



## **Annex A: Terms of Reference**

# **Operationalization of market systems development approach in forced displacement contexts**

Reference: UNHCR RFP 71

## Table of Contents

1 Introduction .....	3
1.1 Background .....	3
1.2 Statement of Purpose & Objectives .....	3
2. Requirements .....	3
2.1 Core requirements.....	3
2.2 Expected Deliverables.....	4
2.2.1 General Deliverables:.....	4
2.2.2 Country-specific Deliverables: .....	6
5. Key Performance Indicators in the Frame Agreement phase.....	8
5.1 Performance evaluation .....	8

## 1 Introduction

### 1.1 Background

UNHCR, the UN Refugee Agency, is a global organization dedicated to saving lives, protecting rights, and building a better future for people forced to flee their homes because of conflict and persecution. We lead international action to protect refugees, forcibly displaced communities, and stateless people. We deliver life-saving assistance, help safeguard fundamental human rights, and develop solutions that ensure people have a safe place called home where they can build a better future. We also work to ensure that stateless people are granted a nationality. We work in over 130 countries, using our expertise to protect and care for millions.

We advocate for and support economic and financial inclusion, working together with a wide range of partners in line with the Global Compact on Refugees (GCR). Inclusion is essential for enhancing refugee resilience and self-reliance and the contribution of forcibly displaced communities to local economies, paving the way towards durable solutions.

The [Approach to Inclusive Market Systems \(AIMS\)](#) was jointly developed by ILO and UNHCR to improve market-based interventions in forced displacement contexts. In 2022, ILO and UNHCR conducted a [joint study](#) to take stock of market-based programming in refugee contexts and critically reflect on their effectiveness, sustainability, and impact, in five separate locations (the joint study is attached as Annex A.1). The research was done as part of ILO's participation in the Dutch-funded global PROSPECTS partnership, which UNHCR is also part of, and in the frame of the ILO-UNHCR Memorandum of Understanding. The research findings provide guidance to UNHCR, ILO and partners on how to apply more systemic and market-based approaches in forced-displacement settings.

### 1.2 Statement of Purpose & Objectives

Inclusive market systems play a crucial role in enhancing the livelihoods and economic inclusion of forcibly displaced and stateless people, as well as host communities. UNHCR is looking to improve the operationalization of the market systems development approach in forced displacement contexts, building on the findings of the 2022 market systems research. This entails the roll-out, in collaboration with stakeholders, based on a whole-of-society approach, of a combined push/pull approach to inclusive market systems development in Country Operations (list of countries to be determined later).

## 2. Requirements

### 2.1 Core requirements

UNHCR seeks to contract with a service provider with the following demonstrated knowledge and experience:

- Promotion of inclusive market systems and leveraging markets for displaced populations and host communities.
- Facilitation of private and public sector engagement and partnerships.
- Capacity strengthening and training on market systems development approach.
- Development of inclusive value chains in rural and urban contexts.
- Experience working with forcibly displaced and host communities.
- Broad understanding of UNHCR's mandate and our approach to economic inclusion.

**Detailed functions, expected timeline, and results:**

In addition to general deliverables, for each country, in a phased approach:

- Conduct a desk review of operational context and market systems in target locations (approx. 1 week per location)
- Assess knowledge gap and need of Country Operations for capacity strengthening in market systems development approach and adapt training material (approx. 3 days per location)
- In each country (approx. 3 weeks per mission, 1 mission is expected per each location): perform a rapid participatory analysis of the market system in pre-identified forced displacement contexts. Locations to be confirmed. Guide and facilitate engagement with market actors, including public and private sector stakeholders. Support the development of a workplan to improve the operationalization of the market-based push/pull strategies that enhance the economic inclusion of refugees, other forcibly displaced and stateless people, and expected impact measurement.
- Continuously coach and support the implementation of market-based push/pull strategies through strengthening the capacities of UNHCR and partner staff in market-based programming and guiding UNHCR and partners on how to engage stakeholders in market systems in forced displacement contexts (approx. total of 25 days per country).
- Provide regular updates to UNHCR senior management in country operations, and technical focal points in Regional Bureaus and HQ.

The duration of the agreement is 1 year from the date of signature, renewable on a yearly basis for up to 5 years. Location: virtual/remote, with extended field missions to the countries.

## 2.2 Expected Deliverables

The service provider will be expected to present general deliverables that might be requested once during the contract period, and country-dependent deliverables that might be requested for every targeted country.

