

TERMS OF REFERENCE

Section:	EDUCATION	Date:	27 May 2021
Title:	Risk & Financial Management Support for New Fund Modality, TREF, for the Lebanese Education Sector	Duty station:	Beirut
Reporting to:	Education Section	Contract type:	Institutional Contract
Duration:	2 years	Start date:	July/August 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. It 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</p>

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 of 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 missing school for work also increases.

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.

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.

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.

Transition and Resilience Education Fund (TREF)

UNICEF and MEHE, with the financial support from KfW and EU, are in the process of setting up a new aid modality called Transition and Resilience Education Fund (TREF). TREF will be established in two phases, with phase 1 focusing primarily on enrolment fee subsidies (i.e. HR costs, funds to schools) for vulnerable children in primary education and priority interventions and policy/program development support to the Ministry of Education & Higher Education (MEHE) to address the deep education crisis. Phase 2 will expand funding coverage across all pillars and priority programs of the 5-year plan with additional funding to be mobilized. TREF acts as a development catalyst for MEHE to manage the deep economic crisis through good governance, improve on data quality and reporting, institute predictable quarterly payments to teachers and schools with strong risk assurances, and strengthen joint planning and programmatic decision making. TREF enables MEHE to provide higher levels of accountability and transparency toward international donors than in the past years.

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

The principles of the new aid modality call for a resilient and effective financial management system with high standards of risk management and proper financial reporting mechanisms in place. The estimate of the annual funding envelope for TREF amounts to about 150 million USD/year. A third of this amount (up to 50 million USD per year) makes up payments to around 12,000-14,000 special contract teachers (6.5 million USD per year) as well as School Fund (23.5 million USD per year) and Parent Council Fund (20 million USD per year) accounts to about 1,200 schools. The TP will work closely with the relevant data & finance staff of MEHE through a hybrid management set-up as depicted further below in *Figure 1*.

The role of the Third-Party firm will ensure (a) higher levels of predictability, regularity and speed of payments to beneficiaries, (b) transparent financial reporting and file management, and (c) gradual capacity built for the external fund management function at MEHE.

TREF includes a significant focus on applying assurance and risk management mechanisms to improve transparency and accountability of programme interventions, increase efficiency of payments and results. Specifically, key general principles and objectives to improve assurances and risk management include:

- Implementing annually agreed upon priority programs and outputs in the 5-year plan (which replaces the former RACE II as the program)
- Payments executed outside of government systems by UNICEF with MEHE providing the accounting details and the payment requests for these payments
- Assistance to build up of financial management capacities and functions within MEHE to gradually transfer functions back to the government on the basis of agreed upon performance benchmarks
- Implementation Support Team (IST) that supports official functions in MEHE to implement TREF requirements and ensure a networked technical assistance is provided by all agencies to support the implementation of the 5-year plan
- Basic data and reporting requirements (quarterly attendance reports for students and teachers etc.) as the pre-requisite for disbursement
- New Costing model (only for enrolment fees in primary education) that is adjusted for inflation and currency exchange rate fluctuations to protect the value of the USD contribution and provide MEHE with a guaranteed minimum amount not vulnerable to market forces.
- Governance Structure that is inclusive of relevant stakeholders and responds to implementation challenges without delay

The TREF offers two funding windows with various programs under each:

- (I) Supporting and Upgrading Public Education System (through the Ministry of Education)
- (II) Supporting Out of School Children through the School-based Bridging Program (Complementary Interventions through Non-Public Institutions)

The first funding window allocates funding to specific agreed upon program result areas of the 5-year sector plan, for example student enrolment support subsidies, supplies, and school rehabilitation and

construction with regards to access goals, as well as HR development, school support systems (supervisors and counsellors), and digital teaching skills concerning quality goals.

The second funding window covers the portfolio of programs to offer quality learning opportunities to out of school and out of learning children through school-based bridging programs and other learning programs currently being designed with the goal to reach as many children as possible to either attract them into or back to education.

The precise set-up with two funding windows and the fund flow steps are described in Annex I.

