

TERMS OF REFERENCE

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| Section: | Social Policy | Date: | 31 January 2023 |
| Title: | Lebanon's Crises' Long-Lasting Repercussions | Duty station: | Beirut |
| Reporting to: | Chief of Social Policy | Contract type: | Institutional Contract |
| Duration: | 12 months | Start date: | Q1-2023 |

| Section | Content |
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| Background | <p>More than three years into the unfolding of the one of its worst socio-economic and financial crisis, Lebanon is still suffering the meltdown and grappling with the deteriorating situation. Meanwhile, the Government and the political environment have been quasi-absent or slow in responding to the repercussions caused by the crash, with no serious efforts to stabilize the situation and move towards a recovery path. In parallel, austerity measures and several decisions have been taken by the Government, such as subsidy removal or introduction of revised fees on customs, telecom or electricity, with no mitigating measures in place to protect the poor and most vulnerable.</p> <p>With no solution in sight and a complete political paralysis, the Lebanese context still holds a lot of instability, and unpredictability on multiple fronts, with long term repercussions. Some of these lasting implications include the massive brain drain and loss of skills and human capital especially among the youth and professionals seeking better opportunities abroad. Education and health are among the major sectors that are hard hit, witnessing a mass migration of teachers and medical staff respectively.</p> <p>The education sector in particular, once regarded as one of the country's few national prides, is on the verge of total collapse with irreversible implications that can impact generations. The crisis has pushed many children out of learning, coupled with an instable and unsustainable public education system. With that, social justice and equity are being further undermined, reinforcing an already deep-rooted inequality in Lebanon and widening the gap in social division.</p> <p>To this end and in light of the rapidly changing context, a number of analysis are critical around particular issues such as 1) emigration and the brain drain, 2) the sustainability of the education system, and 3) social and economic inequality.</p> |
| Purpose and Objectives | The objective of this consultancy is to partner with UNICEF to provide thematic research and analysis, including the recent massive wave of emigration that Lebanon has been witnessing since the unfolding of the crisis, the costing and sustainability of the education system collapsing in light of the ongoing crisis, and the high level of inequality which is deeply embedded in the system and is being further intensified by the crisis. |
| Scope of work | The contractor will be required to present the findings and analysis through power point presentations, articles, policy briefs, position papers and case studies where relevant, as well as through webinars and roundtable discussions when necessary. In addition, the contractor will be required to produce communication material to disseminate major findings, in close coordination with UNICEF Social Policy and Communication sections. All analytical and advocacy products and processes (i.e. events) may be carried out jointly between the contractor and UNICEF. |
| Stakeholders | <ul style="list-style-type: none"> UNICEF programmes and partners (including CSOs, thinktanks, media, government and the public) |
| Reference List | <p>The below list is suggestive, but not limited to the following:</p> <ul style="list-style-type: none"> National Social Protection Strategy Child Poverty Advocacy Plan including the Multidimensional Child Deprivation study and the Child Focused Rapid Assessments conducted every six months MEHE's 5 Year Plan National Youth Action Plan |

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| | Note: Other credible references suggested by the company/organization are welcomed. | | |
| Deliverables and Schedules | Deliverables | # of working days | Fees per deliverable (US\$) |
| | Deliverable 1: Emigration <ul style="list-style-type: none"> • Inception report • Case study and related products • Policy brief, webinar and articles | 25 | |
| | Deliverable 2: Costing and Sustainability of Education System <ul style="list-style-type: none"> • Inception Report • Costing of education system in the public sector report • Recommendations on sustainability of the education sector report • Policy briefs, webinars and articles | 40 | |
| | Deliverable3: Assessment of Inequality <ul style="list-style-type: none"> • Inception Report • Analytical report • Policy briefs, webinars and articles | 20 | |
| | Deliverable 6: Infographics and videos to disseminate findings*** | 15 | |
| | Total working days: | 100 days | |
| | <p>*** Materials under this assignment are the property of UNICEF.</p> <p>***UNICEF needs to approve deliverables prior to moving to dissemination/publication.</p> | | |
| Timing | Duration of assignment: 100 days (within a period of 12 months). Start date: Q1 2023 | | |
| Reporting Requirements | <p>The Contractor will report directly to UNICEF Lebanon’s Social Policy team, in coordination with colleagues from relevant sections on sector focused analysis and advocacy as well as products and events.</p> <p>The contractor will coordinate and collaborate with UNICEF Social Policy section to jointly develop policy briefs, position papers, articles and events and advocacy channels.</p> <p>A technical and financial proposal should be resubmitted by the Contractor. The technical and financial proposals should be submitted in separate envelopes. No financial information should be included in the technical proposal. Below is a list of items that should be submitted in the separate technical and financial proposals. Technical Proposal should include the following:</p> <ul style="list-style-type: none"> • Organization 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 similar products developed. • Workplan for implementation of the contract • Methodology • Team Composition • CV’s of all proposed team members | | |

| | <p>Financial Proposals 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.</p> <p>The lump sum however should be broken down to show:</p> <p>a) The numbers of days per deliverable as per the above table, multiplied by the daily rate. b) Operational costs</p> <p>UNICEF does not provide transport, accommodation, insurance or other logistical support for the Contractor’s 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> | | | | | | | | | | | | |
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| <p>Profile Requirements</p> | <p>The institution consists of a team of individuals embedded within a Lebanese think tank who will be working directly with the Social Policy Team at the UNICEF LCO. The applicants should have an experience in economic, political, and social analysis, public financial management, and social development as well as technical expertise in developing policy briefs, articles and analyzing social policy issues in the context of Lebanon.</p> <p>Fluency in Arabic and English amongst the team overall is a must to understand the context in Lebanon and the complex political environment.</p> <p>The composition of the team would need to combine the following expected profiles and skills:</p> <ul style="list-style-type: none"> • The team leader should have at least 15 years of work experience in economics, public policy and political science. • 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>Technical Knowledge and Experience of the Team:</p> <ul style="list-style-type: none"> • PhD in economic, politics, political science, social sciences, or other relevant discipline. • Master’s degree in Economics, Public Policy, Social Science or Political Science. • Extensive experience in research and analysis of economic, political, and social policy issues. • Minimum 10 years of experience in delivery of similar products and materials • Knowledge of the Lebanese social, economic and political context. • Experience in convening multiple governmental and non-governmental stakeholders and facilitating a dialogue and creating a debate. • Experience in working across the Government of Lebanon and knowledge and understanding of key actors, agencies and relationships. <p>Languages: Mastering Arabic and English reading, writing and speaking.</p> | | | | | | | | | | | | |
| <p>Evaluation Process and Method</p> | <p>Technical Evaluation Criteria:</p> <ul style="list-style-type: none"> • <i>Technical evaluation is composed of 80 points.</i> • <i>Minimum successful score for the technical evaluation is 56 points.</i> <table border="1" data-bbox="292 1899 1495 1982"> <thead> <tr> <th data-bbox="292 1899 743 1939">Evaluation criteria</th> <th data-bbox="743 1899 842 1939"></th> <th data-bbox="842 1899 1337 1939"></th> <th data-bbox="1337 1899 1495 1939"></th> </tr> <tr> <th data-bbox="292 1939 743 1982">Criteria</th> <th data-bbox="743 1939 842 1982">Marks</th> <th data-bbox="842 1939 1337 1982">Benchmarks</th> <th data-bbox="1337 1939 1495 1982">Comments</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> | Evaluation criteria | | | | Criteria | Marks | Benchmarks | Comments | | | | |
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| | The lead consultant and team members qualifications according to profile requirements outlined in the ToR. | 20 | Resume of team leader and other team members. 5 points per resume | |
| | Expertise of the institution in producing similar products and materials including policy briefs, articles, position papers, infographics and videos. | 25 | Previously developed policy briefs, articles, or position papers (5 products is equivalent to 5 points), and infographics (5 infographics is equivalent to 5 points) and videos (5 points per video) | |
| | Quality and comprehensiveness of the overall approach and methodology, and expected timeline and workplan that meet the ToR requirements. | 20 | Briefly outline the proposed methodology for the assignment including a specific timeline vis a vis the assignment deliverables | |
| | Experience in facilitating a dialogue / discussion on social policy issues. | 15 | Previous webinar or roundtable materials to be shared (5 points per webinar/roundtable) | |
| | Total | 80 | | |
| | <p>Financial Evaluation Criteria:</p> <ul style="list-style-type: none"> • <i>Only bidders obtaining the minimum pass mark in the technical evaluation (56 points) will be considered for the financial evaluation.</i> <p><i>Financial evaluation is composed of 20 points. The lowest financial offer will obtain 20 points.</i></p> | | | |
| Administrative Issues & Logistical Activity | <p><u>Administrative issues:</u></p> <ul style="list-style-type: none"> • The overall review process will be led by the UNICEF LCO. • The team will be working directly with UNICEF LCO and report to this organization for technical guidance and approval of draft and final products. • The institution should have a team leader who will closely coordinate with the Social Policy Team at UNICEF LCO. • The Contractor is expected to be able to work independently to ensure the smooth running of the assignment. • The Contractor will need to organize its logistics for meetings and workshops. • The Contractor is required to provide his/her own computer and communications equipment (laptops, telephones, etc.). • The Contractor is not entitled to payment of overtime. All remuneration must be within the contract agreement. • No contract may commence unless the contract is signed by both UNICEF and the Contractor. <p><u>Logistical Activity:</u> 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 key stakeholder.</p> | | | |
| Payment | <p>This Project falls under UNICEF's Social Policy Programme.</p> <p>Contract is budgeted based on a consultancy team comprising of at least 2 individuals, with professional levels with more than 10 years of experience.</p> <p>Payments will be made on a quarterly basis based on deliverables.</p> | | | |