
TERMS OF REFERENCE FOR SERVICE CONTRACTING

Assignment	Accelerating Youth Skills and Talent for Green Jobs in MENA
Budget Source	
Location	Home-based with limited travel
Duration	6 months
Estimated number of working days	100 working days
Estimated Start date	Nov 1, 2026
Estimated End date	April 30, 2027
Reporting to	Generation Unlimited (GenU) Senior Programme Manager, in coordination with the Education Center of Excellence and the Migration and Displacement Hub, Amman, Jordan.

1. JUSTIFICATION/BACKGROUND

UNICEF is committed to ensuring that all children and young people acquire the knowledge, skills, and competencies they need to succeed in work and life. By 2035, 1.2 billion young people across the Global South will come of working age, while the world is projected to create only 400 million new jobs. At the same time, labor markets are being reshaped by two of the most powerful forces in recent history: artificial intelligence (AI) and the green transition. AI could affect 40 percent of jobs worldwide, while global AI spending is projected to reach US\$2.52 trillion by 2030. The green economy is also attracting capital at an unprecedented pace, with global clean energy investment reaching US\$2.3 trillion in 2025 and the ILO projecting that 100 million new green jobs could be created by 2030. The central challenge is whether these investments will translate into inclusive skills, employment, entrepreneurship and livelihood opportunities for young people, or whether vulnerable young people will be left outside the fastest-growing parts of the global economy.

Climate change is already hitting the Middle East hard through droughts, heat waves, rising temperatures, shifting rainfall, dust storms, and sea-level rise. These impacts threaten agriculture, water security, urban infrastructure and livelihoods, particularly in vulnerable communities such as refugees, women farmers and low-income workers. These hazards also disrupt education and skills development, weakening young people's transitions from learning to earning, particularly for displaced and vulnerable groups. New evidence from UNICEF's regional Loss and Damage analysis shows that climate-related hazards have already disrupted learning for more than 130 million children across Eastern and Southern Africa, caused an estimated US\$1.3 billion in direct damage to education infrastructure, and placed up to US\$140 billion in future lifetime earnings at risk—potentially rising to US\$380 billion by 2050 if action is not accelerated [1]. Countries like Tunisia and Egypt face declining crop yields and water scarcity, while cities like Amman struggle with extreme

heat and urbanization challenges (Carnegie Endowment 2024). Youth, who make up a majority of the region's population, already face some of the highest unemployment rates globally, and climate shocks worsen this risk by undermining household resilience, local economies and the sectors where many young people seek work. Climate action and a just transition to a green economy could mitigate the most severe of these consequences and, in the process, create millions of jobs and foster inclusive growth.

The ILO and Islamic Development Bank estimate up to 10 million new green jobs by 2050 if the region invests in clean energy, reforestation, green desalination and sustainable mobility (UN United Arab Emirates 2023). Yet this transition is unfolding in labor markets that are also being reshaped by the rapid diffusion of AI and digital technologies. Many green occupations — including renewable-energy systems, climate-smart agriculture, environmental monitoring and circular-economy platforms — are increasingly enabled by digital and AI tools, demanding large-scale reskilling in digital, AI and environmental technologies (World Economic Forum 2025). Surveys show that youth and workers increasingly value green skills, with significant demand for retraining and new technologies to adapt to a low-carbon economy (PwC 2024a; PwC 2024b).

Despite this opportunity, the enabling systems needed to connect young people to green jobs remain fragmented. Labor-market information on green occupations is scarce, inconsistent and often not disaggregated for youth, refugees, women or vulnerable groups. Employers lack clear and inclusive skills pipelines. Training providers frequently operate without validated demand signals. Development partners are piloting green skills activities without a shared investment architecture for scale. As a result, there is a missing bridge between green investment, employer demand, skills systems and youth livelihood pathways. Preparing MENA's youth for green jobs therefore requires strong green and technical skills alongside relevant digital and AI competencies, while ensuring that displaced and vulnerable youth are not excluded from emerging green livelihood pathways.

Under the Netherlands-funded PROSPECTS partnership in the Middle East, UNICEF started equipping young people in displacement and host communities with green skills and training for green jobs to strengthen their self-reliance and resilience (ILO, WB, UNICEF 2024). The aim of this contract is to leverage these approaches developed within the PROSPECTS partnership to promote a more systems-based approach to supporting young people transition from green skills to green jobs and develop an investment case for this agenda that can be adapted to other countries in the world.

2. OBJECTIVE / PURPOSE OF ASSIGNMENT

This initiative aims to develop a comprehensive Green Skills Learning-to-Earning Framework, an employer-validated, investment-ready portfolio of green youth livelihood pathways in Jordan and Lebanon, including pathways increasingly enabled by digital and AI technologies, with a specific focus on young people in displacement contexts and vulnerable host communities. It will also identify how secondary education, TVET and non-formal learning systems can equip young people to enter and progress through these pathways. It will combine policy and programme mapping, AI-enabled labor-market analysis, youth co-design and private-sector consultation to identify priority sectors, skills gaps, delivery models, verifiable outcome metrics and financing opportunities. The final output will be an investment prospectus and country-level portfolios that enable UNICEF, ILO, UNHCR, IFC, the World Bank, governments, donors and private-sector partners to scale inclusive green skills-to-jobs pathways across MENA.

