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INTERREG PROJECT UNEET

SERVICE DELIVERY



TECHNICAL SPECIFICATIONS

(C.C.T.P)

ARTICLE 1 – SUBJECT OF THE SERVICE DELIVERY

This consultation aims to select the external evaluator of the UNEET Project co funding by Interreg North West Europe. Implemented by a consortium of 6 partners (FACE being the Lead Partner), the project begun in March 2018 and will end in March 2021.

Throughout the project, the external evaluator will evaluate the management, the results and the impact of the project activities. Its evaluation will confer credibility upon the project and help building other qualitative KPIs in addition to the indicators given by the Interreg Agency.

ARTICLE 2 – CONTEXT OF THE SERVICE DELIVERY

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2.1- Overall context of UNEET project

UNEET is a project supported by the Interreg North-West Europe agency, a European Territorial Cooperation Programme funded by the European Commission with the ambition to make the North-West Europe area a key economic player and an attractive place to work and live, with high levels of innovation, sustainability and cohesion¹. It aims to provide an effective response to two major issues faced by North West Europe regions:

- The high youth unemployment rates registered in recent years;
- The recruitment needs of the hotel, restaurant and catering sector (HORECA);

The coexistence of a high labour supply and of an unmet labour demand represents a serious market failure and a social-economic challenge that demands actions mobilizing different stakeholders, facilitating the encounter between the offer and the demand.

The percentage of unemployed young people has dramatically increased since 2009, representing, on average 18,8% in 2016² in the 7 regions involved in the project:

- Ile-de-France and Hauts-de-France in France ;
- Ulster and Munster in Ireland
- Fife and Dundee & Angus in the UK;
- Hessen in Germany;

Figures change consistently for each region, ranging from 8,3% in Hessen to 30,7% in Hauts-de-France.

In parallel, the HORECA sector faces important labour force shortages (250.000 unfilled jobs in Europe, more than half in the NWE regions) and high levels of labour turnover. Reasons are mainly linked to the unappealing image of this sector due to a general lack of information about it, its jobs and career opportunities, and to its reputation as a sector characterized by:

- Low wages;
- A work-life unbalance caused by long, nonstandard and fragmented working hours;
- Physically demanding jobs;
- Job instability (temporary contracts due to the high share of seasonal employment);

¹ <http://www.nweurope.eu/about-the-programme>

² Eurostat, Unemployment rates in 2016

- Informal recruitment practices

Yet, the HORECA sector is a sector experiencing a constant growth and that provides numerous valuable job opportunities across the skills spectrum but especially for those just entering or re-entering the labour market. It is the sector proportionally hiring more entry-level young workers providing vital experience and training and opening the door to future jobs (EY, 2013). Additionally, it is a field that facilitates upward social mobility being a structured sector that enhances internal promotions, skills progression and mobility opportunities.

The HORECA sector is a labour-intensive field in constant need of new skills and talents to match the continuous evolution as if competencies, skills usually owned by NEET (young adults Not in Education, Employment, nor Training), are valorised and constantly developed.

Most of the regions involved in the project face important youth unemployment rates, unmet labour demand in the HORECA sector and are in touristic places or other places that foresee a development and a growth of this sector in the coming years (this is the case of the development of the Wild Atlantic Way in Ulster Province or of the documentation exhibition in the Hessen region).

Through territorial cooperation, the Consortium composed of each project partners from the regions mentioned above, aims to enhance an employment dynamic increasing the chances for young adults and companies to find a suitable match. Admittedly, the higher the market area and job offers 'de-concentration, the higher the probability for employers and candidates to meet, reducing the unemployment period. Only through a strong territorial cooperation centred on the sharing of innovative methodologies and by providing a larger offer, the job seeking period and conversely the recruitment period will be reduced, and job-seekers will find the opportunity to match different seasonal works in different countries, being able to work during longer periods.

2.2. Project scope

UNEET aims to provide an Open Source Technology (OST) platform innovative solution to foster the professional integration of NEET by matching the recruitment needs of the HORECA sector with existing labour demand of unemployed young adult people in 7 North West Europe regions, thanks to its implementation by the UNEET partners (see 2.3 article about the UNEET consortium).

The project aims to go beyond the existing tools designed to foster young people's professional integration (also referred as NEET, Not in Employment, Education nor in Training) by offering solutions coherent with expectations and needs of both job-seekers and companies.

The existing platforms :

- Either propose tools addressed to a qualified audience (this is the case of the European Hospitality Skills Passport launched by the European Commission in 2014 within the framework of the EURES platform, aiming to facilitate the transnational mobility of already qualified people to other European countries to work there in the hospitality sector), lacking a wider approach involving other target groups such as NEET;
- Or propose solutions that do not comply with the specificities of the HORECA sector (most of the existing job boards for the HORECA sector like Ihotellerie-restauration.fr, irishjob.ie, hotelcareer.com do not take into account issues such as the negative image of this sector, the huge amount of application

that companies receive, the lack of clarity concerning companies' expectations). None of these initiatives have adopted a threefold approach, as the one we propose, involving young adults, companies and relevant stakeholders in the conception and creation of an open source technology platform that best respond to their needs.

