- Joint applications of two or more individuals are not accepted.
- Please note, UNICEF does not charge any fee during any stage of the process.
- Women, trans, non-binary and gender diverse candidates meeting the requirements are strongly encouraged to apply.
- UNICEF is committed to diversity and inclusion and encourages qualified candidates from all backgrounds including persons living with disabilities to apply.
- General Terms and Conditions for the Consultancy Contract is attached, for your reference.

**For any clarifications, please contact:**

UNICEF

Supply & Procurement Section

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