Youth participation is a central component at all stages of the process. By working with young people throughout the full cycle of this initiative, the partners aim to ensure human-centered design and meaningful youth participation inform its content. The initiative will be co-designed and implemented with youth champions via a Youth Advisory Group composed of young experts from various sectors and geographies, including young women, refugees, displaced youth, youth entrepreneurs and young people already active in climate, AI, green business or community resilience initiatives.

The objectives are three-fold:

1. **Map the opportunities and challenges for green jobs creation for young people** — including priority sectors, occupations, skills gaps, employer demand, policy entry points and inclusion barriers — in the MENA region, with a focus on Lebanon and Jordan.
2. **Develop Costed Strategies for Green Skills and Jobs Implementation.** Develop national-level costed strategies for Jordan and Lebanon in priority sectors such as renewable energy, energy efficiency, climate-smart agriculture, water management, green construction, and other sectors identified for opportunities for greater economic inclusion of vulnerable youth. Follow UNICEF's Learning to Earning 6-step pathway. The framework helps to define the enabling actions, service delivery requirements, partner roles, quality standards, inclusion measures and outcome metrics required to support young people across the full pathway: Discovery; Access; Learning; Completion and Credentialing; Finding and Doing Work; and Sustainability and Decent Work.
3. **Develop an investment case for green jobs and youth livelihood pathways**, including those increasingly enabled by digital and AI technologies, with partnership models, indicative financing needs, expected outcomes, verifiable outcome metrics and pathways that can be adapted and scaled globally through UNICEF, PROSPECTS and Generation Unlimited platforms.

3. SCOPE OF THE WORK (WORK ASSIGNMENT)

UNICEF CoE in Amman, Jordan will engage a consulting firm to implement the activities listed under the supervision of the Generation Unlimited Senior Programme Manager in close collaboration with Education CoE, Migration and Displacement Hub, UNICEF Country Offices, ILO, UNHCR, IFC, the World Bank.

Given the breadth of the assignment, the consulting firm should combine expertise in youth employment and skills, green economy sectors, displacement and inclusion, labor-market analysis, private-sector engagement, AI-enabled data methods. In addition, given the focus on Jordan and Lebanon, the consulting firm should demonstrate a track record of working in the Middle East.

Scope of Work and Methodology

The consulting firm will carry out the assignment in two phases. Phase 1 will focus on inception, desk review, mapping and preliminary sector prioritization. Phase 2 will focus on deeper analysis, stakeholder consultation, portfolio design, validation and preparation of the investment case. Across both phases, the firm will apply a common analytical framework that links green investment,

labour-market demand, digital and AI-enabled transformation, youth skills development, decent work, displacement inclusion and private-sector engagement.

A core output of the assignment will be a Green Skills Learning-to-Earning Framework that organizes the portfolio around six linked stages: **Discovery**, including outreach, career guidance, climate awareness and exposure to green occupations; **Access**, including eligibility, enrolment, digital connectivity, accessibility, mobility, psychosocial and financial support; **Learning**, including foundational, transferable, technical, digital, AI and green skills delivered through flexible and work-relevant modalities; **Completion and Credentialing**, including assessment, certification, recognition of prior learning, micro-credentials and portability of credentials; **Finding and Doing Work**, including internships, apprenticeships, job matching, entrepreneurship support, procurement linkages, mentorship and transition into employment or self-employment; and **Sustainability and Decent Work**, including retention, income progression, worker protection, safe work conditions, social protection linkages, enterprise growth, environmental sustainability and long-term pathway monitoring.

Phase 1: Inception, Research, Mapping and Preliminary Prioritization

1. Inception and analytical framework

The consulting firm will begin with an inception phase to refine the methodology, workplan, consultation tools and analytical framework in close consultation with UNICEF Center of Excellence, UNICEF Country Offices and relevant partners. The inception phase will clarify the core questions to be answered by the assignment, the expected outputs for each country, the division of responsibilities among partners, and the criteria that will be used to assess sector potential and investment readiness.

The firm will develop a common framework for assessing green skills and green jobs opportunities, aligned with the 3 Green E's: Employment, Education and Environment. The Education component should assess curriculum alignment, teacher and trainer capacity, recognized qualifications, work-based learning, and the accessibility and resilience of delivery systems. The framework should also reflect the objective of translating green investment and evolving labor-market demand, including digital and AI-enabled transformation, into inclusive skilling, employment, entrepreneurship and livelihood opportunities for vulnerable young people.

2. Regional and global desk review

At the regional and global level, the firm will conduct desk research to map relevant institutional expertise, strategic guidance and programme experience from UNICEF, ILO, Generation Unlimited and relevant PROSPECTS partners on green skills, green jobs and youth livelihood pathways. This review should clarify the comparative advantage of key partners, including UNICEF's role in inclusive learning-to-earning pathways and youth participation; ILO's role in decent work, employment policy, labor standards and TVET/employer systems; UNHCR's role in refugee and displacement inclusion; IFC and the World Bank's role in private-sector investment, market intelligence and financing; and Generation Unlimited's role in government-business-youth collaboration and scale. The desk review should also identify relevant youth-led AI, digital, green entrepreneurship and green livelihoods models, including examples from Generation Unlimited's AI Ventures, BeGreen and related programmes, to draw practical lessons for the target countries.

