

**UNITED NATIONS CHILDREN'S FUND
IS LOOKING FOR**

Institutional/Individual Consultancy - Development of a pilot Youth information service using Behavioral science approach, with focus on employability

Minimum requirements for individual consultants:

- University degree, preferably in Behavioural Science, Education or Social Sciences;
- At least 5 years of professional experience in the area of applying behavioural economics;
- Excellent written and spoken English;
- Excellent analytical and report writing skills;
- Excellent communication and presentation skills
- Ability to effectively use online tools for the purposes of the assignment;
- Ability to keep with strict deadlines.

The Terms of Reference for the position and P11 form can be found on the website: www.unicef.org/montenegro or picked up at the UNICEF Montenegro office.

If you are a dynamic person who would like to contribute to delivering long-lasting, positive changes for Montenegro's children, please apply by sending a **CV, P11 form, financial offer and cover letter by email, mail or fax quoting the position "Development of a pilot Youth information service using Behavioral science approach, with focus on employability" to the following address:**

UNICEF, UN Eco House, Stanka Dragojevic bb, 81 000 Podgorica
Fax: +382 20 447 400
Email: podgorica@unicef.org

**Closing date for applications is 1200, June 30 2016.
Only shortlisted candidates will be contacted for interview.**

UNICEF IS A SMOKE-FREE ENVIRONMENT

Terms of Reference

Institutional/Individual Consultancy - Development of a pilot Youth information service using Behavioral science approach, with focus on employability

1. Background

The UN System in Montenegro is committed to partnering with the Government of Montenegro and other relevant stakeholders in designing programmatic interventions for further improvement of the environment for youth empowerment and participation. UNICEF Montenegro participates in the Joint UN Youth Programme with a broad range of programmes: from quality education and introduction of social and emotional skills in educational curricula and empowering adolescent boys and girls through innovation and social entrepreneurship, to policy level interventions across various sectors.

Youth in Montenegro (15-29) makes up 21.5% of the country's 620,029 population. Transition of young people to adulthood, including transition from school to decent work and autonomy is burdened with multiple challenges. Firstly, young people are poorly served by an education system, as evidenced by approximately half of Montenegrin students scoring below basic literacy levels (PISA 2012, OECD).

Existing governmental interventions, and strategic directions reveal that youth employability is one of the top priorities of Montenegro in economic, labor and educational sectors and one of the determinants of socio-economic growth. According to official statistical data for 2015 (MONSTAT, Labor Force Survey), youth unemployment rate remains high: 37.6% for 15-24 year olds, 39.9% for boys and 34.5% for girls. At the same time, evidence shows that educational attainment no longer ensures children's employability and lifetime success, due to technological progress and the changing market needs (OECD, 2010). Such challenges can be met only by individuals with a wide range of capabilities, where social and emotional skills are as important as cognitive ones, they need to be properly recognized and addressed in quality and actionable manner in relevant policies.

Available data ([MAF, 2014](#)¹) show that young people perceive various obstacles in accessing services and programmes aiming to increase their employability (this particularly applies to youth with disabilities). Among other, young people cite a lack of information about available opportunities, job-search services, and required skills/knowledge. Additional aggravating factors refer to the lack of practical training, the absence of mentoring, and inadequate information about occupations in demand.

On the other side, public services are characterised by low efficiency and coordination of service provision. Existing services are centralized and inaccessible to a large share of youth from remote and rural areas. Coordination and cooperation among institutions dealing with youth are also weak internally and with respect to the other sectors (MAF, 2014).

¹ The United Nations System, the Government of the Republic of Montenegro (2014): MONTENEGRO MDG ACCELERATION FRAMEWORK Youth Employment Action Plan (hereinafter MAF report).

Responding to the current challenges, The UN system in Montenegro is implementing a new policy initiative, enabling expert support to the policy makers and service providers in improving educational outcomes of young people, quality transition to the labour market, creating favourable conditions for decent work and overall youth empowerment.

In this context, UNICEF has conducted an analysis of existing youth support programmes and services, with special focus on employability, aiming to promote an evidence-based approach to policy development.

The analysis reveals, among other, that although strategic and legal frameworks have been aligned with the European standards, number and diversity of support programmes and services implemented in Montenegro - targeting adolescents and youth and aiming to improve their employability - is very limited. Adolescents and youth often do not clearly recognize the importance of career guidance/information and counseling, and they do not believe that the process of career planning significantly influences the choice of a good job in the future. The majority of them believe that the information in the field of career guidance is partially available (59.5 %)², or insufficiently available (21.4 %); on the other hand, 80% of young people are interested in obtaining information regarding carrier guidance and job search.

Furthermore, almost 95% of respondents believe that the establishment of a youth information centre and related information services at the level of municipalities, is the best way of providing continuous and integrated access to information on various relevant topics. The analysis also reveals the lack of research on best practices for creating and implementing youth support programmes, as well as lack of awareness among policy makers of the benefits of innovative approaches to youth services design and implementation.

Holistic and continuous approach is needed in developing youth support programmes and services, based on the latest evidence and knowledge on youth and adolescent development, whereas multidisciplinary approaches, such as behavioral science, could potentially yield more benefits.

Participatory approaches in designing and implementing youth related services, by actively involving adolescents and youth and encouraging them to deal with challenges in innovative manner, are also recommendable.

2. Purpose and Objective

Purpose of the consultancy is to assist UNICEF Montenegro in developing a pilot youth information service based on Behavioural science approach³, targeting adolescents and youth, and focusing on improvement of their employability.

