TERM OF REFERENCE
FOR AN ASSESSMENT ON FORMAL EMPLOYMENT OPPORTUNITIES

Project Title: Pathways for Sustainable Employment for Women and Youth in Ghana and Ethiopia (PASEWAY)

Commissioning Office: Plan International Germany

Type of Exercise: Assessment on Formal Employment Opportunities

Target and Location: TBD, Ghana and/or Addis Ababa, Ethiopia

Contract period: 11th January 2019 to 25th February 2019 (Assessment on Formal Job Opportunities)
Additionally max. 10 working days in March/April 2019 (Feasibility Check)

1. Background

About Plan International: Plan International is an independent development and humanitarian organization, with no religious, political or governmental affiliations. Working with children, their families, and communities, Plan is one of the world’s largest development organizations with the objective to achieve sustainable change and to enhance the living conditions of the people in partner countries. For over 80 years Plan has been working to tackle poverty, violence and injustice and to encourage girls and boys to actively shape their future. Plan is working in long-term partnerships with local people, organizations and government bodies at all levels.

About the project: In spite of efforts to create opportunities for employment, youth unemployment remains a significant challenge in Ghana and Ethiopia. Plan International Germany is in the process of sourcing funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) under the special initiative “Vocational Training and Employment” (Annex 1) to design and implement a project titled ‘Pathways for Sustainable Employment’ (PASEWAY). The project will contribute amongst others to the following global indicators:

1) Number of people newly employed in companies,
2) Number of people benefitting from improved incomes,
3) Number of people who are affected by a qualification or benefit from this training measure

Whilst it is clear that most jobs are generated through the informal sector in Ghana and Ethiopia, the formal employment market also provides employment opportunities and thus potential entry points to address youth unemployment. Plan’s analysis in the build up to project design has shown that one major challenge for youth to enter the formal job market are gaps in terms of technical skills, knowledge, values and attitudes amongst the youth (15-30 years). As a result they are often unable to take advantage of employment opportunities in the formal sector.

In order to advance project design, Plan International Germany is seeking a consultant or firm qualified and experienced in job market assessments to conduct an assessment for the project in Ghana (exact location TBD in study) and Addis Ababa, Ethiopia. Consultants can submit offers for both or one of the countries - technical and financial proposals shall be submitted separately for each country via E-Mail only (see section 10). All reports shall be submitted for each country respectively (separate reporting).

The project will be implemented through a locally registered non-for profit organization with a strong expertise in youth economic empowerment.

2. Overall goal and objectives of the Consultancy

The purpose of the study is to provide Plan International Ghana and Ethiopia with a sound basis for developing a project concept, by identifying project prerequisites, opportunities and risks. This enhances project effectiveness and helps avoid bad investment decisions from the start.

Market Scan Assessment

- Provide a gender sensitive analysis of barriers and opportunities for youth with respect to the formal economic sector
- Outline youth job opportunities, including formal employment opportunities, and local businesses for youth, training opportunities for youth and job/ training qualification programmes
- Assess the underlying root causes of youth (disaggregated by sex and age) unemployment
- Identify key aspects that enhance youth employability in the respective sectors / enterprises and identify the barriers (financial, access, training etc.).
- Identify respective TVET and other formal training institutions which could be targeted by a project intervention
• Assess the knowledge and skills gaps of TVET and other formal training institution graduates in getting employment in the respective sector disaggregated by sex.
• Provide an overview of existing programmes and partners in the field of youth economic opportunities in the identified areas (Ghana TBD, Addis Ababa)
• Assess available financial resources that can support youth formal business engagement
• Hold consultations with partners in the development sector on existing programmes and partnerships and gaps within current programmes
• Identify priority sector(s) with high development impact
• Data on the type of businesses for partnerships in the formal sector
• Data on the type of jobs and employment that are sustainable in the formal sector
• Information on type of training and skills that will be required to do these jobs
• Highlight labour and social standards and lack of standards in the identified sector
• Provide an analysis of potential for formal youth employment in the green sector (environmental sustainability)

Partners

• Identify potential partnership opportunities with private sector actors who can provide quality internships/on the job training/employment opportunities.
• Identify locally registered non-for-profit partner organization(s) that have proven expertise in the implementation of youth economic empowerment programmes in the identified sector(s).
• Provide information on the government strategies to address youth employability.