3. Country-level mapping of policies, programmes and stakeholders

In each target country, the firm will map the policy, programme and partnership landscape relevant to green skills and green jobs. This will include a review of national climate and environmental policies, NDCs, LT-LEDs, decarbonization strategies, youth employment strategies, TVET reforms, national development plans, private-sector development strategies, Learning to Earning

commitments, AI and digital transformation strategies where relevant, and refugee response, displacement, social protection and inclusion frameworks where they affect access to work, training or entrepreneurship. The mapping should also identify entry points and gaps for integrating green skills into existing education and TVET systems.

The firm will also conduct a desk review of ongoing interventions by UNICEF, ILO, other UN agencies, development partners, government institutions, private-sector actors, CSOs, accelerators, skills providers and youth networks. The mapping should identify who is working in and funding green skills, green jobs and green entrepreneurship; the sectors being targeted; the delivery models being used; the maturity of existing initiatives; and evidence of placement, income generation, enterprise growth or decent-work outcomes.

As part of this mapping, the firm will prepare a stakeholder matrix identifying key actors for consultation, including relevant ministries, private-sector organizations, employer associations, firms in priority green sectors, vocational training providers, skills platforms, accelerators, social enterprises, job-matching services, CSOs, youth networks, young entrepreneurs, Youth Advisory Group members, donors, and organizations working with refugees, displaced youth, young women and low-income youth.

4. Preliminary sector longlist and Phase 1 decision gate

Based on the desk review and mapping, the firm will prepare an initial longlist of green sectors and livelihood pathways in each target country. Potential areas may include renewable energy, energy efficiency, climate-smart agriculture, water management, green construction, waste management, circular economy, sustainable mobility, environmental monitoring, and green digital services.

The longlist should identify areas where digital and AI technologies are already enabling or transforming employment and enterprise opportunities, such as smart irrigation, renewable-energy maintenance, waste logistics, environmental monitoring, energy management, predictive maintenance, green construction, clean mobility and climate-risk analytics.

At the end of Phase 1, the firm will support UNICEF and partners to review the preliminary findings and determine which sectors and pathways should proceed to deeper analysis in Phase 2. This decision should be based on a common set of criteria, including evidence of current or near-term employer demand; accessibility for young people, including refugees, displaced youth, young women and low-income youth; potential for decent work and sustainable income; alignment with national climate, employment and skills strategies; feasibility of training-to-placement within 12–24 months; readiness of existing education and training providers to deliver or adapt the required skills pathway; potential for private-sector co-investment; climate adaptation or mitigation relevance; scalability through existing UNICEF, ILO, PROSPECTS and Generation Unlimited platforms; and availability of verifiable outcome metrics that could support results-linked or outcomes-based financing.

Phase 2: Analysis, Consultation, Portfolio Design and Validation

5. Labor-market and skills demand analysis

For the prioritized sectors and pathways, the firm will conduct a labor-market and skills demand analysis using available national employment statistics, sectoral surveys, administrative data, employment services data, online job postings, platform data and investment signals. Given the scarcity and fragmentation of green-jobs data in the region, the firm should use AI-enabled methods where feasible, including natural-language analysis of online vacancies, skills-taxonomy matching and geospatial analysis of green-investment sites, infrastructure projects, industrial zones and climate adaptation investments.

The analysis should identify direct green jobs, indirect green jobs and green livelihood opportunities, as well as the skills, certifications, work experience and enabling conditions required for young

people to access them. The analysis should also compare employer requirements with existing education and training pathways to identify priority gaps in skills provision. The analysis should not treat AI as a stand-alone sector, but as an enabling layer across priority green sectors and occupations.

6. Green Skills Learning-to-Earning Framework design

Building on the labor-market and skills demand analysis, the firm will develop a comprehensive Green Skills Learning-to-Earning Framework for each country and for the regional investment case. The framework should also include a practical pathway template that can be applied to each prioritized green sector or livelihood pathway, setting out the learner profile, entry requirements, skills package, training modality, digital and AI-enabled components, certification route, work-based learning arrangement, employer or market linkage, entrepreneurship support, decent-work safeguards, cost drivers, financing options and outcome indicators. The framework should be designed as an operational tool for UNICEF Country Offices and partners, not only as an analytical product.

7. Stakeholder consultation and employer validation

The firm will conduct consultations with identified stakeholders in each target country to validate the diagnostic findings and deepen the analysis of labor-market demand, skills bottlenecks, policy constraints, financing opportunities, delivery capacity and barriers faced by displaced and vulnerable youth.

UNICEF will support the identification of priority stakeholders and, where appropriate, facilitate introductions to key government, UN and partner counterparts. The consulting firm will be responsible for developing consultation tools, coordinating the consultation schedule in close collaboration with UNICEF, conducting and facilitating the consultations, documenting findings, and incorporating stakeholder feedback into the relevant deliverables.

Where the assignment involves the collection or processing of personal data, the consulting firm will be required to comply with UNICEF data protection requirements and enter into a Data Processing Agreement, as applicable.

In each country, the firm will establish or convene a small Green Jobs Employer Sounding Board linked to the prioritized sectors. Employers should be engaged to validate occupations, skills requirements, hiring constraints, certification needs, wage or income prospects, work-based learning opportunities, internships, apprenticeships, job placement potential, procurement linkages, entrepreneurship opportunities and possible co-financing.

The firm will also engage youth representatives, young entrepreneurs, Youth Advisory Group members and organizations working with vulnerable young people to test whether proposed pathways are realistic, accessible, safe, attractive and relevant for different groups of young people.

