

TERMS OF REFERENCE

Section:	Education	Date:	21 April 2022
Title:	Establishing of the Transition and Resilience Education Fund	Duty station:	Beirut
Reporting to:	Education Manager	Contract type:	Institutional Contract
Duration:	2.5 months	Start date:	2 May 2022

Section	Content
Background	<p>According to the World bank, the economic and financial crisis in Lebanon is among the worst the world has seen. The forthcoming parliamentary elections on 15 May 2022 is highly anticipated in light of the systemic failures in governance. Moreover, the economic impact from Ukrainian conflict is exacerbating Lebanon's situation, particularly its imports of oil, and wheat which is reliant on Russia and Ukraine. "The share of the Lebanese population under the national poverty line is estimated to have risen by 9.1 percentage points by the end of 2021...The real GDP is estimated to have declined by 10.5% in 2021, on the back of a 21.4% contraction in 2020 as policymakers have still not agreed on a plan to address the collapse of the country's development model" (World Bank, 2022).</p> <p>Monetary and financial turmoil continue to drive crisis conditions, under a multiple exchange rate systems. The sharp deterioration in the Lebanese lira continues to persist depreciating by 90 percent against the US\$. This has resulted in the sharp decline of household purchasing power and increasing poverty rates across population groups. The 2021 Vulnerability Assessment of Syrian Refugees (VASyR) found that 90 per cent of the Syrian households are living in extreme poverty. In addition, around 36 per cent of Lebanese households are estimated to have fallen below the extreme poverty line in 2021.</p> <p>In addition, the economic crisis contributed to a gradual breakdown of public services such as health care, water, hygiene and sanitation (WASH), and education, further worsened by the fuel crisis, which began during the summer of 2021, and has largely impacted the country's electricity supply since, with critical consequences for the health, water, transport, and telecommunication sectors. While the fuel crisis eased toward the end of 2021, this situation has stretched public finances and service delivery and exacerbated existing vulnerabilities, which will likely become protracted as households struggle to satisfy basic needs as subsidies of staple foods, commodities, and medical items are progressively removed.</p> <p>Over 1.2 million school-aged children (enrolled in public, private, semi-private, and UNRWA schools) were affected by COVID-19 related school closures mandated by the Ministry of Education and Higher Education (MEHE) and the Ministry of Public Health for the 2020/21 school year. An additional 50,000 children attending non-formal education suffered disruptions. The 2021 Vulnerability Assessment of Syrian Refugees in Lebanon found that only 11% of Syrian children aged 3 to 5 years and 53% of Syrian children aged 6 to 14 years were attending school. In the case primary education, this represents a drop of 14% compared to the previous year. The most common reason reported for not attending school is cost and it is notable that as age increases the rate in the frequency of children mission school for work also increases.</p>

