

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title: Reconstructing the CARICOM Youth Development Action Plan	Funding Code	Type of engagement <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Duty Station: Georgetown, Guyana
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Purpose of Activity/Assignment:

Background

CARICOM Heads of Government in 2006 mandated the establishment of a Commission on Youth Development to “undertake a full-scale analysis of the challenges and opportunities for youth in the CARICOM Single Market and Economy (CSME) and to make recommendations to improve their well-being and empowerment”. The Commission, which was established in March 2007, conducted research leading to the Report, entitled “Eye on the Future: Investing in Youth Now for Tomorrow’s Community”.

Consequently, the Heads of Government at a special Summit on Youth Development held in Suriname in January 2010, issued the Declaration of Paramaribo on the Future of Youth in the Caribbean Community, where they endorsed the recommendations made in the Report of the CARICOM Commission on Youth Development. Accordingly, the Declaration of Paramaribo affirmed the “belief that the unique perspective, creativity, energy and other assets which young people possess are essential elements of societal change, technological innovation, and development, making them invaluable assets and partners in development and not problems to be solved”. To operationalize the main recommendations of the Commission’s Report and the Declaration of Paramaribo, the Secretariat established a Technical Working Group and coordinated a regional consultative process to develop the CARICOM Youth Development Action Plan (CYDAP). The CYDAP was endorsed by COHSOD XXIII on Children and Youth, held in July 2012 in Guyana. The CYDAP supports Youth Development in the Region through six CARICOM Youth Development Goal areas focusing on Education and Economic Empowerment; Protection, Safety, and Security; Health and Wellbeing; Culture, Identity, and Citizenship; Policy and Institutional Framework; Leadership; Participation and Governance.

Whilst these goal areas remain applicable, a preliminary review of the CYDAP implementation and accompanying Monitoring and Evaluation Plan reveals the need to use a Results-based Management approach for better outcomes and assessment of the impact of the Action Plan. A review of the priority areas of the CYDAP also reveals the need to expand the goal areas to incorporate environmental protection and preservation, innovation & technology, and a greater emphasis on skills for employability as these are major priority areas of youth development.

Although it is salient to expand the goal areas, the implementation and monitoring of the CYDAP were also impacted by the limited human capacity and personnel, and financial resources experienced at the Member State level within the Ministries of Youth Development and Affairs.

A preliminary review of the CYDAP implementation and accompanying Monitoring and Evaluation Plan reveals the relevance of the present Youth Development Goals but a significant need to expand the focus of the priority areas and goals to incorporate current youth issues. The initial review of the priority areas of the CYDAP revealed the exclusion of other major areas such as environmental protection and preservation, innovation and technology, and a greater emphasis on skills for employability. The review also revealed that

the implementation and monitoring of the CYDAP at the national level was not supported due mainly to the limited human capacity and financial resources at the Member State level within the Ministries of Youth Development and Affairs.

The preliminary review also noted the need to use a Results-based Management approach for greater outcomes and assessment of the impact of the Action Plan.

Purpose

The purpose of this consultancy is to create a results-based Management Architecture for the implementation and monitoring of the CARICOM Youth Development Action Plan and to create buy-in and build the capacity of key stakeholders who will be implementing and monitoring the CYDAP nationally.

Given the foregoing context, the changes within the youth development sector require strengthening the regional coordination and mechanisms to support the Member and associate states in implementing the CYDAP. This will create an enabling environment for youth to thrive and develop and to be given a chance to be part of the decision-making process.

Objectives

The changes within the youth development sector require strengthening the regional coordination and mechanisms to support the Member and associate states in implementing the CYDAP. This will create an enabling environment for youth to thrive and develop and to be given a chance to be part of the decision-making process. Therefore, the primary objective of the project is **to establish a Results-based Management architecture for planning, implementing, monitoring, and reporting on the CYDAP Priority Areas and Outcomes**. This consultancy will focus on achieving the following specific objectives:

- To determine the level of competencies, readiness, and willingness to implement CYDAP
- To develop change management strategies for buy-in of the CYDAP at the sector level in each Member State.
- To advance the implementation of the CYDAP
- To build capacity in the Member States to implement and monitor the CYDAP.