8. Displacement, inclusion and decent work assessment

For each priority pathway, the firm will assess barriers and adaptations required to ensure that green skills and livelihood opportunities are accessible to refugees, displaced youth, young women and low-income youth. This should include analysis of legal right to work and sector restrictions; documentation and certification barriers; recognition of prior learning; mobility and transport constraints; language and digital access; gender and care barriers; protection risks; and access to work-based learning, entrepreneurship support and finance.

The firm will also assess whether the proposed opportunities are consistent with decent-work principles and avoid low-quality, unsafe or short-term work that does not contribute to sustained livelihoods. Where needed, the firm should identify measures such as bridging digital skills, flexible delivery, micro-credentials, stipends, childcare, transport support, remote or community-based learning, safe work-based learning arrangements and links to social protection.

9. Country portfolio development

Using the findings from the desk review, labor-market analysis, stakeholder consultations and employer validation, the firm will develop a country-level portfolio of investment-ready green skills and youth livelihood pathways for each target country.

For each proposed pathway, the portfolio should define the target group; occupation, enterprise or livelihood opportunity; climate adaptation, mitigation or resilience contribution; evidence of employer or market demand; required skills package; delivery partner; certification requirements; work-based learning model; placement, self-employment or entrepreneurship pathway; inclusion measures; indicative costs; expected outcomes; verifiable outcome metrics; and potential financing or co-investment options. Outcome metrics should capture both learning results and sustained transitions into employment, self-employment, or further education. The portfolios should distinguish between pathways that are ready for immediate resource mobilization and those that require further policy, market, partnership, or delivery-system development. The aim is to produce practical investment concepts that can be taken forward by UNICEF Country Offices and partners, rather than general recommendations or standalone research findings.

10. National validation workshops

The firm will organize country-specific validation workshops to review and refine the proposed portfolios. Workshops should bring together relevant government ministries, private-sector actors, employer associations, skills and education/training institutions, development partners, donors, UNICEF, ILO, UNHCR, IFC, World Bank and other relevant partners, as well as youth representatives, young entrepreneurs, displaced and vulnerable youth, and Youth Advisory Group members.

UNICEF will support the identification and engagement of priority participants and, where appropriate, facilitate introductions to government and partner counterparts. The consulting firm will be responsible for the technical preparation and facilitation of the workshops, including development of the agenda and materials, coordination of logistics in consultation with UNICEF, documentation of discussions and decisions, and preparation of the workshop reports.

The workshops will be used to validate findings, refine proposed pathways, confirm employer demand, identify government entry points, explore co-funding opportunities, assess implementation readiness and agree which investment packages should be prioritized for resource mobilization.

11. Regional synthesis, investment case and project proposal

Based on the country-level work, the firm will prepare a regional investment case for green jobs and youth livelihood pathways enabled by digital and AI technologies. The investment case should function as a practical investment prospectus, bringing together country portfolios, cross-country patterns, priority sectors, partnership models, financing opportunities, youth inclusion measures, outcome metrics and recommendations for scale.

The final outputs should position UNICEF and partners to move from fragmented green skills activities toward employer-validated, investment-ready youth pathways into green and AI-enabled jobs and livelihoods.

4. EXPECTED DELIVERABLES

1. EXPECTED DELIVERABLES

Phase 1: Inception, Research, Mapping and Preliminary Prioritization

Global/Regional Level

1. Inception Report and Analytical Framework –

- a. Refined methodology, workplan, consultation tools, data sources, assignment timeline and common analytical framework for assessing green skills, green jobs and youth livelihood pathways. The framework should align with the 3 Green E's — Employment, Education and Environment — and reflect the objective of translating green investment and evolving labor-market demand, including digital and AI-enabled transformation, into inclusive skilling, employment, entrepreneurship and livelihood opportunities for vulnerable young people.
- b. Mapping of UNICEF, ILO, Generation Unlimited and relevant PROSPECTS partner expertise, concepts, programme experience and strategic guidance on green skills, green jobs, youth livelihoods and learning-to-earning pathways. The report should include relevant global and regional examples of youth-led AI, digital, green entrepreneurship and green livelihoods models that could inform the Jordan and Lebanon portfolios.
- c. Clarification of the comparative advantages of UNICEF, ILO, UNHCR, IFC, the World Bank, Generation Unlimited and other relevant partners in supporting inclusive green skills-to-jobs pathways in MENA, including UNICEF's niche in inclusive learning-to-earning pathways and meaningful youth participation.

Country Level — Jordan and Lebanon

2. Phase 1 Landscape Analysis and Decision Gate Report – Summary of findings and recommendations on which sectors and pathways should proceed to deeper analysis in Phase 2. The note should distinguish between pathways with immediate investment potential and those that may require further policy, market, partnership or delivery-system development before they can be considered investment-ready.

