

## TERMS OF REFERENCE

**Individual Consultant: Adolescents and Youth Innovation Consultant (open to National Consultants only)**

**Duty Station:** New Delhi

**Contract Duration:** 12 months

**Closing Date:** 17<sup>th</sup> March 2026

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

UNICEF's mandate is anchored in the realization of the rights of every child, everywhere, with a strong emphasis on equity—prioritizing the most disadvantaged and excluded children and adolescents. UNICEF's equity strategy recognizes that unequal life chances across social, political, economic, civic, and cultural dimensions constitute violations of children's rights. Evidence demonstrates that investing in the most marginalized populations accelerates progress toward sustainable national development, stability, and social cohesion.

In recent years, UNICEF has intensified its focus on adolescents and young people, recognizing the growing complexity of challenges they face. In alignment with the United Nations Youth Strategy, UNICEF is advancing Generation Unlimited (GenU)—a global partnership dedicated to ensuring that all young people aged 10–24 are in education, training, or employment by 2030. GenU prioritizes those most at risk of being left behind, including girls, young people from poor households, young people with disabilities, migrants, and those affected by conflict and climate shocks.

In India, GenU is operationalized as YuWaah, a multi-stakeholder platform that catalyzes partnerships across government, civil society, private sector, and youth to expand opportunities for learning, skilling, employment, and entrepreneurship. YuWaah emphasizes co-creation of scalable and locally relevant solutions.

Under the overall guidance jointly of the Adolescents and Youth Development Specialist as well as Economic Opportunities Specialist the consultant will enhance school innovation systems, youth entrepreneurship pathways, and digital innovation platforms.

**Objective:** Specific objectives include:

1. **Augment school innovation systems:** Fortify the design, consolidation, and scale-up of school innovation programming by designing institutional mechanisms, including School Innovation Councils, and embedding design thinking, problem-solving, and 21st-century skills within existing school and education system structures.
2. **Enhance teacher-enabled facilitation:** Develop structured teacher aids, facilitation tools, and support mechanisms that enable effective and sustainable delivery of innovation programming within classrooms and schools.
3. **Advance digital and Tech-enabled innovation and entrepreneurship support:** Design, digital and Tech-enabled tools to enhance the quality, consistency, and reach of school innovation programming, teacher facilitation, adolescent learning experiences, and youth entrepreneurship pathways, in alignment with UNICEF principles on responsible and inclusive use of technology.
4. **Strengthen and expand youth entrepreneurship pathways:** Establish ImaGen Ventures as a structured youth innovation programme and entrepreneurship programme, enabling state-level adaptation and implementation across states, while strengthening linkages to skilling and National ecosystems.

The purpose of this consultancy is to provide comprehensive technical, programmatic, and strategic support to YuWaah in order to strengthen the design, scale-up and sustainability of adolescent and youth innovation programming across its portfolio of interventions.

The assignment aims to enhance YuWaah’s capacity to design at scale innovation systems that enable adolescents and young people to develop problem-solving skills, design thinking capabilities, and entrepreneurial mindsets, and to strengthen pathways to skilling and entrepreneurship. By strengthening system-led innovation approaches, teacher-enabled facilitation models, and the use of digital and AI-enabled tools, the consultancy will augment the sustainability of YuWaah’s school innovation and youth entrepreneurship initiatives such as School Innovation Marathon and ImaGen Ventures, in alignment with the YuWaah Results Framework and Work Plans.

## 2. MAJOR TASKS AND ACTIVITIES TO BE ACCOMPLISHED

<b>Work Assignments Overview (Include Major Tasks and Activities)</b>	<b>Deliverables/Outputs Upon submission and acceptance by UNICEF</b>	<b>Timeline for submission of Deliverable</b>
Design the system architecture, detailed features and functionalities of the ImaGen++ digital entrepreneurship platform.	1 Platform Inception Note (MS Word, ~ 20-22 pages long) detailing platform vision, objectives, core capabilities, features and functionalities and range of use cases.	5 May 2026
Define key performance indicators, assessment systems, and benchmarking mechanisms for innovation initiatives of school educational institutions.	1 comprehensive concept note (MS Word, ~12-15 pages long) on School Innovation Programming & SICs, carrying KPI framework, corresponding method for ranking and benchmarking, and SOP for operationalisation	30 <sup>th</sup> May 2026
Create a detailed operational strategy that clearly delineates roles and responsibilities of each partner, towards effectively supporting the operationalisation of innovation programming and pedagogy within school education systems	1 Note carrying Joint RASCI matrix and note for the multi-stakeholder partnership on school education systems, with approval from all stakeholders.	17 June 2026
Define comprehensive role, use cases, core capabilities, data environment and pedagogy for an AI-enabled classroom innovation and idea evaluation assistant	1 technical note (~25 pages long) defining detailed technical requirements for an AI-enabled classroom innovation assistant, informed by stakeholder consultations along with annexure containing documentation of stakeholder wise inputs.	17 <sup>th</sup> August 2026
Develop guidelines for strengthening innovation and entrepreneurship pedagogy and programming in higher education institutions.	1 Operational Guidelines document (~20 - 22 pages long)	17 <sup>th</sup> September 2026
Design a multi-state operational strategy for operationalisation of innovation and entrepreneurship programming across higher education institutions, with a focus on climate change and environmental sustainability.	1 operational strategy (~ 15 – 20 pages long) including state-wise rollout and contextualisation plan (for AP, Telangana, Karnataka)	12 <sup>th</sup> October 2026
Conceptualise a ‘proof of concept’ for testing localisation and adoption of AI-enabled classroom assistant, ensuring contextual relevance and usability across implementation settings	1 Gantt chart carrying pilot project implementation plan for testing localisation of AI -enabled classroom assistant	5 <sup>th</sup> November 2026
Create a value proposition for engaging academia around module accreditation and mentorship to augment student engagement and graduation pathways	1 note (~10 pages long) detailing the proposal for partnership with academia that highlights the value proposition for both parties	19 <sup>th</sup> November 2026
Synthesize learning and insights from across innovation and entrepreneurship	1 Progress and outcomes report (~20-22 pages long) that details topline learning, insights and reflections innovation	15 <sup>th</sup> December 2026