Innovative Approaches

• Share innovative approaches and business ideas identified in the programme countries with potential for duplication and or scaling up

Share Results and analysis in the programme design workshop

• Provide clear recommendations for a niche and programme interventions
• Provide overview of similarities and difference between findings from Ghana and Ethiopia

This Term of Reference is a working document to guide an independent Consultant. It is expected that the work will involve series of engagements with youth, Plan International Ghana and Plan International Ethiopia, the formal private sector, TVET Institutions, relevant ministries, GIZ and KfW in Ghana and Ethiopia, companies and other institutions, district authorities (middle level and top management staff), and CSOs in order to better understand the sector of the economy and businesses/jobs that have market potentials.

3. Methodologies to be used in data collection and analysis, including for discussion with stakeholders

Prospective consultants are invited to suggest their methodology and approach but the market scan methodology shall combine a qualitative and quantitative approach by secondary and primary data. Gender approach is required in the process of data collection and analysis

a) Secondary Data Sources
A desk review of secondary data sources will gather, review and analyze all relevant literature, policy and programme documents issued by governments, and other relevant parties within the scope of the current market situation.

b) Primary Data Sources
Primary data will be collected directly for the purpose of this assignment. The data will be collected through questionnaires/Focus Group Discussion (FGDs)/ Key Informant Interviews (KII)/ Most Significant Change (MSC) from different stakeholders such as government policy makers, employers, human resource manager of companies, TVET institutions, occupation associations, relevant trade unions, worker unions, employers organisations and youth and women (15-30 years) ensuring proper segmentation of gender, age, and other relevant characteristics.

4. Scope of Work

Stage 1: Submit workplan including deadlines for submission of reports and information
Stage 2: Desk review
• Analysis of relevant policies, legal frameworks (trade/workers unions, government etc.) and national and regional labor legislation for youth employability as well as ratified ILO conventions,
• Analysis of the growth trends over the past 5 years of key industries and economic sectors that are suitable for sustainable employment based on key indicators proposed by the consultant (in case of Ethiopia the focus of the analysis should be Addis Ababa only; in case of Ghana the consultant shall identify relevant geographical areas based on the identified economic sectors suitable for sustainable employment of youth),
• Analysis of the situation of youth and women (15-30 years) with focus on their participation in the formal labour market, working conditions and working environment.

Stage 3: Discuss the desk review outcomes with Plan Ghana/Ethiopia
• After the desk review, the consultant shall submit the report, present the findings of the desk review and make recommendations on the sector(s) and the specific(s) to conduct the market scan assessment. The scope of the market assessment will then be jointly set by the consultant(s) and Plan International Ghana/Ethiopia.

Stage 4: Conduct Market Assessment
• Collect and analyse relevant data according to the overall goal and objectives of the assessment under consideration of outlined methodology. The consultant shall collect data from all relevant partners who are outlined in section two and identified during the desk review.
• The Consultant will submit a draft report and finalise it based on comments and inputs from Plan International.
• The consultant shall present his findings and recommendations for a future youth economic employability project in the formal sector at a planning workshop which will be held in February 2019 (dates to be confirmed) in Accra, Ghana and Addis Ababa, Ethiopia.

Stage 5: Feasibility Check
• The consultant will receive a project proposal that will be developed by Plan International based on the findings from the market assessments.
• The donor guidelines require a feasibility study to provide the implementing organisation with a well-founded basis for the development of the project concept, in which the prerequisites, opportunities and risks have all been clarified. By going through this process, the effectiveness of the project will be increased, and unsuitable investments will be avoided at an early stage. As the market scan assessment provides already a great part of the feasibility study, only a final feasibility check shall be conducted by the consultant according to the formal criteria set out by the donor (Annex 3).
• The Consultant will submit a draft report and finalise it based on comments and inputs from Plan International.
• Plan International will use the feasibility check to further improve the project proposal.