- a. **Green Jobs Opportunity Analysis** – Desk review of the green skills, green jobs and green entrepreneurship landscape in Jordan and Lebanon, including relevant policies, programmes, partners, sectors, delivery models, funding actors, maturity of existing initiatives, lessons learned and available evidence of results, including placement, income generation, enterprise growth or decent-work outcomes.
 - b. **Stakeholder Mapping Matrix** – Identification of key stakeholders for consultation in each country, including relevant ministries, private-sector organizations, employer associations, firms in priority green sectors, vocational training providers, skills platforms, accelerators, social enterprises, job-matching services, CSOs, youth networks, young entrepreneurs, Youth Advisory Group members, donors, development partners and organizations working with refugees, displaced youth, young women and vulnerable host-community youth.
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- c. **Preliminary Sector Prioritization** – Initial longlist of priority green sectors and livelihood pathways in Jordan and Lebanon, including areas where digital and AI technologies are increasingly enabling or transforming employment and enterprise opportunities. The note should assess each pathway against common criteria, including evidence of current or near-term employer demand; youth accessibility, including for refugees, displaced youth, young women and low-income youth; potential for decent work and sustainable income; alignment with national climate, employment and skills strategies; feasibility of training-to-placement within 12–24 months; potential for private-sector co-investment; climate adaptation or mitigation relevance; scalability through existing UNICEF, ILO, PROSPECTS and Generation Unlimited platforms; and availability of verifiable outcome metrics.

Phase 2: Analysis, Consultation, Portfolio Design and Validation

Country Level (Jordan/Lebanon)

- 3. **Country Investment Portfolios and Green Skills Learning-to-Earning Frameworks** for both Jordan and Lebanon – Investment-ready portfolios for Jordan and Lebanon, setting out priority green skills and youth livelihood pathways. Each portfolio should define the target group; occupation, enterprise or livelihood opportunity; evidence of employer or market demand; required skills package; delivery partner; certification requirements; work-based learning model; placement, self-employment or entrepreneurship pathway; inclusion measures; indicative costs; expected outcomes; verifiable outcome metrics; and potential financing or co-investment options. The portfolios should distinguish between pathways ready for immediate resource mobilization and those requiring further policy, market, partnership, or delivery-system development.
 - a. **Policy and Strategy Mapping** – Analysis of national frameworks in Jordan and Lebanon to identify entry points for green skills and jobs, including climate and environmental policies, NDCs, LT-LEDs, decarbonization strategies, youth employment strategies, TVET reforms, national development plans, private-sector development strategies, Learning to Earning commitments, AI and digital transformation strategies, refugee response frameworks, displacement policies, social protection systems and other inclusion frameworks affecting access to work, training or entrepreneurship. The analysis should identify policy bottlenecks and opportunities for policy dialogue, systems-level roadmaps and measurable systems outcomes.
 - b. **Employer-Validated Labor Market and Skills Demand Analysis** – Analysis of employment trends, skills demand and livelihood opportunities in priority green sectors in Jordan and Lebanon, using available national employment statistics, sectoral surveys, administrative data, employment services data, online job postings, platform data and investment signals. Where feasible, the analysis should use AI-enabled methods, including natural-language analysis of vacancies, skills-taxonomy matching and geospatial analysis of green-investment sites, infrastructure projects, industrial zones and climate adaptation investments. The analysis should identify direct green jobs, indirect green jobs, green livelihood opportunities and roles increasingly enabled or transformed by digital and AI technologies.
 - c. **Stakeholder Consultation and Employer Validation** – Summary of consultations with government, private sector, employer associations, training providers,
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development partners, donors, youth representatives, young entrepreneurs and organizations working with vulnerable young people. The reports should capture stakeholder perspectives on labor-market demand, skills bottlenecks, policy constraints, financing opportunities, delivery capacity and barriers faced by displaced and vulnerable youth. They should also document employer validation of occupations, skills requirements, hiring constraints, certification needs, wage or income prospects, work-based learning opportunities, internships, apprenticeships, job placement potential, procurement linkages, entrepreneurship opportunities and possible co-financing. UNICEF will support the identification of priority stakeholders and, where appropriate, facilitate introductions to key government, UN and partner counterparts. The consulting firm will be responsible for developing the consultation tools, coordinating the consultation schedule with UNICEF, facilitating the consultations, documenting the findings, and incorporating the results into the relevant deliverables. Where consultations involve the collection or processing of personal data, the consulting firm will comply with UNICEF data protection requirements and enter into a Data Processing Agreement, as applicable.

- d. **Displacement, Inclusion and Decent Work Analysis** – Assessment of the access barriers and adaptations required to ensure that priority green skills learning to earning and livelihood pathways are feasible for refugees, displaced youth, young women and vulnerable host-community youth. The analysis should cover legal right to work and sector restrictions; documentation and certification barriers; recognition of prior learning; mobility and transport constraints; language and digital access; gender and care barriers; protection risks; and access to work-based learning, entrepreneurship support and finance. It should also assess whether proposed opportunities are consistent with decent-work principles and contribute to sustained livelihoods.
- e. **National Validation Workshop Reports** – Reports from country-level validation workshops in Jordan and Lebanon, including validated findings, refined pathways, employer commitments, government entry points, co-funding opportunities, implementation readiness considerations and recommendations on which investment packages should be prioritized for resource mobilization.

Global/Regional Level

4. **Multi-Year, Multi-Partner Investment Case for Green Jobs and Youth Livelihood Pathways** – Global/Regional investment prospectus based on the Jordan and Lebanon country portfolios and broader global relevance. The investment case should include cross-country analysis, priority sectors, country-specific pathways, partnership models, financing opportunities, youth inclusion measures, verifiable outcome metrics and recommendations for scale.
5. **Final Assignment Report and Presentation Deck** – Consolidated final report and summary presentation capturing the methodology, key findings, country portfolios, investment case, proposed project architecture, implementation considerations and recommended next steps for UNICEF and partners.

