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## **Terms of Reference (ToR) for a Non-Key Expert on Communication and Visibility**

The Project:	TA to MEHE – Technical Assistant to the Ministry of Education and Higher Education
Financing Institution and contracts number:	European Commission: NDICI-GEO-NEAR/2022/ 440-883
Expert Category:	Senior non key experts (NKE)
Duration of the mission:	Up to 35 days
Period of the mission:	From October 2024 to December 2025
Working Language:	English and Arabic

### **1 Project Background**

#### **1.1 The situation**

Lebanon has been suffering from instability on all levels for decades, but the situation has further aggravated in the last few years. Three years of layering of crises on top of one another - the economic crisis, compounded by COVID-19, the 2020 Beirut Port explosions and political instability have left all families residing in the country struggling to survive. Currently, Lebanon finds itself in a never before faced compounded crisis of extreme complexity, which was the result of several factors including the refugee crisis that started in 2011, noting that country is currently hosting 831,053 Syrian refugees<sup>1</sup> and 479,537 Palestinian refugees<sup>2</sup> according to latest UN agencies reports, in addition to the economic vulnerability and contraction, continuous political crisis, social unrest and heightened challenges since October 2019, the on-going debt crisis, COVID-19 and health crisis, banking and currency crisis, cumulative inflation rate, education sector crisis, which was preceded by teachers' protests since 2017-2018 against low remuneration and the Beirut Blast in August 2020 and its on-going consequences. All these crises resulted in enormous strains on population's physical and mental health, access to food, basic services, education and safety among others.

#### **1.2 Current situation in the target sector**

The events that took place in the last few years have added further layers of obstacles on top of an already compromised Lebanese public and private schooling system in its efforts to provide education for children residing in Lebanon. The crisis left an impact on the different levels of the education system, starting with MEHE's inability to perform normally due to the economic and social situation, teachers and staff's losing motivation and students unable to attend classes on daily bases for several reasons among many other levels. The crisis' impact on the educational sector affects children's wellbeing and threatens their future, the social stability (including people's ability to escape the vicious cycle of poverty) and country's abilities to overcome the socioeconomic and political depression and to set up a sustainable governance and economic model. The below provides a detailed insight on the current situation in the education sector in Lebanon and sheds the light on major gaps and existing issues:

- Access to education opportunities and disruption of education services

<sup>1</sup> UNHRC, 30 June 2022

<sup>2</sup> UNRWA in figures, UNRWA, 31 December 2020

- Quality of education services
- Governance of education systems
- Education-related expenditures for families and MEHE
- Large donor group involved in the sector
- MEHE needs and gaps
- Budgeting and Planning
- Capacity Gaps
- “Internal Politics”

### 1.3 About the project

With the country slipping deeper into an economic and financial crisis, the education sector and the Ministry Education and Higher Education (MEHE) are in high need of support to ensure their ability to sustain their operations and remain able to deliver high quality education to all children residing in Lebanon. While the complexity of the situation is increasing, with high number of dropouts and out-of-school children, a significant number of students migrating from private to the public school because they cannot afford the high fees anymore, low teachers’ motivation, challenges on the level of transportation and unavailability of basic needs at schools such as power, in addition to a considerable decline in the quality of education, support is needed to ensure that MEHE, including Directorate for General Education(DGE) and all other departments, guarantee learning continuity under a multiple crisis context through a more resilient education system, that is able to provide quality, inclusive and safe education for all children.

To cover the existing gaps, the Technical Assistance to the Ministry of Education and Higher Education (TA to MEHE), aims at “building an education system (Ministry for Education and Higher Education) better equipped and able to deliver quality basic education”, through the below 3 outcomes:

- **Outcome 1:** enhance the governance capacities of the MEHE in the field of strategic and operational planning, monitoring, and reporting, budgeting and public finance management.
- **Outcome 2:** enhance the capacities of the MEHE for the delivery of quality teaching and learning by management and educational staff empowered with 21st century skills development.
- **Outcome 3:** enhance the performance of the public education system (MEHE) through improved management and business operating procedures.

## 2 The assignment

### 2.1 Background for the assignment

#### 2.1.1 Description of the assignment

The purpose of this mission is to assist TAMEHE team in raising awareness about the role of the project, its objectives and main achievements among key stakeholders, target group and the public in Lebanon, highlighting the beneficial support of the European Union.

The Communication and Visibility NKE will assist the project in the development and deployment of the TAMEHE communication plan that aims at enhancing its visibility, impact, and stakeholder engagement and follow-up on its implementation. Aligned with the project’s goals, the plan will ensure clear communication with stakeholders and community. It will define the roles and responsibilities of those involved, specify communication channels and frequencies, and align content with the project’s mission and values.

The Expert will also coordinate the development of visibility materials when needed following MEHE, GIZ and EU guidelines, and assure that TAMEHE press, and communications are up-to-date and assist TAMEHE team in the organization and implementation of the workshops and events.

