

Answers to Queries

1. Is there a specific format requirement for the proposal or can we use PowerPoint to reply?

There is no specific format for the proposal. The bidder can freely select the best format to present to UNICEF.

2. To identify the main workload, how many procedures (SOPs) are planned/expected within the TREF handbook? And how many of them are already drafted (level of advancement)?

The SOPs have not yet been drafted. It is expected that the bidder will produce between 5-8 SOPs depending on transactions and targets.

3. Is there a process management framework that we have to follow at UNICEF Lebanon for the development of the SOPs (e.g. structure of policies/processes/procedures, templates, etc.)?

The drafted SOPs need to take into account the current policies and processes of UNICEF. However, no particular templates are needed. All SOPs will be reviewed by UNICEF before clearance.

4. You ask for a previous experience with production companies / media firms; is the graphic design / production of the handbooks part of the assignment (to include in our offer)? In this case what is the expected number of handbooks to be printed?

There will be one Operational Handbook. The purpose is to design it in an accessible way for audiences. We will print separately (not the part of this assignment).

5. Can you please list the different categories of the third parties participating in TREF, donors and beneficiaries, as well as approximate number per category. Does it include all third parties monitored by MEHE (ex: all public and private schools, vocational education, Lebanese university, etc.)?

- Donors (currently two major donors).
- Third parties include Cash Transfer company (e.g. Western Union) and bank(s)
- Key beneficiaries are teachers and educators (over 12,000), and schools (over 1,600 private and public schools).

6. In the "Purpose and Objectives" section, it is mentioned that the TREF should align with four Decision Papers (stipulating how Government decisions are made in practice) – can you elaborate more on these papers?

Below are the main agreements in the Decision Papers.

Decision paper #1:

- The Operational Handbook of the Transition and Resilience Education Fund (TREF) provides, inter alia, the architecture of the institutional and implementation arrangements for how external funds are channelled and managed to support the implementation of Lebanon's new Education Sector Plan for 2021-2025 of the Ministry of Education and Higher Education (MEHE).
- General tasks of the Implementation Support Team (IST), including reporting and financing of IST

Decision paper #2

- This decision paper focuses on the Governance and Reporting of TREF, including a high-level summary of a foundational pillar that needs to be in place to make TREF work.

Decision paper #3

- This decision paper focuses on the financial management structure, the financing cycle, and the costing methodology for TREF.

Decision paper #4

- This Decision Paper, which is built on and is linked to the Decision Papers 1, 2 and 3, stipulates the minimum requirements for a successful TREF implementation. It also lists the possible triggers for performance-related funding.

7. In the same section you also mentioned the alignment with the UN's Harmonized Approach to Cash Transfer (HACT) – can you elaborate more on HACT?

Harmonized Approach to Cash Transfers (HACT) establish common principles and process for managing cash transfers among UN agencies including UNICEF that have adopted the approach across all countries and operational contexts. The SOPs need to be aligned with HACT.

8. What is the composition and expertise of the UNICEF team the consultant will be working with? Who are the key contacts from MEHE (in terms of positions)?

Key focal points at UNICEF: Chief of education, Senior Advisor, Education Manager, and Education Specialist/s, and Operations Team.

Key focal points at MEHE: Minister of Education and Higher Education; Director-General of Education; Implementation Support Team comprising the following senior experts:

- Senior Economic Policy, Data Management and Reporting Consultant
- Senior Consultant for Financial Management
- Head of ICT, SIMS (School Information Management System) Management and Data Reporting
- Senior Program Planning & Budgeting & Policy Cycle Implementation Support Advisor
- Expert on Information Management and Reporting