5. REALISTIC DELIVERY DATES AND DETAILS ON HOW THE WORK MUST BE DELIVERED

Deliverables/ Outputs (SMART)*	Delivery deadline
Inception Report and Analytical Framework	1 month after signing
Landscape Analysis and Decision Gate Report	2 months after signing
Country Investment Portfolios and Green Skills Learning-to-Earning Frameworks for Jordan and Lebanon	3 months after signing
Multi-Year, Multi-Partner Investment Case for Green Jobs and Youth Livelihood Pathways	5 months after signing
Final Assignment Report and Presentation Deck	End of Assignment (6 months after signing)

6. PAYMENT SCHEDULE

Fees shall be calculated based on the days offered to complete the assignment and shall be considered the maximum compensation as part of a lump sum contract. No additional fees shall be paid to complete the assignment.

Payment will be made upon submission and approval of deliverables and full and satisfactory completion of the assignment. Payments will be made based on successfully completed deliverables subject to acceptance and approval by the UNICEF focal person.

7. DURATION AND LOCATION

The estimated duration of the assignment is six months. The consulting firm will work primarily on a home-based basis using its own office resources and equipment. Most meetings, consultations and coordination will be conducted virtually.

Limited travel (up to 5 days each) to Jordan and Lebanon may be required for country-level consultations, stakeholder engagement and national validation workshops. The bidder should include an estimated travel budget in the financial proposal to cover the expected travel requirements.

Indicative travel may include one mission to Jordan and one mission to Lebanon, with the exact timing, duration and purpose to be confirmed with UNICEF during implementation. All travel will be subject to prior approval by UNICEF.

All travel and the related budget should be pre-approved by UNICEF. For agreed travel, the Vendor will be responsible for administering its own travel and will be responsible for all travel costs - flights, daily subsistence allowance, etc. Travel expenses will be reimbursed separately upon presentation of receipts based on actual cost or as per UN rates (<http://icsc.un.org/rootindex.asp> and/or <https://icsc.un.org/Home/DailySubsistence>),

whichever is lower. ICSC DSA of special hotels will not be applicable. Travel expenses shall be calculated based on economy class travel, regardless of the length of travel, and costs for accommodation, meals, and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).

8. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE

A. Company

- At least 5 years of experience in the field of policy analysis and development, including proven experience in the field of adolescent and youth development, is an asset
- Familiarity with public-private partnership models and multi-stakeholder approaches
- Proven track record of working on projects involving the analysis of public and private sector contributions to social services delivery, especially in the context of adolescent and youth development, and learning-to-earnings programmes.
- Demonstrated experience in undertaking consultancy projects in the MENA region is an asset
- Demonstrated previous engagements in policy and development projects with the United Nations system is an asset.
- Evident experience in undertaking at least one project of a similar nature and scope.

B. Team composition

The bidder should propose a lean multidisciplinary team appropriate to the scope of the assignment, with clearly defined roles and responsibilities. The following profile and expertise are required across the proposed team:

- Master's degrees in social or education policy, social sciences, or a related field, with at least 10 years of experience working with governments, and experience working with bottom of the pyramid and social businesses.
- At least 10 years of experience with policy analysis and development, especially in the context of education and/or adolescence and youth programming
- Strong analytical skills to assess the local landscape of adolescence, including supply and demand dynamics.
- Proven proficiency in data collection and analysis, including qualitative and quantitative research methods
- Demonstrated ability to engage with a wide range of stakeholders, including government officials, private sector representatives, NGOs, and community-based organizations.
- In-depth understanding of public systems, policies and regulations in the MENA region, with demonstrated experience in Jordan and/or Lebanon preferred, particularly in the context of adolescent and youth programming.
- Knowledge of the challenges and opportunities related to private sector engagement in adolescent programming
- Familiarity with public-private partnership models and multi-stakeholder approaches

- Familiarity with climate-resilient education and approaches to integrating green skills into education and training systems.
- Proven track record of working on projects involving the analysis of public and private sector contributions to social services delivery, especially in the context of education and/or adolescent programming
- Arabic speakers are strongly encouraged
- Excellent written and verbal communication skills to effectively present findings and recommendations (in both English or French, and Arabic)
- Example of similar projects done and at least two references

9. CONTRACT MANAGEMENT

UNICEF CoE in Amman, Jordan will engage a consulting company to implement the activities listed under the supervision of the GenU Senior Programme Manager in close collaboration with the Education Center of Excellence, Migration and Displacement Hub, Generation Unlimited, UNICEF Country Offices, ILO, UNHCR, IFC, the World Bank, Education, colleagues. Country-specific activities will be implemented with CO teams and relevant national partners.

10. REPORTING REQUIREMENTS

The selected consulting firm will maintain regular coordination with UNICEF throughout the assignment. Weekly coordination meetings will be held during the inception phase, followed by bi-weekly or monthly meetings during the main implementation period, as agreed with UNICEF.

The firm will provide brief written progress updates as requested and will promptly flag any delays, risks, or issues that may affect the quality or timely delivery of the agreed outputs. All deliverables will be subject to UNICEF review and approval.

11. LANGUAGE REQUIREMENTS

All deliverables shall be prepared in English. Arabic-language consultation and facilitation capacity should be available where required for engagement in Jordan and Lebanon.

12. EVALUATION OF PROPOSALS

Proposals will be reviewed following a three-step process:

- An initial administrative check for completeness and compliance
- Technical evaluation (70 points)
- Evaluation of financial proposal (30 points)

The evaluation will be carried out by UNICEF in accordance with UNICEF's regulations, rules, and practices and all determinations are made in UNICEF's sole discretion.