Key and intended users

The primary user of the revised CYDAP and its results-based Management Architecture are the CARICOM Secretariat, Youth Departments/Ministries in Member and Associate States, Civil society Organisation (CSO) service providers, and other duty bearers and rights holders (particularly children and youth) UNICEF, and other key development partners.

Users	Description of use
CARICOM Secretariat and Youth Departments/Ministries in member and associate states	<ul style="list-style-type: none"> • To inform decisions on the implementation, monitoring, and adjustments of youth programmes and operations. • To inform an assessment of progress towards the attainment of results for youth development across each Member and Associate States. • To strengthen advocacy for the participation of youth at the national and regional levels

UNICEF and other development partners	<ul style="list-style-type: none"> • To inform programmes and projects for children and youth for the period 2022-2026. • To inform the development and implementation strategies, innovations, and partnerships for children and youth. • To strengthen advocacy for the participation of children and youth
Civil Society Organisations (CSOs) service providers, and other duty bearers and rights holders	<ul style="list-style-type: none"> • To strengthen advocacy for youth participation in decision-making processes and in social, economic, and cultural matters. • To promote human rights for the youth population.

Scope of Work:

This assignment will include all relevant stakeholders including CARICOM Secretariat, Youth Departments/Ministries in member and associate states, CSO service providers, UNICEF, and other key development partners. The consultant will conduct this assignment in accordance with the objectives and methodology specified.

Other specific scopes that will be considered are:

- *Time:* the consultant will work from November 2021 – April 2022. This excludes any related efforts before and after this period.
- *Programmatic:* The consultant will focus on restructuring the CYDAP and the corresponding results-based Management Architecture.
- *Geographic scope:* This consultancy considers the virtual implementation, monitoring, and reporting on this project in CARICOM Member and the Associate States.

Activities

To ensure the effectiveness of the implementation and monitoring of the CYDAP, the consultant will engage in the following activities:-

- I. Submit an Inception Report that will detail the methodology to undertake the assignment.
- II. Analyse and map all stakeholders’ influencing, and those being influenced by the CYDAP implementation process. The stakeholder analysis will allow for knowledge of the communication approaches necessary for and tailored to each stakeholder group.
- III. Assess through surveys the competencies, readiness and willingness of the key implementers (technocrats). The assessment will determine Members’ ability to implement and monitor the CYDAP, and any potential barriers for buy-in and successful implementation.
- IV. Collect the views and input of the key stakeholders through consultations on the priority areas, goals and outcomes of the CYDAP. Participation will be based on the sector representation (representatives from various government sectors) from the CARICOM Member States and Associate Members.
- V. The information and findings gleaned from the consultations will be used to update the current Result-based Framework of the CYDAP.
- VI. Based on the information gleaned from the consultation and surveys, a Change Management Plan with its associated tools (Communication & Competency development Plans) will be developed and implemented across the Region to mitigate resistance and increase buy-in at the Member State level.
- VII. The Youth Mainstreaming Framework (YMF) will be developed to guide the Member Countries, and the CARICOM Secretariat programmes to mainstream youth in their policies, programmes, interventions, projects and initiatives. The YMF will adopt principles established by the Commonwealth Secretariat Youth Mainstreaming Framework.

- VIII. Develop an Implementation Plan and M&E Plan to increase involvement and participation in implementing the CYDAP and monitoring and evaluating for effectiveness at the national and regional levels.
- IX. A Dashboard will be created to input data on indicators, visually track, analyse, and display metrics and data points to monitor the implementation status of the CYDAP – Youth Development across the Region.

Methodology

The methodology for this consultancy will be finalised by the consultant during the inception phase. The following three phases should be incorporated in the finalisation of the methodology.

Phase 1: Inception: Desk review, develop Results-based Management architecture, development and pretesting of data collection instruments, and preparation of the inception report.