5. Intended users of the market scan assessment and key stakeholders
Intended users: Plan International and the donor will be the primary user of the market scan assessment results. Findings from the study will feed into the project design phase. Involvement: Relevant government institutions, TVET Institutions, Plan International Ghana/Ethiopia, Plan International Germany, businesses, employers, human resource managers, youth and women.

6. Expected key deliverables and time frames

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Indicative time frame</th>
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<tbody>
<tr>
<td>Submit technical and financial proposal</td>
<td>January 6th, 2019</td>
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<tr>
<td>Award contract</td>
<td>January 11th, 2019</td>
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<tr>
<td>Submit workplan including deadlines for submission of interim results</td>
<td>January 14th, 2019</td>
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<tr>
<td>Desk review</td>
<td>January 14th to 20th, 2019</td>
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<tr>
<td>Submit draft desk review report</td>
<td>January 21th, 2019</td>
</tr>
<tr>
<td>Consolidate comments and improve the draft desk review</td>
<td>January 24th to January 27th, 2019</td>
</tr>
<tr>
<td>Submit final desk review report</td>
<td>January 28th, 2019 COB</td>
</tr>
<tr>
<td>Meeting with Plan International Ghana/Ethiopia to agree on sector for market scan assessment</td>
<td>January 30th, 2019</td>
</tr>
<tr>
<td>Data collection and analysis for market assessment</td>
<td>January 31th, 2019 to February 10th, 2019</td>
</tr>
<tr>
<td>Submit a list of locally registered non-for profit organisations in the field of development (non-governmental institutions) with proven expertise in the implementation of youth economic empowerment programmes in the identified sector(s)</td>
<td>February 10th, 2019</td>
</tr>
<tr>
<td>Submit draft market assessment report</td>
<td>February 17th, 2019 COB</td>
</tr>
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</table>
Consolidate comments and improve the draft market assessment | February 20th to 24th, 2019
Submit Final Report | February 25th, 2019
Present the results and recommendations during the planning workshop in Accra and Addis Ababa | Beginning of March (tbd) - 1 day
Review project proposal developed by Plan International based on the market assessment | March 25th to 28th, 2019
Submit draft feasibility check | March 28th, 2019 COB
Consolidate comments and improve the draft feasibility report | April 4th to 7th, 2019
Submit final feasibility check report | April 8th, 2019

7. Required competences and experiences
- Have good knowledge in qualitative and quantitative data analysis using Microsoft Excel, Minitab, SPSS, CSPRO, STATA and other statistical software.
- Strong experience in conducting market scans in relation to businesses, vocational skills and ecological sustainability.
- Good knowledge of the economic sector in Ghana and Ethiopia
- Proven expertise in youth economic empowerment in the development sector
- Knowledge of and experience in gender issues;
- Fluency in English and relevant local languages (spoken and written);
- Ability to produce high quality work and reports under tight timeframes
- Ability to form constructive relationships with the relevant stakeholders
- Ability to produce well-written reports, in a plain and approachable text, demonstrating excellent analytical and communication skills.
- Minimum of a Master’s Degree in Development Management/Studies, MBA, Natural Resource Management, Environmental Science, Human/Physical Geography, Economics
- Has proven experience of at least 10 years in job market assessments and/or youth economic empowerment

8. Fees and costs
The total charge to be paid for the consulting assignment will depend on the technical proposal. A technical and financial proposal based on the Term of Reference outlined above must be provided. The consultant is responsible for all arrangements and costs (travel, training of enumerator’s etc.) that are necessary to complete the assignment.

It is understood and agreed that the consultant shall, during and after the effective period of the contract, treat as confidential and not divulge, unless authorized in writing by Plan International Ghana/Ethiopia, any information obtained in the course of the performance of the Contract. Information will be made available for the consultant on a need-to-know basis. Field visits will be assisted by Plan International Ghana/Ethiopia staff. The selected consultant will commit to respect Plan’s Safe Guide Policy to prevent any harm from participating children and youth.

10. Submission of proposals and criteria for evaluation
Qualified consultants must submit both technical proposal (max. 6 pages) with CV’s between 2-3 pages, work plan, composition of team, methodology, recent sample of a similar work and financial proposal (separately for Ghana and Ethiopia) detailing consultant(s) itemized fees, data collection and administrative costs to Lidia.Mordel@plan.de.

Criteria for the evaluation of the technical proposal:

<table>
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<tr>
<th>Criteria</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Experience in job market assessments / youth economic empowerment</td>
<td>20</td>
</tr>
<tr>
<td>Quality of the technical proposal incl. workplan</td>
<td>35</td>
</tr>
<tr>
<td>Qualification of the proposed experts</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Technical proposals must achieve at least 70 points in order for the respective financial proposals to be opened.

Evaluation of the financial proposal: Every financial proposal receives a number of points (F) over 100. The maximum, 100 points, will be attributed to the lowest financial offer. For the remaining financial offers, the calculation will be as follows:

\[ F = 100 \times \frac{P_{\text{min}}}{P} \]

P: financial offer in question
Pmin: lowest financial offer

Establishment of the overall rank: \( N = 0.7 \times T + 0.3 \times F \)

The contract will be awarded to the consultant / consultancy firm scoring the highest \( N \).

**11. Proposed Report Structure**

Expected report structures for the market assessment and the feasibility check are outlined in Annex 2.

**12. Permissions**

The consultant is responsible for obtaining the necessary permissions to implement the data collection at the respective level.

**13. Ethics**

The consultant is obliged to respect the following ethical and child protection requirements:

- **Fair and inclusive:** The consultant should seek the views of various stakeholders: Youth with and without disabilities, their families, CSOs, community, partners and government actors and be able to identify and address potential conflict of interest and unequal power relationships. Special efforts should be made to make the research process sensitive to gender and inclusion.

- **Conflict of interest:** The consultant must demonstrate the necessary independence and declare any conflict of interest and potential biases, including bias towards any of the stakeholders, target groups, types of research methodologies or approach, social, political or religious prejudice.

- **Based on rights and ethics:** The consultant must respect the rights and dignity of participants as well as comply with relevant ethical standards and Plan’s Child Protection Policy and Code of Conduct. The research must ensure: appropriate, safe, non-discriminatory participation; a process of free and un-coerced consent and withdrawal and confidentiality and anonymity of participants. The informed consent of each person (including children) participating in data collection should be documented.
**ANNEX 1**

**Special Initiative Vocational Training and Employment**

1. **Brief description “Training and Employment”**

The special initiative “Vocational Training and Employment” of the Federal Ministry for Economic Cooperation and Development (BMZ) supports organizations in developing countries in the development of new labour and employment opportunities. To this end sustainable investments should be created, as well as employment opportunities through cooperation with the local economy. Special focus is on conception of new innovative approaches to increase decent work, in particular by means of qualification and vocational training measures. The main starting points are networking and planning of job partnerships between the German development cooperation, civil society and the private sector, and the promotion of regional business locations and industry-specific clusters in terms of ecological and social sustainability.

Projects should contribute to at least one of the following indicators:

1. Number of people newly employed in companies,
2. Number of people benefiting from improved working conditions (e.g. labour and social standards),
3. Number of people benefiting from improved incomes,
4. Number of people who are affected by a qualification or benefit from this training measure.

Projects to promote the ecological and social sustainability of clusters (economic sectors, industrial parks, etc.) and companies are also relevant.

2. **Criteria for the funding of German, non-governmental organisations with local partner organisations in the partner country: (e.g. length of funding, target countries, thematic limitation, and application of standard indicators)**

- Implementation through local partner organisation (should have necessary capacity to implement large institutional donor grants)
- Project volume: between EUR 1 million and max. EUR 3 million.
- Project proposals must include a cash outflow plan with fixed annual maturities included.
- The cash outflow plan laid down in the grant notice is fixed and does not allow any changes
- Funds cannot be exchanged between the years.

3. **Type and amount of support (percentage amount of support, period)**

- The project will run for up to 4 years from 2019-2022.
- As a rule, the own share is 25 %, in countries in transition and crisis 10 %.
ANNEX 2

Report structure Market Scan Assessment (including desk review)

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   3.8. Recommendations of the economic sector(s) for the project intervention and project measures

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      5.2.2. Private Sector Actors
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         5.2.2.2. Analysis of the interest of business and companies in a cooperation
         5.2.2.3. Needs assessment of the Private Sector Actors in terms of access to qualified labour force
5.2.2.4. Qualified estimation of number of internships and practical training which can be conducted in cooperation with the Private Sector

5.2.3. TVET and training institutions
   5.2.3.1. Relevant TVET and training institutions in the identified sector
   5.2.3.2. Analysis of the interest of TVET and training institutions in a cooperation
   5.2.3.3. Needs assessment of the TVET and training institutions in terms of provision of quality training

5.2.4. Trade/worker unions, chamber of commerce and industry associations

5.2.5. Relevant Actors in the field of development (non-governmental institutions) and in-depth analysis of current programmes in the identified sector(s)

5.2.6. Relevant locally registered non-for profit organisations in the field of development (non-governmental institutions) with proven expertise in the implementation of youth economic empowerment programmes in the identified sector(s)

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Additional Pages:
Annex:
- References
- List of tools, questionnaires, photos and others collected through the study
Guidance note on procedures for feasibility check

This procedural guide is intended to provide guidance on carrying out feasibility checks that are commissioned, prior to project implementation, under the BMZ's budget for development projects run by private organizations.

The feasibility check report should be at least 15 pages but no longer than 30 pages.

Feasibility check shall assess the planned project based on OECD/DAC criteria (see http://www.oecd.org/dac/evaluation/49756382.pdf)

a) Relevance: Are the planned project activities appropriate for addressing the problem?
   - Does the project approach address a key development problem or constraint in the partner country or region?
   - Is the approach in line with the needs of the target groups?
   - What changes are planned to have been accomplished by the project after it has been completed?

b) Effectiveness: What is the most suitable project approach to achieving the objectives?
   - Are the measures and the chosen methodology suitable for reaching the project objective? Should activities be planned at the meso and/or macro level (multi-level approach) in order to make the project more sustainable?
   - Will use be made of synergies with interventions supported by other donors or programs?
   - What measures does the study recommend with a view to achieving objectives?
   - What impact logic/impact hypothesis should the project be based on? What could a meaningful logical framework look like, including suitable and informative indicators (presentation of a first rough draft of indicators and baseline data)?
   - Who will monitor impacts? When? At what intervals? (Impact monitoring)

c) Efficiency: Can the objectives be achieved in an economically efficient way through the planned project?
   - What financial, institutional and human resources will be needed?
   - Will it be possible to implement the planned measures within the time allocated for the project and based on the resources that are planned? Will it be possible to achieve the desired impacts, and will all that be possible in an economical and efficient manner (in terms of cost-benefit ratio)?

d) Significance / overarching development impact: Will the project help achieve broader development impacts?
   - Which objectives and impacts derived from the problem/needs analysis are to be achieved, and for what target groups?
   - To what extent will the project have a structural impact, to what extent can it serve as a model, and to what extent will it have a broad-based impact? Would it be advisable to pursue a multi-level approach (micro, meso and macro levels) in order to increase significance and effectiveness?
   - To what extent have aspects relating to gender sensitivity, inclusion of persons with disabilities, cultural sensitivity, conflict sensitivity and human rights been incorporated in the project's objectives?

1 BMZ: German Federal Ministry for Economic Cooperation and Development
ANNEX 3

**e) Sustainability:** Will the positive impact last after the project has been completed (without further external support)?

- How can sustainability of results and impacts be ensured and reinforced (in institutional, economic, social and environmental terms)?
- What are the roles and responsibilities of governmental and/or civil society institutions? To what extent will the project be able to build on local potential, institutions and procedures? What measures and instruments are best suited to harness and strengthen local ownership and initiative, participation, and capacity?
- Which socio-cultural barriers may impede the planned approach, and how can they be overcome?
- What negative consequences and impacts might result from project implementation? To what extent will it be possible to consider and address these risks in the project/project concept (e.g., Do No Harm approach, conflict-sensitive impact monitoring, etc.)?
- What risks are involved in project implementation (personal risk for those implementing the project, institutional and reputational risk, contextual risk)? How can they be minimized?