	<p>The Beirut explosion of August 2020 had an impact on the infrastructure of schools and learning centers. Results of the rapid needs assessment conducted with the technical support of UNICEF and released by the MEHE indicate that 94 public, 132 private and 22 Technical and Vocational Education and Training (TVET) schools sustained minor to significant damage, affecting more than 100,000 children, of which around 40,000 children are in public schools.</p> <p>The impact of the pandemic and economic crisis in Lebanon are likely to have long-lasting impacts on household coping mechanisms, that in turn have an impact on the family support provided to children. A survey released in 2021 by UNICEF, entitled “Lebanon: Children’s future on the line” indicates a worsening of the situation. Nine per cent of families residing in Lebanon sent their children to work, 15% stopped their children’s education and 60% had to buy food on credit or borrow money. The situation is worse for Syrian households as 22% sent their child to work, 35% stopped their education and 100% had to buy food on credit or borrow money. Lebanon is grappling with economic and financial meltdown, COVID-19, the disastrous impact of the Beirut Port explosions and continued impact of the Syrian crisis. In addition, political deadlock fuels popular protests and hampers meaningful reform and recovery efforts. In this context, the situation of ordinary people in Lebanon is worsening day by day.</p> <p>Children across Lebanon are the worst hit. With no end in sight to the devastating crisis, their health and safety are at risk and their very future is at stake. Across Lebanon’s population, every group is affected, Lebanese, Syrians and Palestinians. The compounding crises affect just about every aspect of children’s lives, including education, nutrition and mental health. Eighty per cent of children in Lebanon are worse off than they were at the beginning of 2020, according to the Child-Focused Rapid Assessment (CFRA)¹ conducted by UNICEF in April 2021.</p>
<p>Purpose and Objectives</p>	<p>Against the backdrop of the Lebanon context, UNICEF is currently supporting the Ministry of Education and Higher Education (MEHE) in establishing the Transition and Resilience Education Fund (TREF), aiming to optimise the harmonisation the MEHE strategy and priorities for the sector and to align with the four Decision Papers (stipulating how Government decisions are made in practice). The TREF is also envisioned to reinforce the education system capacities, to achieve greater results through a strengthened partnership between the Government and national and international stakeholders. The TREF will address challenges in the sector such as governance, accountability, data, and reporting.</p> <p>The TREF consists of three dimensions, 1) Funding and Disbursement Modality; 2) Partnership Governance; and 3) Education Service Delivery and Results.</p> <p>The TREF will strive to consolidate reporting, harmonize programming, and optimize procedures. The TREF will fully adopt alternative payment modalities to beneficiaries such as teachers, educators and schools via Third Parties (local money transfers and banks) which is a significant change from disbursement of funds to the MEHE for implementation. During this transition, such payment modalities aim to strengthen effective implementation and transparency to reach more children with quality of education.</p> <p>The TREF will support the effective implementation of the MEHE’s strategic plan with the following principles:</p> <ol style="list-style-type: none"> 1. Unified management arrangement and integrating any external structure. 2. Holistic and fact-based bottom-up costing methodology for unit cost per student. 3. Vulnerability-driven equity and inclusion policy for all children.