Objectives of the consultancy are:

² 'Analysis of existing programmes and services, with particular focus on supporting employability of adolescents and youth', UNICEF, 2016.

³ In this context, behavioural approach is understood as application of behavioural insight in the service development and innovation by providing easy, attractive, timely and socially relevant (participatory) services to adolescents and youth (according to EAST model, as described by The Behavioral Insights Team, The United Kingdom 2012).

- To carry out the process of youth information service design, i.e. introducing a pilot service based on Behavioral science approach;
- To enhance the capacities of national and local counterparts, as well as UNICEF staff, for ensuring effective implementation, quality assurance and monitoring and evaluation of the pilot service.

3. Methodology and Technical Approach

The proposed methodological approach should include as a minimum the following approaches: desk/literature reviews, consultations, focus groups, needs assessments or other appropriate methodologies, trainings, reports.

4. Activities and tasks

- (1) To conduct a desk review of documents, studies, reports (to be provided by UNICEF Montenegro);
- (2) To create a road map for piloting a youth information services with behavioural insights as the primary approach. The road map should include information on all milestones in service design and implementation, with guidelines and reference material for UNICEF Montenegro further use;
- (3) To conduct a needs assessment of adolescents and youth focusing on access to information and employability, using appropriate methodologies (an online survey or other appropriate method for capturing the needs of users and patterns of information usage and literacy of adolescents and youth), for the purpose of developing a pilot information service;
- (4) To involve adolescents and youth in the design process through participatory approach;
- (5) To engage with national counterparts tasked with national youth policy making, so as to gauge their viewpoints;
- (6) To synthesize all inputs received and develop a pilot youth information service based on Behavioural Science approach;
- (7) To create a framework for monitoring and evaluating the effectiveness of the pilot service;
- (8) To build capacities of the service providers (national and local) for the design, implementation and management of the pilot service;
- (9) Conduct a succinct training on behavioural science approach in service design for UNICEF Montenegro staff and selected participants. In preparation and conduct of the training, attention should be given to the areas of UNICEF Montenegro work, i.e. social and child protection, quality education and access to justice so as to make the training as tailor-made as possible.

5. Deliverables and Timeframe

The following tasks need to be accomplished by the following tentative deadlines:

<i>Description</i>	<i>Location/Estimated days</i>	<i>Timeline</i>
Preparation		
Desk review of the existing documents, to be provided by UNICEF Montenegro	Home-based, 3 days	By 21 July 2016
Development of a methodology and work plan, i.e. a road map for piloting a youth information services with behavioural insights as the primary approach	Home-based, 3 days	By 3 August 2016
Conducting an (online) needs assessment among adolescents and youth, including data interpretation and analysis	Home-based, 3 days	By 31 August 2016
Field work and capacity development		

Development of the pilot information service (includes a mission to Montenegro)	Podgorica, 5 days	By mid-September 2016
Capacity building of service providers and selected UNICEF staff for implementation and management of the pilot service (includes a mission to Montenegro)	Podgorica, 4 days	By mid-September 2016
Conducting a succinct training on behavioural science approach in service design for UNICEF Montenegro staff	Podgorica, 1 day	By the end of November 2016
Monitoring		
Creating a framework for monitoring and evaluating the effectiveness of the pilot service	Home-based, 3 days	By the end of November 2016
Testing the implementation of the pilot youth information service (includes a mission to Montenegro)	Podgorica, 5 days	By the end of November 2016
Reporting		
Submission of the final report, with information on all milestones in the road map and relevant reference materials for UNICEF Montenegro further use	Home-based, 3 days	By 15 December 2016

The contractor (agency) is expected to produce the following **key deliverables** with the following tentative deadlines:

1. Detailed methodology and work plan, by 3 August 2016.
2. Pilot service designed, by mid-September 2016.
3. Framework for monitoring and evaluating the effectiveness of the pilot service, by the end of November 2016.
4. Final report, by 15 December 2016.

All deliverables should be submitted in English.

Timeframe for this work assignment is from 11 July until 25 December 2016. During that period total number of consultancy days available is up to 30 working days maximum.

6. Management and Organisation

Management: The Consultant/organization will be supervised by the UNICEF Social Policy Officer.

Organization: International Consultancy, individual or organization, is required for this assignment.

Schedule: This assignment will commence on 11 July 2016 and will last until 25 December 2016.

UNICEF premises will be available during the time spend in Montenegro if needed. Printers, photocopying services, and other similar services will be provided by UNICEF. It is expected that contractor will bring their own laptops. UNICEF will assist in arranging meetings, workshops and other interactions with the counterparts in Montenegro.

7. Qualifications

The qualifications and skill areas required include:

- University degree, preferably in Behavioural Science, Education or Social Sciences;
- At least 5 years of professional experience in the area of applying behavioural economics;
- Excellent written and spoken English;
- Excellent analytical and report writing skills;
- Excellent communication and presentation skills
- Ability to effectively use online tools for the purposes of the assignment;
- Ability to keep with strict deadlines.

8. Budget and Remuneration

The fee will be paid upon the submission of the deliverables.

Lump sum financial offer consisting of fee for the services to be provided, travel and subsistence costs, as applicable, should be submitted together with application.

The contractor's fee may be reduced if the assignments/deliverables are not fulfilled to the required standard. In a case of serious dissatisfaction with the contractor's performance the contract may be terminated in line with UNICEF procedure in such matters and as spelled out in SSA.