Moreover, UNEET will contribute to fight back employment in the HORECA sector, promoting legal work and, consequently, improving its image.

2.3. Objectives of the platform

Based on this analysis, UNEET aims to create comprehensive a platform joining youngsters, companies and partner organizations with a common purpose. It will be at the same time:

- A platform offering innovative tailored online functions fostering jobseekers' employability, transnational mobility and professional career pathways in the HORECA sector;
- A job board where NEET and companies can easily meet and interact, fostering the creation of a community;

Through the different tools and features included in the UNEET digital platform, the project aims to:

- Go beyond the existing tools and practices aimed to support youth professional integration by creation an innovative platform enabling users to benefit from a totally digital support path including different features (orientation, training, transnational mobility, professional integration)
- Reinforce NEET's employability to facilitate their long-term professional integration;
- Overcome the difficulties encountered by companies in recruiting people and enhance the attractiveness of the sector by including in the platform informative sheets and other tools fostering young adults' knowledge about the jobs, the required profiles and the professional career pathways offered by the sector as well as innovative recruitment system based on candidates' capacities and motivation. This system will allow companies to select candidates best responding to the required profile, reducing the recruitment time and facilitating professional encounters;
- Raise candidates' awareness on the existing transnational mobility opportunities, the steps to take and the national actors that could support them.

2.4. Phases and Calendar

The project runs over 3 years (March 2018 – March 2021) and is structured in 3 main phases:

1. Work Package T1: The co-design with the project partners of UNEET digital solution (May 2018- February 2019)- activities already led

The methodological guide is one of the core deliverables of the project as it defines the added-value of the UNEET program. This guide is the synthesis of all the fieldwork run by the UNEET consortium during the last quarter of 2018 (through workshops and interviews of the NEET, the companies and relevant stakeholders). The objective was to collect all the end-users' needs and their cultural specificities regarding their actual

digital uses. The fieldwork has been carried out with the help of a consultant who produced a fieldwork report. This constituted the basis of the discussions run between all the UNEET partners throughout a co-creation week in January 2019. The objective was to design the features and functions of the platform starting from the needs expressed by the end-users. All these material enable to build what the UNEET digital solution is about (which is addressed in the methodological guide).

2. Work Package T2: The creation of the UNEET platform (February 2019 – mid 2020)

The second phase is the creation of the UNEET platform. The functional specifications are written internally, based on the methodological guide produced during the previous work package. As a reminder the core components of the UNEET digital pathway are :

OBJECTIVES	COMMENT
Diagnostic	Analyse the specific situation of each youngster and orientate him towards the functions best responding to his specific needs
Training	Support youngsters in the identification and reinforcement of soft skills required by the HORECA sector
Offer and demand interaction	Foster the match between the offer and the demand through the creation of a job board and digital interactive tools for companies 'staff and NEET. The attractiveness and the recruitment capacity of the HORECA sector shall be part of the platform, including the creation of a corporate portfolio for companies to: foster their attractiveness and the comprehension of the HORECA sector and its job positions; raise awareness on the importance of recruiting accordingly to diversity; support them to better communicate about their job positions and their sector; and enhance their capacity to recruit and develop talent
Mobility	Inform users about existing mobility opportunities in the North West European regions and provide concrete information on how to carry out a mobility experience for youngsters

The digital agency in charge of developing the platform (based on the functional specifications) will be selected through a call for tender to be launch in the second quarter of 2019.

Besides, one of the key challenges in this work package is the creation of a content management process. This ongoing activity includes :

- The definition of a common production process: indeed all the partners are responsible for some categories of content and all of them will be involved in the production of content;
- The elaboration of a planning and a shared content inventory.

Finally, regional live-testing sessions (one per region) will be run during the second quarter of 2020: The NEET and the companies will be invited to test the platform and provide feedback. Their inputs will enable the digital agency to implement the

necessary corrections to the platform.

3. Work Package T3: The experimentation of the platform (Mid 2020 – March 2021)

This third phase is dedicated to mobilise companies as well as beneficiaries to experiment at large our platform. A relevant launching event is planned to attract them, followed by offline activities to support the end-users in the use of the platform and ensure the right impact of our project. In parallel to these support sessions, the platform will continuously update its content with articles and videos. The experimentation ends with a final impact evaluation report which will be translated then shared to all regions and partners involved in UNEET project.

Finally there are three other transversal work packages:

- Project Management
- Communication
- Long-term strategy

2.3 – The UNEET consortium

The UNEET project is piloted by a Consortium of 6 partners where FACE is the lead partner in partnership with 6 other organisations, private and public. The consultant will be prompted to work with all the project partners. According to each partner’s expertise, a subleader has been attributed to each main work package of the project, 6 in total, as it is often the case with European projects. With regards to the work package concerned herein “Project Management”, the subleader is FACE from France.