¹ <https://www.unicef.org/lebanon/media/6541/file>

	<ol style="list-style-type: none"> 4. Results-based management system. 5. Data-driven decision-making system. 6. Efficient system with clear risk mitigation strategies. 7. Unified framework of the Education Sector Plan. 8. Adopting a whole-of-system approach. <p>The purpose of this institutional consultancy is to finalize the TREF Operational Handbook that takes into consideration the complexity of the current Lebanese context to include clearly outlined Standard Operating Procedures (SOPs) and workflows between MEHE, any third party participating in TREF, donors, UNICEF and beneficiaries. These will include, but are not limited to, flows of data from the MEHE to the financial entities that disburse contributions to beneficiaries, alignment of steps in the workflow with the UN’s Harmonized Approach to Cash Transfer (HACT), end user satisfaction monitoring, and if appropriate, affinity of implementation.</p> <p>Under the supervision of the Education Manager, the institutional consultancy is expected to work closely with UNICEF team. The institutional consultancy will also collaborate with the MEHE and key donors for the TREF setup. The institutional consultancy is expected to be based in Lebanon or maintain a continuous on the ground presence in the country to ensure progress.</p>												
Scope of work	A team of dedicated experts in education system strengthening accountability, financing and data is needed to finalize the TREF Operational Handbook.												
Stakeholders	The institutional consultancy will work with the UNICEF team, in coordination with MEHE and key donors.												
Reference List	<ul style="list-style-type: none"> • Draft of the TREF Operational Handbook • Draft ToR for TREF Third Party • TREF Costing Model Updates March 2022 												
Deliverables and Schedules	<p>The contractor is expected to deliver the following table below. All deliverables need to be reviewed and cleared by the Education Manager. During the assignment and upon request, the team of experts are also expected to represent UNICEF in various meetings related to the TREF deliverables and provide technical inputs. The meetings will be a combination of online and face-to-face arrangements, but face-to-face will be preferred as much as possible.</p> <table border="1" data-bbox="331 1335 1410 2101"> <thead> <tr> <th>Task</th> <th>Deliverables</th> <th>Working days</th> </tr> </thead> <tbody> <tr> <td data-bbox="339 1384 699 1742">1. Review the draft Operational Handbook and related literatures to understand the bottlenecks in finalizing the document, including meetings with international consultant Senior Education Adviser and UNICEF Education and Operation Teams.</td> <td data-bbox="707 1384 1121 1742">Submit a report on identified bottlenecks and a finalised workplan with timeline to address these issues.</td> <td data-bbox="1129 1384 1402 1742">5 days</td> </tr> <tr> <td data-bbox="339 1753 699 2033">2. Develop clear charts of the workflow and Standard Operating Procedures as proposed associated with TREF (ie. financial flow, monitoring, costing, and implementation, and integration)</td> <td data-bbox="707 1753 1121 2033">Submit charts of the workflow and Standard Operating Procedures as proposed associated with TREF (ie. financial flow, monitoring, costing, and implementation, and integration).</td> <td data-bbox="1129 1753 1402 2033">35 days</td> </tr> <tr> <td data-bbox="339 2045 699 2096">3. Review existing workflow for TREF to streamline the</td> <td data-bbox="707 2045 1121 2096">Submit a report on the exercise and specify the eliminations.</td> <td data-bbox="1129 2045 1402 2096">10 days</td> </tr> </tbody> </table>	Task	Deliverables	Working days	1. Review the draft Operational Handbook and related literatures to understand the bottlenecks in finalizing the document, including meetings with international consultant Senior Education Adviser and UNICEF Education and Operation Teams.	Submit a report on identified bottlenecks and a finalised workplan with timeline to address these issues.	5 days	2. Develop clear charts of the workflow and Standard Operating Procedures as proposed associated with TREF (ie. financial flow, monitoring, costing, and implementation, and integration)	Submit charts of the workflow and Standard Operating Procedures as proposed associated with TREF (ie. financial flow, monitoring, costing, and implementation, and integration).	35 days	3. Review existing workflow for TREF to streamline the	Submit a report on the exercise and specify the eliminations.	10 days
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	procedures ensuring efficiency (eliminate redundancies and inefficiencies as well as unnecessary steps in the TREF Operational Handbook).		
	4. Ensure alignment of the updated workflow with HACT, legal requirements/bank and financing in Lebanon and procedures of the financial entity (either Third Party or OMT and/or banks).	Submit a report on updated workflow and specify the alignment made.	10 days
	5. Update the TREF Operational Handbook and include annexes with SOPs.	Submit an updated draft of the Operational Handbook with clear SOPs and workflow between the different said stakeholders.	10 days
	6. Present the updated Operational Handbook to key stakeholders including MEHE, Donors, partners and UNICEF Teams. Prepare Powerpoint slides. A workshop may be organized.	Submit a presentation and present the updated document.	5 days
	<p>*** Materials under this assignment are the property of UNICEF.</p> <p>***UNICEF needs to approve deliverables prior to moving to a next phase.</p>		
Timing	<p>Duration of assignment: 75 days (within a period of 3 month).</p> <p>Contract Duration: May to July 2022</p>		
Reporting Requirements	<p>The contractor will report directly to UNICEF Lebanon's Education Manager.</p> <p>The contractor will coordinate with the UNICEF Lebanon's Education Team, International Consultant Senior Education Adviser, MEHE and donors as advised by UNICEF.</p> <p>A technical and financial proposal should be resubmitted by the Supplier. The technical and financial proposals should be submitted in separate envelopes. No financial information should be included in the technical proposal.</p> <p>Below is a list of items that should be submitted in the separate technical and financial proposals.</p> <p>Technical Proposal should include the following:</p> <ul style="list-style-type: none"> • Company Profile & registration documents • List of previous similar project undertaken • Minimum 3 reference from previous clients (UN agency or other international organisations if available) • Samples of previous relevant work on establishing pool funds or similar • Workplan for implementation of the contract 		