### 2.1.2 Description of the activities to be performed by the Non-Key Expert

The activities to be undertaken will include, but not be limited to:

- Examine relevant project documentation
- Design the Communication Plan in terms of structure and content
- Meet with Project Team Leader, Project Team Members, staff of the MEHE and of other organizations involved in the project activities as considered necessary
- Increase the visibility of the project through written (story collection, articles and newsletters) and visual content (online designs), print communications, video clips, events management, etc.
- Identify and initiate new and creative ways to enhance the visibility of TAMEHE and EU in Lebanon
- Draft and/or edit publications, web stories, tweets, speeches, press releases and assist with editing and revision of project documents for publication to ensure clarity, consistency, and readability of the text for the intended audience.
- In coordination with project team members, manage communication and visibility tasks related to the organization of workshops and events and provide logistical support
- Oversee planning and execution of identified support services, such as graphic design and layout of various digital or print communication tools, illustrations, translation, photography and video-audio production.
- Liaise with MEHE whenever relevant content is being prepared for publishing
- Disseminate project information to stakeholders
- Where appropriate, take part in workshops, training courses, external events, etc. for future communication purposes.
- Collect all publications and records for project files, and contribute to the Project Progress Reports with all published materials, broadcasts and events
- Review policies and regulations of MEHE, GIZ and EU and assure compliance of all communication activities and follow-up with relevant departments.
- Meet with key stakeholders at MEHE and GIZ TAMEHE to collect as needed to collect required data.
- Promote project achievements.
- Respond promptly and professionally to amendments requested from the DGE, EU and TA-MEHE.
- Coordinate with relevant personnel on the integration of the communication policy outcomes into identified media outlets.
- Perform other tasks as required in consultation with the TAMEHE team.

### 2.1.3 Outputs/Results of the mission

The outputs / results requested to the Expert/Consultant are:

- Communication Plan that includes, but is not limited to, the below:
  - Overall communication objectives of the project
  - Target group and beneficiaries
  - Communication objectives
  - Core messages
  - Identified products
  - Tentative schedule
  - Content guidelines
- Scheduled products and timely content posted on identified communications channels
- Texts of the project publications, web stories, tweets, speeches, press releases, etc. are drafted and, when required, approved by the EU Delegation
- Online communications (posts, articles, stories, press-releases, etc.) are published in various media

- TAMEHE news on the MEHE website, if possible,
- Photography and video tools are produced and disseminated, when required
- Press-releases of the events are drafted and distributed to the media, when required
- Communication and visibility materials in print are produced and delivered, when required

#### 2.1.4 Administrative Deliverables

- Monthly Time Sheets according to the template provided at the beginning of the mission which includes a brief description of task(s) conducted each day signed and submitted for revision and approval. Holidays, weekends and working days outside Lebanon could not be included in the Timesheet as working days unless there is a prior written approval from the contracting authority.
- A comprehensive end of mission's report submitted to team leader for revision and approval including:
  - o List of outputs produced during the mission (including meetings and people met)
  - o Description of the outputs produced during the mission
  - o Problems and challenges encountered during the mission
  - o Recommendations for the follow-up of the mission (if any)
  - o Recommendations for the improvement of project implementation (if any)
- Documents produced during the implementation of the mission in the form of definitive version (drafts can be included if and only if are relevant for the implementation of the mission or its follow-up).
- All administrative deliverables should be delivered in hard copy and in digital form using exclusively MS Office applications.

#### 2.1.5 Mission timeline

- Draft of communication plan: To be submitted after **1 month** of contract signature
- Final communication plan: To be submitted after **2 month** of contract signature
- Implementation of communication plan: Throughout the project implementation period until the end of 2025 based on activities

### 3 Expert Profile

#### 3.1 Qualifications and skills

- Bachelor's degree in journalism, communication, public relations, social science, marketing, or others related to the assignment (minimum requirement)
- Fluency in English language (minimum requirement)
- Fluency in Arabic language (minimum requirement)
- Fluency in French language (preferred requirement)
- Excellent writing and editing skills (minimum requirement)
- Excellent interpersonal communication skills (minimum requirement)
- Proficient use of MS Word, Excel, and PowerPoint (minimum requirement)
- Use of graphic design and photo editing programs like Photoshop, Illustrator or similar (preferred requirement)
- Knowledge of collaborative tools like Teams, SharePoint or similar (preferred requirement)
- Ability to manage multiple tasks under time pressure
- Attention to detail and positive attitude

### **3.2 General professional experience**

- 8 (eight) years of postgraduate experience in the field of communication, awareness raising, public relations, journalism and/or marketing or a relevant experience.

### **3.3 Specific professional experience**

- Proven experience in communication and visibility activities
- Experience in managing and delivery of the support services, such as graphic design and layout of various communication tools, printing materials, promotional gadgets, photography, etc. (minimum requirement).
- Experience in drafting publications, web stories, tweets, speeches, press releases, etc. (minimum requirement).
- Experience in organization of promotional events, workshops, round tables, conferences, etc. (minimum requirement).
- Experience in promoting social or other campaigns using different media channels (minimum requirement).
- Knowledge of the EU Communication and Visibility Guidelines (preferred requirement)
- Experience in graphics design (preferred requirement)
- Previous work experience with at least one EU funded project in any area (preferred requirement)
- Previous work experience with GIZ projects (preferred requirement).

### **3.4 Note**

- Taxes, levies, or other obligations will not be refunded.
- The daily rates of the contractor will cover the needed transportation and communication costs.
- Contractor must make her/his tax declarations by her/himself to the relevant authority