FRANCE FACE (Fondation Agir Contre l’Exclusion) is a Public Utility Foundation working alongside French companies in a wide range of CSR topics, including social, environmental and business areas.



GERMANY DISTRICT OF KASSEL is a public authority with several professional integration programs for young employed. They will be paired with the tourism branch of the region (Regional Management).



IRELAND DONEGAL LOCAL DEVELOPMENT COMPANY UNITED delivers training on the HORECA professions.



BALLYHOURA is a local development company which guides the professional integration of young unemployed



UNITED KINGDOM FIFE COUNCIL is a public authority with several professional integration programs and promote the development of tourism.



DUNDEE & ANGUS COLLEGE is a training centre with a specific offer for the HORECA sector.



Other stakeholders will be involved as projects partners 'subpartners such as local public authorities, employment actors. Also, private companies and the NEET themselves will contribute to the definition of the final product.

ARTICLE 3 – DESCRIPTION OF THE SERVICE DELIVERY

3.1- Description of the expected mission

Below are the main missions expected from the external evaluator :

- Assessing the performance of the consortium through the analysis of the project management. The evaluator will regularly highlight (for instance during some project meetings) the advancements, the difficulties and the results.
- Assessing the relevance of the project methodology and its effectiveness: The external evaluator will be responsible for several deliverables that will give each time a "go/no go" or some operational tailored recommendations at the end of the phases of the project.

To sum up, the external evaluator is expected to :

- Understand the project, its risks and the management frame given by the INTERREG agency
- Propose a detailed evaluation methodology and indicators tailored to each deliverable that will be presented to all partners
- Realise the 5 evaluation reports
- Participate to some extent to the workshops and governance bodies (plan for travel expenses in the proposal)
- Present the final impact evaluation during the launching event of the UNEET platform

3.2 – Deliverables

More specifically the external evaluator will be responsible for the following deliverables:

- Evaluation report of the methodology of the UNEET digital program (WP 1) : the deliverable will focus on the project management and the fieldwork activities already led (report of the end-users' needs, the co creation week, the methodological guide). This deliverable will have to highlight the operational recommendations for the next steps in order to make sure the main difficulties of the end-users will effectively be addressed in the platform, and that the created product will meet its objectives.

- Go / No go evaluation report of effectiveness of the platform for end-users (WP 2). Based notably on the regional live-testing results, the external evaluator will measure the coherence, pertinence and attractiveness of the digital pathway, online tools and content. The evaluator will also analyse the capacity to mobilize the target groups and the users' satisfaction.
- Intermediary impact evaluation of the experimentation (WP 3): Based notably on the first support sessions, the deliverable will assess the first results and effects of the project, the attractiveness and use of the platform, the capacity to mobilize the target groups etc.
- Final impact evaluation of the experimentation and the whole project (WP 3): This deliverable will assess the short and long term results of the platform as well as its deployment potential. The analysis will also be led at a more global prospective to assess the project achievements and impacts.
- A performance evaluation report: all the observations in terms of project management and consortium performance will be compiled in a dedicated deliverable.

Some of the reports produced by the evaluator aim to be public and can be published on the INTERREG website. These evaluations concern the activities of every project partner of the consortium.

ARTICLE 4 - CALENDAR

Milestones	Deadline
Deadline for answering the call for tender	April 23 rd , 2019
Selection of the external evaluator	Beginning of May, 2019
Scoping meeting	Mid- May, 2019
Evaluation report of the methodology of the UNEET digital program / operational recommendations for next steps (WP 1)	July, 2019
Assessment of the performance / follow-up of the creation process carried out by the digital agency (especially during the regional live testing sessions)	September 2019 to mid 2020
Go / No go evaluation report of effectiveness of the platform for end-users (WP 2)	May – June 2020
Assessment of the experimentation process	Mid 2020 – End of the project (March 2021)
Intermediary impact evaluation of the experimentation (WP 3)	End of 2020

Performance evaluation report	February 2021
Final impact evaluation of the experimentation and the whole project (WP 3)	March 2021

ARTICLE 5- Disclosure and reporting requirements

The consultant will have to meet FACE institutional and organisational expectations, as well as the communication requirements. All the deliverables and the support documents are to be written in English. All deliverables, including the invoices issued during the project, must mention the support of the NWE INTERREG agency. The official project logo will be provided in the right format as soon as the subcontractor is chosen:



The future subcontractor is aware he can be subjected to controls and visits by FACE and every national or European instances. The accounting and non-accounting vouchers will have to be archived by the selected organisation until 2028.

ARTICLE 6 - SELECTION CRITERIA AND PAYMENT

The selection criteria and payment conditions are mentioned in the CCAP and RC

ARTICLE 7 - DOCUMENTS TO PROVIDE

The documents to provide are mentioned in the Rules for enquiry for tenders (RC).