



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Contract for Individual Consultant

Request for written proposal

Reference: Call for proposal- TVET Innovation Expert

Date: 20/12/18

Request to submit a written proposal for a work assignment with UNESCO

UNESCO is inviting written proposals from Individual Consultants for the work assignment described in attachment A.

To enable you to prepare a proposal for this assignment, please find attached the following documents:

- (a) Terms of Reference (see Annex A);
- (b) UNESCO's contract for Individual Consultants (Sample) (Annex B);
- (c) Background material concerning the work assignment [if any] (Annex C)

Your written proposal should comprise:

- (a) A **Technical Proposal** consisting of
 - an up to date curriculum vitae, and
 - an approach and methodology for the assignment, a workplan and comments on the Terms of Reference if any (in brief).
- (b) A **Financial proposal** consisting of the amount to be charged for the assignment, which should be quoted in US dollars or in euros only.

Your proposal and any supporting documents must be in English.

UNESCO places great emphasis on ensuring that the objectives of the work assignment, as described in the Terms of Reference, are met. Accordingly, in evaluating the proposals for the assignment, attention will focus first and foremost on the technical elements. From those proposals deemed suitable in terms of the criteria in the Terms of Reference, UNESCO shall select the proposal that offers the Organisation best value for money.

Your proposal should be submitted by e-mail no later than close of business (17:00) on 10 January 2019. E-mail proposals should not exceed 5MB.

The e-mail address is:

unevoc.hr@unesco.org

It is the individual's responsibility to ensure that his/her proposal is received by the deadline.

Thank you for your interest in this UNESCO assignment; and we look forward to receiving your proposal.

Terms of Reference

CALL FOR PROPOSAL – INDIVIDUAL CONSULTANTS
Project: UNEVOC Skills for Innovation Hub Project
February – December 2019

1. Background

UNESCO is undertaking an initiative that aims to strengthen TVET institutions and raise their potential to play a key role to promote innovation, entrepreneurship and sustainable development, not only within their own organizations, but also more widely in their local communities. This cooperation which is implemented through the UNESCO-UNEVOC International Centre for TVET, has the aim to facilitate institutional development and to build institutional capacities that will help TVET institutions to become learning ‘hubs’ where all stakeholders - teachers, leaders, students, entrepreneurs, the private sector, local or regional authorities – can be supported in the development of ideas and practices.

As implementing institution of the project, UNESCO-UNEVOC draws on its experiences in advising and managing a global Network of TVET institutions (hereinafter called UNEVOC Centres) which are present in the UNESCO Member States. UNESCO-UNEVOC provides institutional guidance to TVET institutions and leaders in facilitating the effective transformation of TVET. It has designed the “**Skills for Innovation Hubs (i-hubs)**” initiative, a component of the project, “Developing TVET institutions for entrepreneurship, innovation and sustainability”. The initiative will test the notion that making TVET more innovative increases people’s potential to innovate and be prepared for the changes that are happening in the economy and society. Underpinned by the principles of innovation in TVET, the project pays attention to the functions and potential of TVET institutions in the UNEVOC Network which are ideal for acting as skills for innovation hubs. The process to be employed in this initiative reflects a systemic approach through which the TVET institution consolidates its contribution to skills for innovation and the innovation of skills by embedding, actions and communicating institution-wide culture and capacity for innovation; actively/openly orchestrating with stakeholders and assets from its eco-system; developing and delivering innovative learning products and processes to provide future proof employability of graduates and adults in the entrepreneurship, digitalization and greening sectors; stimulating and nurturing innovative ideas and initiatives in the school and eco-system; and actively learning and strengthening its capacity for innovation. The process will be implemented in four phases, which includes Phase 1- planning and preparation (January-March 2019); Phase 2- Gap analysis and capacity development (April – July 2019); Phase 3- Implementation of Innovation Action and Interim project progress meeting/reporting (August – December 2019). The outcomes of the project are intended to be shared across the UNEVOC Network and wider TVET community by 2020.

2. Purpose of the assignment

Within the framework of this project, UNESCO-UNEVOC is seeking professional services of a senior-level International **Consultant to act as Expert on TVET Innovation and support the work of UNESCO-UNEVOC**. The Consultant is expected to provide project leadership and thematic expertise on TVET Innovation towards the effective implementation of the i-hubs initiative. The

goal is to support institutional capacity development of TVET schools to enable them become effective hubs for developing skills for innovation.

3. Duties, tasks and expected results

The assignment will progress ensuring that the three result areas are achieved:

Result area 1:

Launching of the project with clear project methodology and resources, and partnership arrangements with pilot institutions

Objective:

- To set in motion the initial phase of project implementation and partnership agreements guided by the tools and resources developed for the project

Result area 2:

Effectively guiding pilot institutions in Europe, Asia and Africa to undertake gap analysis, stakeholder analysis, institutional assessment using balanced score-card and capacity development activities

Objectives:

- To pilot-test the tools and resources
- To build capacity towards the formulation and development of innovation actions in the pilot TVET institutions
- To support documentation of progress of institutions

Result area 3:

Development of innovation actions/ products, establishing the development and innovation role of institutions in their local and regional ecosystems

Objectives:

- To enable TVET institutions in driving innovation in their ecosystems
- To disseminate and facilitate sharing of innovation practices

Tasks to be performed

Under the overall authority and supervision of the Head of Office of UNESCO-UNEVOC and his designated programme staff, the Consultant will undertake the following tasks and responsibilities:

- 3.1 Review and develop further the project conceptual documents and tools which include, but are not limited to:
 - (i) Concept paper (validated draft available)
 - (ii) Gap analysis framework (to be developed)
 - (iii) Stakeholder analysis framework (draft available)
 - (iv) Balanced scorecard (draft available)
 - (v) Action plan outline (to be developed)
 - (vi) Innovation practice concept (to be developed)
- 3.2 Facilitate the 2-day Project Launch meeting planned in Bonn, Germany during the first quarter of 2019. In the capacity as the lead UNEVOC Expert, the Consultant will

participate in the meeting and present the overall project. As part of preparatory work, the Consultant shall:

- (i) Work in collaboration with the UNEVOC project team in preparing and developing the launch documents, including a detailed agenda and session plans for introducing the initiative to targeted pilot institutions.
 - (ii) Develop the capacity development guidelines. The guidelines shall enable and support innovation agenda in the TVET institution
 - (iii) Propose a template for reporting of the outcome of gap analysis
- 3.3 Implement any minor adjustment on latest versions of the i-hubs project documents, consolidating all the substantive outcomes of discussion into practical action points for UNEVOC Project Team to follow up. In collaboration with the Project Coordinator, ensure that the project documents are ready for use by the intended target institutions
- 3.4 Participate in regular consultation and update meetings with the Project team, ensuring that the Consultant has a full overview of the different stages of implementation at institution level and provides guidance in terms of innovation strategies.
- 3.5 Provide leadership and practical guidance during in-country activities. In this capacity, the Consultant shall act as Expert / Facilitator to support institutions in (a) Gap Analysis and stakeholder mapping, and (b) Capacity development activities. This responsibility shall be implemented in four pilot institutions / countries. Specifically, the Consultant will be responsible for:
- i) Communicating directly with institution's management on implementation phase; development of a working plan with four institutions to operationalize the project agreement. *(Note: UNESCO-UNEVOC will sign specific agreement documents with each pilot institutions)*
 - ii) Sourcing and reviewing relevant materials about innovation in the local/regional development context of the institution and analysis of opportunities to enable innovation by the institution
 - iii) Ensuring that the terms of partnership agreement with TVET institutions as pilot sites of the i-hubs initiative are implemented as planned, and are monitored
 - iv) Planning and conducting missions in 4 countries with the aim to facilitate steps 3.4 (a) and (b)
 - v) Preparing reports on the outcome of Gap Analysis and stakeholder mapping in four pilot institutions; consulting institutional management towards the finalization of the reports
 - vi) Monitoring and provision for analysis of the overall performance and progress against the balanced scorecard in the four institutions under the Consultant's responsibility; this process shall ensure collection of verification of the hard and soft data as evidences of institution's reports or information
 - vii) Provision for guiding any need for localizing the tools and resources provided by UNESCO-UNEVOC)
 - viii) Preparation of short briefing notes for use in updating UNESCO field office in the country of pilot site *(Note: Each of the missions to be undertaken by the UNEVOC Consultant shall be informed to UNESCO field office prior to travel, the briefing shall provide basic information on the plans of activity while on mission and ideas on possible participation by field office representative to activities)*
- 3.6 Maintain an effective communication and coordination with the designated focal points of the institutions under the Consultant's responsibility.
- 3.7 Conduct a cross-analysis of the outcome of Gap Analysis activities from all the 10 pilot activities completed, ensuring that the analysis captures the key steps and outcomes.

- 3.8 Propose and draft guidelines for implementation and documentation of innovation practice
- 3.9 Provide advisory, virtual support and guidance to the institutions in terms of the process for development of innovation practice
 - (i) Preparation of documentation of innovation practices of the pilot institutions under the Consultant's responsibility,
 - (ii) Implementation of new innovation action,
 - (iii) Revision and finalization of promising Innovation Practices and other outputs for submission to UNESCO-UNEVOC.
 - (iv) Sharing of innovative practices using the UNEVOC TVET forum platform
- 3.10 Provide substantive input towards finalization of the Compendium of Practices and the process for development of global virtual knowledge platform
- 3.11 Prepare the project completion report and agenda for a final project meeting in collaboration with the Project Team
- 3.12 Consolidate all project documents and outcomes drawn from pilot implementation in all 10 institutions
- 3.13 Participate and present the outcome of the initiative during the Final Project Meeting tentatively set in November 2019.
- 3.14 Provide input to the finalization of the project documents and project evaluation after the final Project Meeting.

4. Timetable and deliverables

The Consultant is expected to deliver the following major outputs:

Deliverable 1- Progress report by 15 February 2019 with

- Finalized project concept documents and tools
- Annotated agenda and session plan for the Project Launch Meeting
- Draft Guidelines for capacity development approach to lead to innovation
- Draft Gap analysis report template

Deliverable 2- Progress report by 30 April 2019 with

- Consultant's work-plan for pilot activity implementation
- Briefing notes for UNESCO field office

Deliverable 3- Progress report by 25 June 2019 with

- Gap analysis and stakeholder mapping report; Action plan approved by institution management (up to 2 institutions)
- Draft guidelines for implementation and documentation of Innovation practice

Deliverable 4- Progress report by 25 August 2019 with

- Gap analysis and stakeholder mapping report; Action plan (remaining 2 institutions)
- Outcome of capacity development initiative in 4 institutions including mission reports (containing detailed report of intervention, results and names/contact of the people met)
- Balance score card institutional reports
- Summary of progress of Innovation practices and data collected (as annexes)
- Feedback on the working drafts/versions of the Compendium of Practices and the global knowledge platform development

Deliverable 5- Progress report by 20 October 2019

- Interim outcome report of i-hubs pilot implementation in 4 institutions
- Draft Project completion report
- Proposed final meeting agenda
- Draft Presentation slides for the final meeting agenda (by week 1 of November 2019)

Deliverable 6- Final report by 30 November 2019

- Final recommendations for project document finalization

5. Qualifications

A Senior International Consultant (TVET Innovation Expert) will be recruited to carry out the responsibilities set out in the ToRs of this Call for proposal. The Consultant to be recruited shall possess the following eligibility criteria:

- At least 10-15 years relevant professional experience;
- Relevant work in developing TVET systems or institutions in developing and developed country contexts;
- Demonstrated knowledge in TVET innovation at the institution level
- Proven track-record in designing tools for TVET needs analysis, institutional gap analysis, stakeholder analysis and capacity development of TVET institutions
- Experience in producing TVET resources and guidance tools at the highest level of quality.
- Willingness to work closely with the Project Team based in Bonn, work alongside experts, deliver as a team, each with unique and distinct contributions
- Ability to provide high-quality expertise in content development, critical review of project documents and provide an informed guidance to institutions of TVET
- Ability to analyse complex issues or develop new methods and/or approaches, which require identification and the in-depth examination of technical factors.
- Ability to provide solutions to technical problems or formulate proposal for intervention.
- Ability to work independently and remotely.
- Fit to undertake international travels to the project site countries.

6. Supervisory arrangements

The project will be supervised by the Head of UNESCO-UNEVOC and his designated focal point. Outputs to be developed by the Consultant will be consulted with and reviewed by UNESCO-UNEVOC based in Bonn, in close coordination with the Chief of Section of Youth, Literacy and Skills based in Paris.

7. Duty station

The work is home-based and will be carried out at the original duty station of the Consultant. Travels to Bonn and countries of assignment shall be organized and constitutes as part of official missions within the framework of this assignment.

8. Communication

In view of the heavy coordination expected within the Project Team (based in Bonn), the primary mode of communication will be via Skype or other virtual communication platforms. The Consultant shall be equipped with internet and computer facilities to ensure regular and clear connectivity at all times with the Project Team.

9. Missions

The Consultant shall travel to Bonn, Germany twice for the Project launch and for the Final meeting during 2019, and in at least four countries where the pilot schools are located. The specific countries of mission shall be determined at the Project Launch meeting with concurrence of the Consultant. Each of the missions to be undertaken shall last for up to five days (excluding travel time) while missions to Bonn shall last for up to a maximum of two days (excluding travel time).

The Consultant is responsible for organizing one mission to each of the four (project site) countries, to conduct face-to-face consultations and to support and implement the pilot activities of the i-hubs. The specific countries of mission shall be determined with the Consultant's concurrence. Each of the missions to be undertaken by the Consultant shall last for up to five days (excluding travel time).

The travel lump-sum shall be calculated based on UNESCO's rates and regulations.

10. Consultancy duration

This Consultancy shall be completed in **124 days** within an **11-month** period during 2019, inclusive of missions to Bonn and country project sites; missions shall be remunerated through a Travel lump sum, based on UNESCO's practices and rates.

Submission of Proposal

Candidates who meet the required qualifications and number of years of experience are eligible to apply and are invited to submit the Proposal by 10 January 2019 to unevoc.hr@unesco.org

1. A **Technical Proposal** (2 pages) comprised of
 - Latest **Curriculum Vitae** indicating the Consultant's suitability for the assignment
 - the Consultant's approach for driving innovation in TVET institutions in line with the Project methodology document.
 - A proposed **Working timeline** (in a Gantt chart format) indicating how the Consultant will carry out the assignment based on a 125-days engagement.
2. A **Financial Proposal** (1 page) providing the Consultant's consultancy fees quoted in USD or in Euros (lump-sum).