programming to inform programme refinement and knowledge sharing	programming across schools and higher education institutions	
Develop a detailed concept note to define scope, objectives, key points of enquiry and methodology for analysis of the school-based innovation programme	1 Concept Note (~25 pages long) defining the requirement for analysis of the school-based innovation programme	5 <sup>th</sup> February 2027
Identify National and state government partnerships for integration and complete adoption of the Imagen venture and Imagen++ entrepreneurship platform to scale up pan India	1 strategy note (~20 pages long) with potential partnership opportunities and interlinkages with key government schemes and priorities	8 <sup>th</sup> March 2027
Develop a pitch deck to effectively communicate innovation, entrepreneurship and corresponding learning to earning initiatives for facilitating partnership with high level decision makers across states of Andhra, Karnataka, Tamil Nadu, Telangana and Kerala.	1 Pitch Deck for effectively communicating strategic priorities and opportunities for collaboration to high level decision makers	31 <sup>st</sup> March 2027

### 3. DUTY STATION

New Delhi (home-based)

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

A total of 16 air travel trips of 3 days each to Delhi, Mumbai, Uttar Pradesh, Andhra Pradesh, Karnataka.

### 5. ESTIMATED DURATION OF CONTRACT

12 months, starting from 1<sup>st</sup> April 2026.

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

#### Qualification:

A university degree in Computer Science, Information Technology, Engineering, Data Science, Electronics, or related STEM fields.

#### Professional Experience:

- At least ten (10) years of progressively responsible professional experience across areas of youth skilling, innovation, entrepreneurship programmes at state and national levels.
- Demonstrated experience working on the development and roll out of technology-enabled solutions that advance youth skilling, innovation and/or entrepreneurship.
- Demonstrated experience working with government ministries and departments, multilateral and UN organisations and private sector partners with proven ability to support programme convergence, system integration, and policy alignment.
- Proven expertise in multi-partner programme strategy, scale-up and government adoption including development of programme frameworks, operational models, implementation roadmaps, and institutional strengthening approaches.
- Strong technical knowledge of youth skilling and employment ecosystems, including labour market linkages, enterprise development, apprenticeships and internships, innovation-to-enterprise pathways, and alignment with government skilling, entrepreneurship, and livelihood schemes.

### 7. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA)

Technical and Financial ratio is 75:25 (technical proposal-75 points and financial proposal-25 points)

S. No.	Evaluation Criteria	Max. Marks	Min. Marks
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1.	At least ten years of progressively responsible professional experience across areas of youth skilling, innovation, entrepreneurship programmes at state and national levels.	<b>10</b>	<b>34</b>
2.	Demonstrated experience working on the development and roll out of technology-enabled learning/skilling/innovation solutions, with AI integration, which advance youth skilling, innovation and/or entrepreneurship.	<b>15</b>	
3.	Demonstrated experience working with government ministries and departments, multilateral and UN organisations and private sector partners with proven ability to support programme convergence, system integration, and policy alignment.	<b>10</b>	
4.	Proven experience in multi-partner programme strategy, scale-up and government adoption including development of programme frameworks, operational models, implementation roadmaps, and institutional strengthening approaches.	<b>10</b>	
	<b>Sub-Total</b>	<b>45</b>	<b>34</b>
5.	<b>Interview</b>	<b>30</b>	<b>NA</b>
	<b>Total</b>	<b>75</b>	<b>56</b>

**Note:** Applicants scoring 34 marks (out of 45) will be called for interview and need to score 56 points (out of 75) to qualify in technical evaluation. Candidate scoring highest marks in cumulative evaluation (technical + financial) will be shortlisted for the consultancy.

## 8. 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.

## 9. 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 the suitability of the candidate for the job in terms of education background, experience, and professional certification, if any (**to be uploaded online under “Cover Letter” tab**)

2. An updated CV demonstrating all requirements stated above (**to be uploaded online under “CV/Resume” tab**)
3. A financial proposal indicating all-inclusive amount 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 Bid” 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 three 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,

73, Lodi Estate,

New Delhi 110003

Email: [indconsultants@unicef.org](mailto:indconsultants@unicef.org)