The relevant documents including the list of goals and the draft results framework and templates will be shared with the consultant. The consultant is expected to source other documents to contribute to his/her understanding of CARICOM's youth programme and inform the preparation instruments and the inception report. The consultant will commence work on November 10, 2021 and by April 30, 2022, would have concluded and submitted the final report which would have incorporated feedback from stakeholders. The consultant is expected to work closely with UNICEF and CARICOM through every phase of this consultancy.

Phase Two: Data collection, consultation, and drafting: Preparation of change-management strategies for buy-in of the CYDAP at the sector level in each Member Country.

During this phase, the consultant is expected to complete the following tasks:

- Conduct Stakeholder Analysis and Map
- Develop a Stakeholder Analysis and Mapping Report
- Review existing Results framework for updating
- Conduct three Consultations
- Conduct a competency assessment of the youth sector (geared toward implementation and monitoring)
- Develop and implement a Change Management Plan outlining and enacting activities to mitigate resistance and build capacity
- Develop a Competency Development Plan
- Develop a Draft Communication Plan
- Share Draft Communication Plan with Key stakeholders
- Develop with key stakeholders a draft Youth Mainstreaming Framework
- Share draft Youth Mainstreaming Framework with key Stakeholders
- Finalise and submit Communication Plan and Youth Mainstreaming Framework Strategy
- Develop Draft Implementation Plan
- Consult with technocrats at the sector level on their input into the implementation of the CYDAP

- Conduct competency development workshops for the relevant implementors
- Develop a draft dashboard to monitor progress towards results.

Phase 3: Finalisation: Development of the CYDAP implementation Plan with provisions for capacity strengthening where necessary and report writing.

At this stage of the consultancy, the consultant is expected to incorporate the feedback from stakeholders and finalise the following deliverables. (All deliverables will be reviewed and approved by UNICEF and CARICOM.)

- Submit An updated/Finalised Results Framework
- Submit A Risk-informed Monitoring and Evaluation Plan
- Submit A Finalised Implementation Plan
- Submit Finalised M&E Plan
- Submit completed Accountability Framework
- Submit finalised Dashboard to monitor progress towards results
- Submit Final Report on the consultancy (on the implementation of the Change management Plan, competency development workshops; and make PowerPoint Presentation of findings and recommendations.

Limitations

At the time of writing this TOR, the main limitation posed to this assignment relates to the COVID19, which is affecting Guyana as it is the rest of the world. Currently, it is impossible to predict how the emergency will unfold in the coming months and whether constraints will be relaxed, continue or become more restrictive. This will be observed consistently.

Ethical considerations

UNICEF supports evidence generation conducted in full compliance with ethical considerations. The ethical review will include the complete inception report and related data collection instruments, and other tools as applicable (consent form, protection protocol). No information including data collected and or reviewed to which the evaluator is privileged during the time of this consultancy - as a direct or indirect result of being the evaluator for this consultancy- can be shared and or be used by the evaluator neither can s/he approve the use of the whole or any part of it, for personal or professional purposes, without approval in writing from the CARICOM and UNICEF, jointly.

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

Budget Year: 2021	Requesting Section/Issuing Office: Monitoring and Evaluation	Reasons why consultancy cannot be done by staff: The work to be done is extensive and require a specialised skillset.	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify: (This activity was added at mid-year)			
More information is available in the Child Safeguarding SharePoint and Child Safeguarding FAQs and Updates			
Consultant sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		If Extension, Justification for extension:	
Supervisor: Monitoring and Evaluation Specialist <i>(in partnership with the Deputy Programme Manager, Youth Development, CARICOM Secretariat)</i>	Start Date: November 2021	End Date: April 2022	Number of Days (working) 70
Work Assignment Overview			
Tasks/Milestone:	Deliverables/Outputs:	Timeline (Days)	Estimate Budget (%)
Inception	Inception report and data collection instruments/guides	10 (By Nov. 15)	20
Data collection, consultation and drafting	Stakeholder Analysis and Map Draft of Results framework; risk-informed Monitoring and Evaluation Plan; a change Management Plan; Youth Mainstream Strategy; Communication Plan; Competency Assessment and development Plan; Implementation plan; accountability framework and a monitoring dashboard.	50 (By Feb. 28)	40
Finalisation	The final version of Results framework; risk-informed Monitoring and Evaluation Plan; a change Management Plan; Youth Mainstream Strategy; Communication Plan; Competency Assessment and development Plan; Implementation plan; accountability framework and monitoring dashboard. Final deliverables, report and summary presentation (PPT or other dissemination tools)	10 (By April. 30, 2022)	40