Proposals will first be reviewed for their completeness in terms of the information requested in the ToR and their compliance with its requirements. Only proposals that successfully pass the administrative check will be subject to technical evaluation.

The Proposal Evaluation Team will then review the technical aspect of the offer followed by the review of the financial offer of the technically compliant vendors.

Technical Proposal:

The technical proposal should address all aspects and criteria outlined in this TOR. Institutions are requested to provide evidence of successful expertise/experience. The proposers are free to reference other areas that they have expertise for. UNICEF welcomes new ideas and innovative approaches.

The Proposal shall contain the mandatory information identified below. Proposals that fail to meet all the mandatory requirements, as listed below, will be rejected on the basis of failure to meet the requirements and follow the instructions of the solicitation. The technical proposal should articulate very clearly the interest and capacities of proposing institutions to provide the type and scope of services expected.

The proposal should be concise, and the information provided should be sufficient for the evaluation team to be able to assess the capacity of the institution and the proposed team members to partner with UNICEF.

NB. No price information should be contained in the technical proposal documents.

The technical proposal should be no more than 3,000 words excluding appendices and should be organized according to the following contents:

1. Company profile

1.1. Background and capacity

Provide a brief description of the company, including its organizational background, areas of technical expertise, years of relevant experience, geographical coverage, and capacity to undertake this assignment.

The company should demonstrate relevant institutional experience in areas related to the assignment, including youth employment and skills, green economy sectors, labor-market analysis, education and TVET systems, private-sector engagement, displacement and inclusion, and AI-enabled data methods, as applicable. Given the focus on Jordan and Lebanon, relevant experience in the Middle East should also be highlighted.

Describe the availability of resources in terms of personnel and facilities to undertake the assignment within the required timeframe.

Company registration and financial capacity

Provide a copy of the company's registration and relevant certificates.

Provide a complete copy of the latest audited financial statements with comparative figures for the two most recent years, preferably signed by the company's accounting firm/certified external auditor. The financial statements should include, but not be limited to:

- The Balance Sheet (mandatory)
- The Income Statement/Profit and Loss Statement (mandatory)
- Statement of Cash Flows

1.2. Understanding of the assignment

Provide a clear description of the company's understanding of the purpose, objectives and expected results of the assignment.

The response should demonstrate an understanding of the need to develop:

- a Green Skills Learning-to-Earning Framework;
- employer-validated and investment-ready green youth livelihood pathways for Jordan and Lebanon;
- labor-market and skills demand analysis;
- pathways for young people in displacement contexts and vulnerable host communities;
- linkages between education, TVET and non-formal learning systems and green employment opportunities; and
- a regional investment case that can support scale-up through UNICEF, PROSPECTS and Generation Unlimited platforms.
- The bidder should also demonstrate understanding of the role of youth participation, private-sector engagement, employer validation, digital and AI-enabled technologies, and financing opportunities within the assignment.

1.3. Project management

The proposal should describe briefly the company's approach to managing the assignment, including:

- overall management and coordination arrangements;
 - proposed team structure and internal supervision;
 - coordination with UNICEF and relevant partners;
 - quality assurance mechanisms;
 - management of risks and delays;
 - arrangements for correcting errors or addressing quality concerns; and
 - measures to ensure timely delivery of outputs.
-

2. Organizational resources and expertise

2.1 Curricula vitae

Provide curricula vitae of the experts proposed for the assignment, annexed to the technical proposal.

CVs should highlight qualifications, relevant work experience and specialization in areas required under the ToR, including as relevant:

- green skills and green jobs;
- youth employment and learning-to-earning pathways;
- labor-market and skills analysis;
- education and TVET systems;
- displacement and inclusion;
- private-sector and employer engagement;
- AI-enabled data analysis; and
- investment case or portfolio development.

The proposal should clearly identify the role and responsibility of each proposed team member.

3. Methodology, project management and quality control

Understanding and Comments on the terms of reference.

Provide a proposed methodology for delivering the assignment, including justification of the approach in relation to the objectives and expected outputs of the ToR.

The methodology should address, in particular:

- the proposed approach for the inception and analytical framework;
- regional and country-level desk review;
- policy, programme and stakeholder mapping;
- preliminary sector prioritization and the Phase 1 decision gate;
- labor-market and skills demand analysis, including the proposed use of AI-enabled methods where appropriate;
- development of the Green Skills Learning-to-Earning Framework;
- stakeholder consultations, youth engagement and employer validation;
- assessment of displacement, inclusion and decent-work considerations;
- development of country investment portfolios for Jordan and Lebanon;
- national validation workshops;
- development of the regional investment case;
- proposed data sources and analytical methods;
- approach to validation of findings;
- quality assurance and consistency across outputs; and
- approach to integrating sustainability considerations throughout implementation.

Proposed Workplan and Timeline

Provide an indicative workplan and delivery schedule showing the proposed sequencing of activities, key milestones, responsibilities and delivery of the agreed outputs within the timeframe set out in the ToR.

4. Experience and references

a. Previous or current projects

Provide descriptions of **2–3 comparable assignments completed within the last five years**.

Examples should demonstrate relevant experience in one or more of the following:

- green skills and/or green jobs;
- youth employment and livelihood pathways;
- learning-to-earning approaches;
- labor-market and skills demand analysis;
- education/TVET systems;
- private-sector and employer engagement;
- displacement and inclusion;
- investment portfolio or investment case development; and
- relevant assignments in the MENA region.