	<ul style="list-style-type: none"> • Methodology • Team Composition • CV's of all proposed team members <p>Financial Proposal should include all costs associated with implementation of the TOR, including: Bidders are expected to submit a lump sum financial proposal to complete the entire contract based on the terms of reference. The lump sum however be broken down to show the above detail.</p> <p>a) Resource Costs: Daily rate multiplied by number of days b) Content development: Include all operational costs c) Testing and delivery</p> <p>UNICEF does not provide transport, accommodation, insurance or other logistical support for the Suppliers' staff and all costs should be included in the lump sum financial proposal.</p> <p>These lines of communication and liaison will remain open for regular contact throughout the assignment, and staff will remain available to assist and participate in the assignment as necessary or appropriate. Ultimately however, the institution is expected to have the self-sufficiency to work independently in Lebanon.</p>
Profile Requirements	<p>The institution consists of a team of full-time individuals who will be coordinating directly with the Education Team at the UNICEF LCO. The applicants should have a combination of both experience and technical knowledge and skills in education systems and modalities in complex contexts. Having experience in setting up temporary financial platforms for Governments in transition is considered an advantage.</p> <p>Fluency in English amongst the team overall is a must while Arabic and/or French could be an asset. The team leader should have at least 10 years of work experience in supporting education strategies and policies in both development and humanitarian contexts.</p> <p>The composition of the team would need to combine the following expected profiles and skills: The Project manager will be responsible to ensure timely and effective implementation of the contract. The proposed person should have experience of undertaking a similar role. All other proposed personnel should have qualifications and experience applicable to the position that they are being proposed for.</p> <p>Academic Qualifications</p> <ul style="list-style-type: none"> - Master's degree in education or relevant field. A Bachelor's degree may be accepted if the experts have proven track record of relevant experience (minimum 2 years). <p>Experience</p> <ul style="list-style-type: none"> - At least 10 years of experience in education strategies and policies in both development and humanitarian contexts. - Proven experience in supporting education strategies with Governments, UN agencies, Education Stakeholders and Donors. Experience in setting up temporary financial platforms for Governments in transition is an advantage. - Experience working in Lebanon and/or the region is an asset. <p>Technical knowledge and skills</p> <ul style="list-style-type: none"> - Excellent knowledge and skills in education, including formal and non-formal education focusing on access, quality and systems. - Expertise in education systems and modalities for effective implementation in complex contexts and education programmes. <p>Language</p> <ul style="list-style-type: none"> - English is a requirement with very good writing and presentation skills. Knowledge in Arabic and/or French is considered an asset.

Evaluation Process and Method	Technical Evaluation Criteria: <ul style="list-style-type: none"> • <i>Service Providers are encouraged to ensure they meet the below requested evaluation and qualification criteria;</i> • <i>Technical evaluation is composed of 70 points;</i> • <i>Minimum successful score for the technical evaluation is 49 points.</i> 			
	Evaluation criteria			
	Criteria	Marks	Benchmarks	Comments
	Overall concord between the Request for Proposals and the submission, with clear methodology and approach based on understanding of UNICEF requirements.	15	Briefly outline the proposed methodology for the assignment including a specific timeline vis a vis the assignment deliverables	
	Expertise of the team in setting up pool funds or similar mechanisms in complex contexts.	25	Resume of team leader and other team members. 6 points per resume	
	Experience in delivery of operational handbooks to strengthen accountability and transparency in education systems with user-friendly workflows and charts, preferable in MENA.	20	The production of at least 2 operational handbooks or similar. 2 material is equivalent to 5 points	
	Previous experience working closely with production companies /media firms and UN agencies or similar large-scale organizations.	10	Provide reference letters or project reports/ evaluations of previous partnership with agencies on similar projects. (5 points per letter of reference, up to 10 points)	
Total	70			
	Financial Evaluation Criteria: <ul style="list-style-type: none"> • <i>Only bidders obtaining the minimum pass mark in the technical evaluation (49 points) will be considered for the financial evaluation;</i> <i>Financial evaluation is composed of 30 points. The lowest financial offer will obtain 30 points.</i>			
Administrative Issues & Logistical Activity	Administrative issues: <ul style="list-style-type: none"> • The overall deliverables will be led by the UNICEF Lebanon Country Office (LCO). • The contractor will be working directly with UNICEF LCO and report to this organization for technical guidance and approval of draft and final products. • The contractor should have a team leader who will closely coordinate with the Education Manager at UNICEF LCO. • The contractor is expected to be able to work independently to ensure the smooth running of the assignment. • The contractor is required to provide his/her own computer and communications equipment (laptops, telephones, etc.) during the assignment. • No contract may commence unless the contract is signed by both UNICEF and the Contractor. Logistical Activity: Any travels shall be included in the costed proposal, data collection related or others. The unit cost for each travel shall be stated in the financial proposal.			

	<p>All the meetings, consultations and interviews will be organized by the Contractor together with UNICEF Lebanon and its partners who will support in organizing and coordinating relevant meetings with partners and other key stakeholders (trainees, etc.).</p>