**TERMS OF REFERENCE**

**PARTNERING WITH SMALL ENTERPRISES FOR JOB CREATION IN AFGHANISTAN**

1. **Program overview:**

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| Program objective: | |
| Provision of support to Employment service companies to improve and expand their services to displaced youth in Herat province | |
| Eligible Entities | |
| Experienced Employment service/consultancy firms | |
| Support Provided | |
| NRC will provide cash support plus capacity building through this grant to winning entity | |
| Implementation Period | |
| Till end of 2020 | |
| **Proposal submission deadline:** | **Proposal selection results announcement date** |
| June-08 -2020 | June-20-2020 |

**2. Background**

The Norwegian Refugee Council is an independent humanitarian organization helping displaced people and vulnerable local communities. In Afghanistan, NRC helps Afghans who have recently returned from Pakistan or Iran, people who have been displaced inside Afghanistan due to conflict (IDPs), as well as vulnerable host communities living in areas with high numbers of displaced people.

NRC’s livelihoods programme in Afghanistan seek to help returnees and IDPs to find jobs. This is part of NRC’s broader strategy to promote durable solutions to displacement.

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| **4.1 Overview of Service Required** | |
| **Required Service Description** | Support NRC to implement private sector development and job creation activities in Herat, by (a) identifying the worker profile/ skills that are in-demand (within the low-skilled job category); (b) identifying workers, mainly displaced youth, to be placed in jobs, based on specific criteria set by employers; (c) providing short trainings to 100 shortlisted workers, based on needs of employers (various training packages, depending on employers’ needs and beneficiaries’ profiles/ skills including soft skill and job readiness trainings); (d) placement of at least %40 (40 out of 100) of the beneficiaries who received soft-skill and job readiness training to the companies.  (e) monitoring of workers’ working conditions (regular pay, safety, breaks, work hours etc.) |
| **Eligible Entities** | Registered employment service companies with demonstrated experience working on private sector development in Afghanistan. NGOs are not eligible. Employment service companies who do not have a full-time, physical presence (office and staff) in Afghanistan are not eligible. Priority will be given to firms which are eligible to meet the requirements |
| **Service Provision Locations** | Herat City |
| **Contract Period** | From 1 July – 31 December 2020 |

The Norwegian Refugee Council (NRC) is an independent, international humanitarian organization which provides material assistance and services to displaced people, particularly returnees, refugees and internally displaced people (IDPs). In Afghanistan, NRC’s livelihoods programmes seek to help internally displaced persons (IDPs), Afghan returnees and vulnerable host communities find jobs or start their own businesses. This is part of NRC’s broader efforts to promote durable solutions to displacement – beyond short-term emergency assistance – to reduce people’s dependence on humanitarian support.

In 2018 and 2019, NRC has been piloting a new employment-generation programme, though which NRC supports micro, small and medium enterprises (MSMEs) to grow their business, in order to create salaried employment for displaced and vulnerable host community populations (focusing on youth), in Kabul and Mazar. Based on the results and lessons learned in 2018 and 2019, NRC will be expanding this approach in Herat in 2020 – 2023. As part of this programme, NRC is also looking to support employment service companies with the most potential for growth, which would benefit needs of the target population, to improve and expand their services in Herat, especially for displaced people.

1. **Description of Services**

**Deliverables:**

1. Support NRC to refine/ design the job placement initiative;
2. Identify the worker profile/ skills that are in-demand (within the low-skilled job category) in Herat;
3. Identify sites with high concentrations of displaced populations, in coordination with NRC and relevant local authorities;
4. Support NRC in community sensitization within the identified sites, to introduce the employment service company, and explain eligibility criteria for enrolling in the company’s worker roster;
5. Support NRC to advertise and invite eligible people to apply to the company’s roster and coordinate the process;
6. Support NRC to assess, screen, and shortlist applicants for the roster, considering NRC’s defined target population and selection criteria;
7. Provide short trainings including soft-skills and job readiness trainings to shortlisted workers, based on needs of employers (various training packages, depending on employers’ needs and beneficiaries’ profiles/ skills);
8. Match and place selected workers (40%, 40 out of 100) on the roster with employers, based on employers’ location and skills requirements, and workers’ profile/ skills;
9. Regularly and constantly monitor workers’ working conditions (regular pay, safety, breaks, work hours etc.) and produce two monitoring reports for each selected employer, capturing employee’s situation and performance to be eventually hired permanently. 1st report should be delivered two months after placement of workers and 2nd report after four months after placement of workers.

**Tasks/ Responsibilities:**

1. Supporting NRC to assess and identify workers who will be supported through job placements:

* Support NRC design assessment tools, as necessary and appropriate;
* Support NRC identify appropriate local formal and informal advertisement channels for the project (e.g. business associations, radios, newspapers etc.) in Herat;
* Support NRC to assess/ screen displaced youth who apply for the job placement project, including through reviewing written applications (as deemed appropriate), carrying out interviews, carrying out potential employers’ site visits etc.

1. Providing capacity building support to the selected workers and employers:

* Support NRC develop a capacity building and training plan based on needs of employers in the area;
* Provide trainings to 100 shortlisted workers based on the capacity building and training plan;

1. Match selected workers on the roster with employers;

* Match selected workers on the roster with employers, based on employers’ location and skills requirements, and workers’ profile/ skills;
* Place 40% of the trained workers (40 out of 100 trained) to the companies;

1. Monitoring and evaluation of supported workers and selected employers:

* Support NRC develop monitoring tools, templates and processes, to evaluate each supported workers’ as well as selected employers’ performance:

1. Job creation/ employment performance
2. Use of any technical support received from NRC/ the project

* Provide two monitoring reports for each selected employer (two and four months after placement of workers).

1. **Required Qualifications/ Experience**
2. The employment service company must have at last two years of demonstrated experience working in/ with the private sector in Afghanistan, preferably including Herat, and in particular with companies involved in:

* Production or processing of agricultural/ livestock products
* Processing or manufacturing of food and non-food items (including clothing and textile)
* Service industries with high employment potential (e.g. restaurants, hotels, etc.)
* Construction (including energy infrastructure, production of construction materials and equipment, housing construction etc.).

1. The employment service company must possess an in-depth and up-to-date understating of the dynamics and key actors involved in these sectors, as well as have good contacts in the business community in Herat to facilitate decent job placements.
2. The employment service company must have demonstrated experience in monitoring and evaluating employment companies’ performance and management, with particular focus on the performance and wellbeing of the placed workers.
3. **Service Implementation Schedule**

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| **Activity** | **Sub-activity** | **Jul** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** |
| Assess and identify workers who will be supported through job placements | Support NRC design assessment tools, as necessary and appropriate |  |  |  |  |  |  |
| Support NRC identify appropriate local formal and informal advertisement channels for the project (e.g. business associations, radios, newspapers etc.) in Herat |  |  |  |  |  |  |
| Support NRC to assess/ screen displaced youth who apply for the job placement project |  |  |  |  |  |  |
| Providing capacity building support to the selected workers and employers | Support NRC develop a capacity building and training plan based on needs of employers in the area |  |  |  |  |  |  |
| Provide trainings to shortlisted workers based on the capacity building and training plan – Target 100 beneficiaries |  |  |  |  |  |  |
| Work with NRC to provide employers awareness raising and short training on decent employment and Afghan employment law |  |  |  |  |  |  |
| Monitoring and evaluation of supported workers and selected employers | Support NRC develop monitoring tools, templates and processes, to evaluate each supported workers’ as well as selected employers’ performance |  |  |  |  |  |  |
| Provide two monitoring reports for each selected employer |  |  |  |  |  |  |