For each assignment, briefly indicate the client, country/region, scope of work, duration, main outputs and relevance to this assignment.

b. Policy briefs, papers, knowledge products, technical briefs

Annex **2–3 relevant examples** of previous studies, analytical reports, frameworks, policy briefs, investment cases, technical products or similar assignments that demonstrate the company's capacity to undertake this work.

5. Request For Proposal for Services (RFPS) Form – duly completed and signed as per RFPS pages 3-5

Please do not provide any price information on this Form.

6. Duly completed and signed Appendix 5 - Sustainable Procurement

Please provide information as indicated in Appendix 1.

IMPORTANT: Items 1-6 will constitute vendor's Technical Proposal.

Technical evaluation criteria are maximum points obtained able are as follows. Proposals must score at least **49 out of 70 points** to be considered.

Technical evaluation criteria:

5Item	Technical Evaluation Criteria (70)	Maximum points obtainable
1	Overall response	5
	Completeness and overall alignment of the response with the ToR requirements, including a clear and articulated understanding of the assignment scope, objectives, country focus, Green Skills Learning-to-Earning Framework and expected outputs.	5
2	Company and Key Personnel	30
2.1	Proposed team members meet the academic and professional requirements outlined in the ToR	10
2.2	The company and personnel proposed for this consultancy demonstrate relevant experience in green skills, youth employment, learning-to-earning pathways, labor-market analysis, education/TVET systems, displacement and inclusion, private-sector engagement and/or similar assignments in the MENA region	15
2.3	Quality assurance mechanisms and risk mitigation measures are clearly demonstrated	5
3	Proposed methodology and approach	30
3.1	The proposed methodology and approach are technically sound and respond to the scope of work, including labor-market and skills analysis, stakeholder consultation and employer validation, development of the Green Skills Learning-to-Earning Framework, country investment portfolios and the regional investment case	25
3.2	The proposed workplan and timelines are realistic and aligned with the ToR	5
4	Sustainability criteria	5
4.1	Has your company made a commitment to economic pillar (example: policy/ SOP to inclusion of local resources to develop local economy in area of work, including small businesses and businesses owned by marginalized groups). (1) Has your company made a commitment to social pillar (example: policy/ SOP to protecting human rights and labor issues (workers' rights), inclusion of persons with disabilities and gender in the work force). (1)	5

	Has your company made a commitment to environmental pillar (example: policy/ SOP to minimize the impact on environment from purchasing, reduction of wastage, reduced CO2 emissions etc.). (1) Demonstrate how you plan to integrate sustainability measures in the execution of the contracts / projects. (2)	
Total technical score		70

Minimum technical score: 49 out of 70 points.

Financial Proposal:

The financial proposals should be prepared in the financial proposal template. The proposals will be evaluated only for those offers that meet the minimum passing grade in the technical evaluation. The financial proposals will be graded on a scale of 0-30 points.

The Price Proposal shall include a cost breakdown for the work phases as per the ToR, detailing the types of roles proposed and days required.

The calculation of fees should indicate the all-inclusive cost in US dollars and an estimate of the time-effort to be allocated for the services, expressed in number of working days by designation of staff performing the service and their fees per working day.

All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization. The highest number of points will be awarded to the contract with the lowest financial value. Other financial proposals will be scored on a relative scale, with points determined based on the percentage of difference with the lowest score.

The total score for the financial offer (TS_{FO}) will be calculated in the following manner (rounded to one decimal):

The total combined score (TS) for the proposal will then be calculated by adding the scores for the technical and financial proposal.

Final awards

The proposal obtaining the highest cumulative score after adding the scores for the technical and financial offers will be considered as the most responsive proposal. The proposal that offers best value for money and is in the best interests of UNICEF will be recommended for award of the contract.

Appendix I

UNICEF Procedure on Sustainable Procurement

The UNICEF Procedure on Sustainable Procurement is one of UNICEF's responses to the Sustainable Development Goals (SDGs) particularly Goal 12 – "Ensure Sustainable Consumption and Production Patterns" and its target 12.7 – "promote public procurement practices that are sustainable, in accordance with national policies and priorities". Sustainable procurement encompasses three pillars – economic, environmental, and social. Bidders are encouraged to read [Sustainable procurement procedure](#) (UNICEF Supply Division).

Each box below has been assigned with 1 point. Last box has been assigned with 2 points. If applicable, please checkmark the box for the following:

- ☐ Has your company made a commitment to economic pillar (example: policy/ SOP to inclusion of local resources to develop local economy in area of work, including small businesses and businesses owned by marginalized groups). **Please provide relevant policy / certification / SOP to evidence the claim.**
- ☐ Has your company made a commitment to social pillar (example: policy/ SOP to protecting human rights and labor issues (workers' rights), inclusion of persons with disabilities and gender in the work force). **Please provide relevant policy / certification / SOP to evidence the claim.**
- ☐ Has your company made a commitment to environmental pillar (example: policy/ SOP to minimize the impact on environment from purchasing, reduction of wastage, reduced CO2 emissions etc.). **Please provide relevant policy / certification / SOP to evidence the claim.**
- ☐ Please explain how you plan to integrate sustainability measures in the execution of the contract, if awarded to you (250 words):

Appendix 1 for SDG Goal 12 and its target 12.7 must be duly completed, signed, and returned with the Technical Proposal