### 2.2.1 General Deliverables:

- a. Inception report including proposed scope, methodology, workplan, and timeframe. The volume of the overall document shall be approximately 5-10 pages. In particular, the following items shall be presented and covered by the Inception Report (but not limited to):
  - Inception Overview: A concise and comprehensive project overview.
  - Proposed Scope: Clearly defined boundaries and objectives of the project.
  - Methodology: Description of the approach, techniques, and tools to be used in executing the project.
  - Workplan: A detailed plan outlining tasks, milestones, dependencies, and responsibilities.
  - Timeframe: Clear timeline indicating start and end dates, as well as key deadlines for various project phases.

- Appendices: Any additional supporting documents or information relevant to the project's inception phase.
- b. Monthly update online meetings with UNHCR technical focal points in respective Regional Bureaus and DRS/HQ.
- c. Capacity training material (training manual and slide deck):
  - Training Manual: A comprehensive document containing detailed training content, including theoretical concepts, practical exercises, case studies, and other learning materials. The manual should be structured in a logical sequence, covering all relevant topics and ensuring clarity and accessibility for the trainees.
  - Slide Deck: A set of presentation slides to accompany the training manual. The slide deck should provide visual support for the trainer's delivery, featuring key points, illustrations, diagrams, and bullet points to enhance understanding and engagement. Each slide should align with the content of the training manual and facilitate effective communication of the training material.
- d. Guidance note for UNHCR Country Operations providing guidance on operationalization of market systems development approach and engagement with market actors in forced displacement contexts, based on participatory methodology, results and key lessons learned. The volume of the overall document shall be approximately 2-5 pages (excluding Annexes).
- e. Final report summarizing the methodology, findings and results and key lessons learned from the case studies, as well as recommendations and engagement strategies. The volume of the overall document shall be approximately 10 pages excluding annexes. In particular, the following items shall be presented and covered by the Final Report (but not limited to):
  - Methodology Section: Short description of the methodology used to gather information, conduct analysis, and plan market systems development activities with meaningful community engagement and consideration of context, age, gender diversity.
  - Findings and Results Section: Presentation of findings, including insights into market dynamics, actors' behaviors, and results, such as capacity strengthening and the expected impact of the market-based interventions.
  - Key Lessons Learned: Identification and analysis of lessons learned from case studies, both successes, and challenges, in implementing market-based programs in displacement contexts.
  - Recommendations on Engagement Strategies: Actionable Recommendations and Strategies for engaging with various types of market actors, including local businesses, entrepreneurs, traders, and community members, to ensure effective collaboration and meaningful participation of forcibly displaced and stateless people in these markets.
  - Proposed tools and indicators to measure inclusion in market systems: recommendation on proposed tools and recommendation to measure the effectiveness of market-based interventions in facilitating inclusion of forcibly displaced and stateless people.
  - Annexes:
    - Case Studies: Case studies including rapid participatory market system mapping and analysis, context, methodology, challenges, opportunities,

and recommendations for each targeted country. Approximate length: 5-10 pages per case study.

- Additional resources, tools, or references to support the implementation of market-based programming in displacement contexts.
- f. Webinar presentation for UNHCR staff of key guidance, results and lessons learned from case studies. The duration of the webinar shall be approximately 60 mins- 90 mins including the presentation and Q&A.

The following sub-deliverables are required from the selected service provider (but not limited to):

- Webinar Presentation Slides (max. 20 slides): A visually engaging set of slides outlining key guidance, results, and lessons learned from the project.
- Q&A Session: An interactive Q&A session allowing participants to ask questions and seek clarification on the presented material.

### 2.2.2 Country-specific Deliverables:

- a. Desk review report of operational and market system context (1 per location).
- b. Inception and out-brief in-person meetings in country with UNHCR Country Operation to confirm objectives, approach, methodology and share mission outcomes, as well as biweekly online updates with headquarters and regional bureaus.
- c. Rapid participatory market system analysis and stakeholder mapping: overview of the local market system, including stakeholder mapping, key informant interviews, identification of promising value chain(s) to increase the economic contribution of forcibly displaced and stateless persons, supply and demand dynamics, market constraints and risks. The assessment lays the foundation for UNHCR's contributions towards inclusive market system development.
- d. Knowledge gap assessment of UNHCR and partner of market system development followed by 10 hours of tailored capacity strengthening based on capacity gap analysis for approx. 5-10 UNHCR staff and selected partners.
- e. Mission report, following each mission, including draft market system mapping and analysis report and draft workplan (1 report per location).

The short mission report shall consist of a total of approx. 5-10 pages. The following sub-deliverables are required from the selected service provider (but not limited to):

- Mission Report: A concise report summarizing key activities, findings, and outcomes of the mission. This report provides an overview of the mission's objectives, activities conducted (including rapid participatory market system mapping and analysis, capacity needs assessment and strengthening, facilitated engagement with market actors, including public and private sector stakeholders, formal, informal, host and displacement communities...), observations made, and any preliminary insights gained. It serves as a record of the mission's progress and informs subsequent steps in the project.
- Draft Market Systems Mapping and Analysis Report: An initial report outlining the results of the rapid participatory market system mapping and analysis conducted during the mission.
- Capacity Strengthening Needs Assessment: Assessment of the existing capacities and capabilities and training and coaching plan.

- Draft Workplan: A preliminary workplan outlining proposed activities, timelines, and responsibilities based on the findings and insights gathered during the mission to improve the operationalization of the market-based push/pull strategies that enhance the economic inclusion of refugees and other forcibly displaced and stateless people. This workplan serves as a roadmap for the project’s implementation in-country, guiding subsequent actions and resource allocation. It outlines the objectives, steps, timelines needed to address identified gaps and capitalize on opportunities within the market system, ensuring efficient and effective inclusion of forcibly displaced and stateless people. The workplan also defines progress measurement and risk assessment and mitigation tools and indicators.
- f. Bi-weekly 90-min online coaching sessions to UNHCR and selected partner staff in country operations (6 x 90-min sessions per location = 9 hours in total).  
 The coaching sessions are expected to be done virtually. The following sub-deliverables are required from the selected service provider (but not limited to):
- Coaching Content Plan: A coaching plan outlining the dates, times, tailored content, and support material (slides, exercises and reading material) per session.
  - Weekly Coaching Sessions: Conducting weekly coaching sessions totaling 9 hours, with each session lasting 90 minutes. These sessions will focus on capacity building, skill development, and knowledge transfer relevant to the specific roles and responsibilities of the staff.
  - Feedback Mechanism: Establishing a feedback mechanism to gather input from participants on the effectiveness of the coaching sessions and areas for improvement.

Below you may find the tentative list of regions where the awarded supplier is expected to deliver the country-specific deliverables:

Year 1	3 countries from Africa and MENA region
Year 2	2 countries from Africa and MENA region 1 country from Europe 1 country from Asia and Pacific region
	1 country from the Americas region (excluding USA and Canada)
Year 3	2 countries from Africa and MENA region 1 country from Europe
	1 country from the Americas region (excluding USA and Canada)
Year 4	2 countries from Africa and MENA region 1 country from Europe
	1 country from the Americas region (excluding USA and Canada)
Year 5	2 countries from Africa and MENA region

	1 country from Europe
	1 country from the Americas region (excluding USA and Canada)

Bidders should consult the UNHCR website <https://www.unhcr.org/about-unhcr/where-we-work> for further information regarding the countries included in each region.

Please note that figures have been stated in order to enable bidders to have an indication of the projected requirements. It does not represent a commitment that UNHCR will purchase a minimum quantity of goods / services. Quantities may vary and will depend on the actual requirements and funds available regulated by issuance of individual Purchase Orders against the Frame Agreement / Service Contract / Contract.

## 5. Key Performance Indicators in the Frame Agreement phase

### 5.1 Performance evaluation

UNHCR will monitor the performance of the service provider based on the following criteria in the Frame Agreement phase:

- Adherence to Contract terms and conditions.
- Agile Management (e.g.: initiative, regular reflection, learning and adaptation, collaborative working, adaptation to different contexts and work in different UN languages).
- Feedback from UNHCR staff and counterparts in country operations and regional bureaus on effectiveness, efficiency, reliability, and responsiveness to feedback.
- Quality and timeliness of required activities and outputs/reports.
- Invoicing (e.g.: invoices on time, free of errors).
- Price (e.g.: price in accordance with the contract).
- Up to date knowledge of market systems approaches and practical implementation in forced displacement contexts.
- Delivery of project management (e.g.: tools adopted, visualization of roles and responsibility, risk management assessment, stakeholder management).