Estimated Consultancy fee:	TBD		
Travel International (if applicable)	NA		
Travel Local (please include travel plan)	NA		
DSA (if applicable)	NA		
Total estimated consultancy costs¹	TBD		
<p>Minimum Qualifications required:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>The consultant should possess an Advanced University Degree in either of the following areas:</p> <ul style="list-style-type: none"> Monitoring and Evaluation, Data Science, Demography, Statistics, Social Policy, Business Administration, Management, Strategic Planning, Organisational Change and Development, Development and Planning, Social Sciences or another related field 	<p>Knowledge/Expertise/Skills required:</p> <p><i>Required</i></p> <ul style="list-style-type: none"> A minimum of 5 years of professional experience in building governance-science systems. Proven strong consultation and group facilitation skills. Proven experience in designing Theory of change and results frameworks. A demonstrable understanding of child-and-youth work Proven experience in facilitating and collecting information, including data collection with youth Knowledge of the equity and gender approaches and their application Knowledge of Results-Based Management Fluency in spoken and written English Good ability to write reports clearly and concisely. Strong organisational, and presentation skills <p><i>Desirable:</i></p> <ul style="list-style-type: none"> Previous work experience with the CARICOM, United Nations System and or development, bilateral/multilateral organisations <p>Roles and Responsibilities</p> <p>The roles and responsibilities of this consultancy will be shared thus:</p> <ul style="list-style-type: none"> UNICEF will ensure the widest possible circulation of these terms of references. UNICEF and CARICOM will peruse all applicants, conduct shortlisting, interview shortlisted candidates, and select the Consultant jointly. UNICEF will hold the contract for the selected consultant and all deliverables will be submitted to UNICEF as the contracting agency. However, all deliverables will be reviewed and cleared by both UNICEF and CARICOM. UNICEF will make payments for the individual phases of the consultancy, once deliverables are cleared by both UNICEF and CARICOM 		

- UNICEF and CARICOM will be monitoring the implementation of this consultancy jointly.
- The consultant evaluation and the end of this consultancy will be done by UNICEF and CARICOM, jointly.

APPLICATION REQUIREMENTS: Interested persons are asked to apply by October 21, 2021, online (link will be provided in Advertisement). Please ensure the following is shared with the expression of interest. Successful candidates will be notified by the UNICEF Human Resources Officer by the end of the second week after the application closes.

- A technical proposal for the assignment
- A financial proposal for the assignment

The *technical proposal* should include a detailed methodological proposal, a CV, a motivation letter, examples of relevant experience to ensure the quality of the presented proposal and minimise the disqualifications.

The Technical Proposal will be weighted thus:

Area	Maximum score
Quality of methodological proposal	20
Relevance of Qualification and experience	15
Motivation letter	10
Examples of similar experience (2 copies of contracts that prove participation)	10
Availability for the assignment	5
Total	60

The *financial proposal* should be as detailed as possible, and it is recommended that the proposal be broken down by the proposed number of days of work and the daily rate, travel costs and per diem.

The Financial Proposal will be weighted thus:

Area	Maximum score
Proposed number of days for assignment	20
Daily rate	20
Total	40

<p>Administrative details: Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/></p>	<p><input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/></p>

Conditions and remarks:

All Candidates are required to submit: (a) technical proposal (b) financial proposal. Applications without these proposals will not be considered

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.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check. Successful individuals will be required to produce the following:

- Certificate of good health
- Proof of Health Insurance
- Statement of good standing
- Designation of beneficiary form
- Mandatory training certificates from UNICEF’s e-learning platform (prior to commencement of the Assignment)