Purpose and Objectives

The hybrid financial management set up between the company, MEHE, UNICEF, and the IST for the first funding window is depicted as follows:

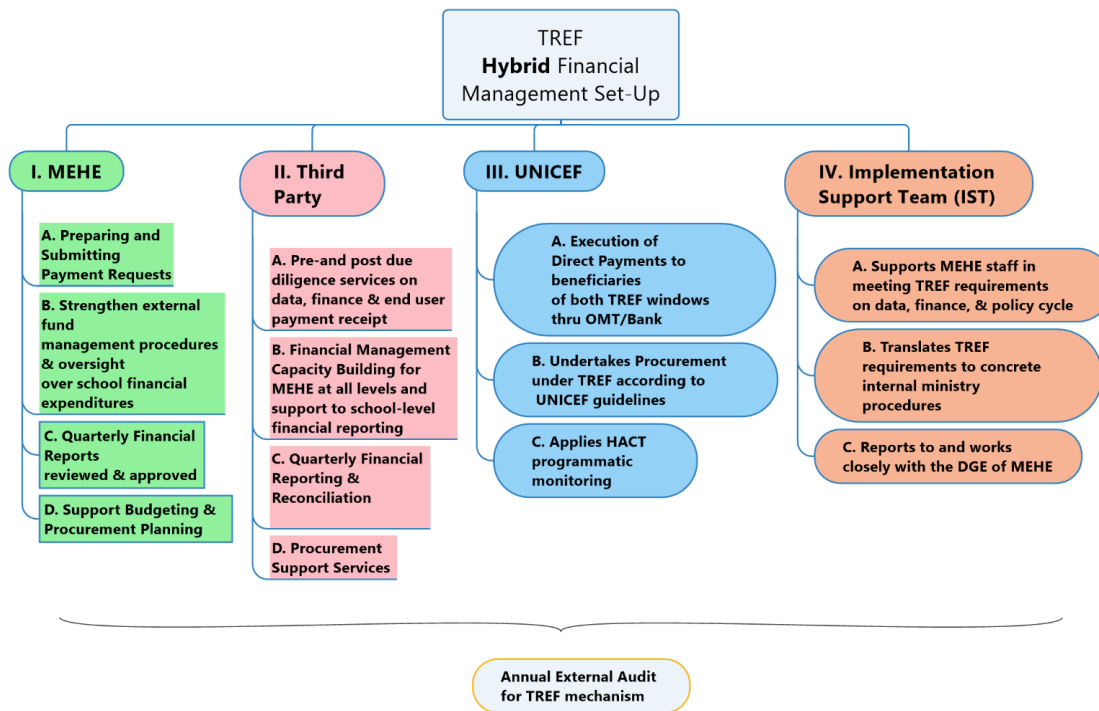


Figure 1:

TREF Hybrid Financial Management Set-Up

While MEHE will prepare the program budgets and payment requests with all accounting details, UNICEF will execute payments directly to beneficiaries through existing and authorized mechanisms (i.e. OMT, banks). The TP will perform ex ante and ex post due diligence and verification actions, issue quarterly financial reports (which are reviewed by MEHE) and undertake financial reconciliation after the annual payment cycle. Also, the TP will conduct capacity building activities for the central, regional and school-level financial management function and more specifically support schools in issuing regular school-level financial reports. The IST, which reports to the DGE, will support MEHE staff in meeting TREF requirements and translate them into internal MEHE procedures.

	<p>For the second funding window, the TP will work closely with the relevant UNICEF team to execute payments directly to beneficiaries (i.e. around 400 private school accounts). The payment items consist of lump sum to each school including enrolments, and support cost for operational and administration. The final budget estimates for the second funding window will be confirmed before the contract is issued for the selected bidder.</p> <p>The key responsibility of the Third Party is to implement the relevant procedures of the Operational Handbook² of TREF in accordance with the UNICEF-MEHE Agreement and the Bilateral Agreements between UNICEF and the Contributing Partners. The responsibilities apply to both TREF funding windows.</p> <p>UNICEF will be responsible for oversight of the program and processing of payments to beneficiaries in line with donor conditions while the company’s responsibility will be to review and verify data in line with the details in this TOR and perform capacity development interventions at central and school level (i.e. financial reporting)</p> <p>UNICEF education section chief will be responsible for the overall management of the program while the TP will be working directly under the supervision of the education manager.</p>							
Scope of work	<p>The Third Party (TP) risk & financial management firm will be responsible for performing pre- and post-due diligence steps, ensuring timely and high-quality financial reporting, and building capacity for MEHE at central and school-level. UNICEF seeks the services of a Third Party that performs a risk management and due diligence function for the TREF aid modality</p>							
Stakeholders	<p>The Third Party will work closely with the Implementation Support Team, especially the Senior Finance Manager and M&E function of MEHE, UNICEF Education and Finance Team, and members of the Education Support Team</p>							
Reference List	<ul style="list-style-type: none"> • TREF Operational Handbook & Annexes • TREF Costing Model Updated March 2022 							
Deliverables and Schedules								
	<table border="1"> <thead> <tr> <th data-bbox="170 1541 871 1579">Tasks</th> <th data-bbox="871 1541 1178 1579">Deliverables</th> <th data-bbox="1178 1541 1509 1579">Expected working time</th> </tr> </thead> <tbody> <tr> <td data-bbox="170 1579 871 1930"> <p>1. Perform ex ante data verification steps, especially the review and verification of MEHE student and teacher attendance data used by MEHE for preparation of quarterly payment requests for special contract teachers, School Funds and Parent Council Funds before UNICEF processes payment. It is expected that all teacher attendance are verified before payments.</p> </td> <td data-bbox="871 1579 1178 1930"> <p>Provide verified teacher and student attendance data to MEHE for processing payment request</p> </td> <td data-bbox="1178 1579 1509 1930"> <p>5 days per month</p> </td> </tr> </tbody> </table>	Tasks	Deliverables	Expected working time	<p>1. Perform ex ante data verification steps, especially the review and verification of MEHE student and teacher attendance data used by MEHE for preparation of quarterly payment requests for special contract teachers, School Funds and Parent Council Funds before UNICEF processes payment. It is expected that all teacher attendance are verified before payments.</p>	<p>Provide verified teacher and student attendance data to MEHE for processing payment request</p>	<p>5 days per month</p>	
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² The Operational Handbook will be presented and shared during the pre-bid meeting phase.

<p>2. Review payment request from MEHE and clean up in communication with MEHE and verifies in line with the TREF data requirements as well as in line with the information requirement of UNICEF to process the payment to teachers and School and Parent Council Funds</p>	<p>Submit Verified and cleaned payment request data to UNICEF education specialist</p>	<p>3 days per quarter</p>	
<p>3. Reach out to 10% of the beneficiaries to monitor if cash was received in the right amount to cross check FSP report that is reconciled with UNICEF and monitor potential discrepancies or fraud risk</p>	<p>Submit verification report on the receipt of cash to the right beneficiaries with the right amount</p>	<p>Initial 30 days of the contract</p>	
<p>4. Support the improvement of the data collection system at MEHE to ensure digital recording and reporting of student and teacher attendance data is done properly and timely.</p>	<p>Data collection system at MEHE is set up and/or improved and submit report on the system developed and performance improvements implemented</p>	<p>Initial 90 days of the contract</p>	
<p>5. Develop tools and templates and support reporting of the overall program, including tracking of actual versus planned spend and, if required, at programmatic level related to KPIs and other metrics</p>	<p>Submit developed tools and templates</p>	<p>Initial 90 days of the contract</p>	
<p>6. Review program budgets and workplans for consistency and accuracy and identify key activities and reporting lines.</p>	<p>Report on the review of budgets and workplans and identified inconsistencies and in accuracies</p>	<p>5 days per quarter</p>	
<p>7. Support in forecasting routines as well as any other ad hoc reporting required from time to time</p>	<p>Submit a report on forecasting routines implemented</p>	<p>5 days per quarter</p>	
<p>8. Support School Level Financial Reporting through templates, recommended procedures, and rapid capacity building interventions. These interventions include the provision of templates for school expenditure planning as well as school-level financial reporting. Close cooperation with the ministry's ICT team with regards to the newly designed financial</p>	<ul style="list-style-type: none"> • Provide school level reporting templates for expenditure planning as well as school level financial expenditure 	<p>Initial 90 days of the contract</p>	

<p>management module added to the School Information Management System is required</p>	<ul style="list-style-type: none"> • Submit newly designed financial management module for school level financial management 		
<p>9. Work with technical and financial personnel of MEHE and UNICEF to establish a set of procedures for requesting and making payments to beneficiaries and for gathering and submitting accounting documentation. Designing a detailed Financial Procedures Manual for the first and second funding window of TREF is part of this responsibility</p>	<ul style="list-style-type: none"> • Provide a written procedure for requesting payments and • Write and provide detailed financial procedures manual for the 1st and 2nd window of TREF 	<p>Initial 90 days of the contract</p>	
<p>10. Ensure all internal financial controls as pertains to the program are operating effectively and efficiently. Provide specific support in the preparation and implementation of an overall procurement plan for the program. Though UNICEF will do procurement, the TP will</p>	<ul style="list-style-type: none"> • Provide a report on the effective functioning of the internal control system and 	<p>5 days per quarter</p>	
<p>11. Support prep work on procurement (lists, technical specs, distribution plans, end user monitoring etc.) to relieve UNICEF Education Team</p>	<ul style="list-style-type: none"> • