

TERMS OF REFERENCE

Section:	Adolescents and youth programme	Date:	16 Aug2019
Title:	Contractor to Deliver a Master Trainers Programme for Positive Leadership, Positive Team-Building and Employability modules with UNICEF Lebanon	Duty station:	Beirut
Reporting to:	ADAP officer empowerment and participation	Contract type:	Institutional Contract
Duration:	5 months	Start date:	Q3 2019

Section	Content
Background	<p>Rationale and overall context of the assignment</p> <p>UNICEF Life Skills and Citizenship Education (LSCE) Initiative was launched by UNICEF Middle East and North Africa Regional Office in 2016, followed by a public roll-out of the LSCE Framework in October 2017. The LSCE builds the following four learning dimensions of the 21st century:</p> <ol style="list-style-type: none"> 1) Cognitive Dimension towards ‘Skills for Learning, 2) Instrumental Dimension towards ‘Skills for Employability 3) Individual Dimension towards ‘Skills for Personal Empowerment 4) Social Dimension towards ‘Skills for Active Citizenship’. <p>Through promoting integration of life skills in learning agendas and systems building, the initiative aims at contributing to better education outcomes, fostering economic development through improved employment and entrepreneurship, and ensuring social cohesion through increased civic engagement.</p> <p>Over the past two years, UNICEF Country Office Lebanon, deployed three integrated standardised modules in Positive Leadership, Social Cohesion (Positive Team Building) and Positive Employability, to achieve consistent positive engagement and build 1st century skills in beneficiaries</p>
Purpose and Objectives	<p>UNICEF is looking for an institutional contractor to support the agency to build an adequate resource of Master Trainers for UNICEF Lebanon from which they, partner organisations and municipalities, can draw on to ensure the sustainable delivery of the: Positive Leadership, Social Cohesion (Positive Team Building); and Positive Employability Modules. This cohort of Master Trainers shall be able to qualify Trainers at UNICEF partners and Teachers in the Education sector in these three Modules in both Arabic and English languages as well as being able to support other UN-Agencies in the region with these capacity building modules.</p>
Scope of work	<p>Description of the Assignment:</p> <p>With this programme, we aspire to build a cohort of Master trainers that not only have a profound knowledge of</p> <ul style="list-style-type: none"> • Leadership

- Behavioural Decision Making
- Team Building
- Positive psychology
- Human Flourishing

but are also capable of inspiring other trainers and teachers through skills like

- Coaching
- Communication
- Presentation

In short, living the fundamental positive change of all of the Modules that have been developed, in their daily work with young people across Lebanon and beyond.

Deliverables

We expect the institutional contractor to deliver a week of ToT's in all three Modules (Positive Leadership, Social Cohesion and Employability) and candidate selection in the beginning, then 3 x 1-week face-to-face learning modules, interspersed with a number of online forums and a final week of Master trainer assessments through a series of ToT's.

Stage 1 -

Deliverables:

- Development of candidate selection criteria. Implementation of selection process and candidate recruitment
- Impact Survey development, deployment and initial report.
- ToT course administration and trainer support
- ToT for up to 25 trainers each in Positive Leadership, Positive Team Building and Positive Employability
- Review of interviews and candidate selection of 15 candidates for Master trainer programme

Stage 2 -

Deliverables:

- Development of Master Trainer Programme Module 1 for Positive Leadership, Social Cohesion and Employability Modules.
- Development of submission requirements for Module 1
- Development of 3 online webinars for Module 1
- Master trainer course administration and trainer support

- Master trainer workshop 1
- Assessment of Arabic and English submission papers

Stage 3 –

Deliverables:

- Delivery of 3 online webinars for Module 1
- Development of Master Trainer Programme Module 2 for Positive Leadership, Social Cohesion and Employability Modules.
- Development of submission requirements for Module 2
- Development of 3 online webinars for Module 2
- Master trainer course administration and trainer support
- Master trainer workshop 2
- Assessment of Arabic and English submission papers

Stage 4 –

Deliverables:

- Delivery of 3 online webinars for Module 2
- Development of Master Trainer Programme Module 3 for Positive Leadership, Social Cohesion and Employability Modules.
- Development of submission requirements for Module 3
- Development of 3 online webinars for Module 3
- Master trainer course administration and trainer support
- Master trainer workshop 3
- Assessment of Arabic and English submission papers

Stage 5 –

Deliverables:

- Delivery of 3 online webinars for Module 3
- Development of Online Trainer Directory and Resources Library
- Master trainer course administration and trainer support
- ToT for Master trainer Assessment
- Delivery of Final Project report including impact survey results and human-interest stories

Stakeholders	<p>A preliminary mapping of relevant stakeholders has identified the below list of stakeholders:</p> <ul style="list-style-type: none"> - Children (in conflict with the law) and children in need of protection (children at risk, victim or witness); - State actors including ministries and law enforcement agencies; - Representatives from civil society organizations contracted by the ministries for the provision of specialized services; - UN agencies including but not limited to UNICEF, UNODC and UNFPA; - Parents or legal guardians; and - Other stakeholders of relevance. <p>The research team is expected to interact with, reach out to or interview these stakeholders.</p>
Reference List	<p>The below list is suggestive, but not limited to the following:</p> <ul style="list-style-type: none"> -positive leadership manuals -Positive employability manual -Social cohesion manual
Timing	<p>Duration of assignment: (within a period of 5 months).</p> <p>Start date: Q3 2019</p>
Reporting Requirements	<p>The Contractor will report directly to UNICEF Lebanon’s ADAP officer</p> <p>Reporting Requirements:</p> <p>The service provider will be requested to:</p> <ul style="list-style-type: none"> • Submit an interim report for each payment, as outlined in the above section. • Submit the training material in Arabic and English. • Submit the final report that summaries the process, the results and lessons learned/recommendations.
Profile Requirements	<p>Qualification Requirements:</p> <p>The service provider will be expected to have the below team composition and experience:</p> <ul style="list-style-type: none"> • Company is properly registered (registration documents to be submitted with the proposal) • Positive Leadership experts with specific understanding of its application to the Lebanese context. • Leadership experts must hold either a Master Degree in Positive Leadership or Positive Psychology from an internationally recognised University. • Leadership experts will be able to demonstrate both theoretical knowledge and direct application of positive psychology, behavioural science, mindfulness, design thinking, and appreciative inquiry in both a youth and institutional environment. • Demonstrate experience of youth leadership development for disadvantaged youth with educational institutions and NGOs in other jurisdictions

	<ul style="list-style-type: none"> ● Previous experience in the design & delivery, with multiple local partners, of: <ul style="list-style-type: none"> ○ positive leadership training to youth from Lebanese, Palestinian and Syrian communities with a UN organisation, specific to Lebanon. ○ Positive team-building training to youth from Lebanese, Palestinian and Syrian communities with a UN organisation, specific to Lebanon. ○ Employability training to youth from Lebanese, Palestinian and Syrian communities with a UN organisation, specific to Lebanon. ○ Train of Trainers training on a scalable level for positive leadership, positive team-building and employability, specific to Lebanon. ● Be capable of providing soft copies of Syllabi and Trainers manuals relating to provision of previous training in the areas of positive leadership, positive team-building, and employability.
Evaluation Process and Method	<p>Technical Evaluation Criteria:</p> <p>Each proposal is assessed first on its technical merit (including by reference to legal requirements) and subsequently on its price. In making the final decision, UNICEF considers both technical and financial aspects. The Evaluation Team first reviews the technical aspect of the offer, with a particular focus on proposal description, work plan and professional qualifications followed by the review of the financial offer of the technically compliant vendors. The proposal obtaining the overall highest score, after adding the scores for the technical and financial proposals, is the proposal that offers best value for money and will be recommended for the contract.</p> <p>The marks will be given: 70% technical; 30% financial= 100% total</p> <ol style="list-style-type: none"> 1. Overall Response (10 points) <ul style="list-style-type: none"> ● General adherence to Terms of Reference and tender requirements 2. Company and Key Personnel (30 points) <ul style="list-style-type: none"> ● Team member(s) meet academic & professional requirements (10 points) CVs of team members to be provided ● Company has previously conducted similar work (10 points) reference letters to be provided (5 points per letter of reference up to 10 points) 3. Proposed methodology and approach (30 points) <ul style="list-style-type: none"> ● Deliverables are addressed as per TOR ● Proposed timelines can be met <p>Minimum technical score: 70% of 70 points = 49 points</p>
Administrative Issues & Logistical Activity	<p>Administrative issues:</p> <ul style="list-style-type: none"> ● The evaluation of experts will be conducted on the basis of their CVs and other prove of experience submitted as a part of the proposal. ● The bidder is requested to provide an all-inclusive cost in the financial proposal, factoring in all cost implications for the required service / assignment.

	<ul style="list-style-type: none"> • The bidder provides with their travel plan and factor it in the cost and will bear all travel and in the country travel responsibilities. • 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. • 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. • All the trainings shall be organized by the Contractor and included in the costed proposal. UNICEF Lebanon will be responsible for organizing and coordinating the meetings for the master trainings.
<p>Budget*</p>	<p>This Project falls under UNICEF’s Adolescents and Youth programme</p> <p>Contract is budgeted based on a consultancy team comprising three to four individuals, with professional levels with more than 7-9 years of experience.</p> <p>Payment will be made as follows:</p> <ul style="list-style-type: none"> • 25% of total fee upon submission start of the project. • 35% of total fee upon completion of stage one and two • 40 % of total fee upon completion of stage three, four and five , in addition to final report for the consultancy .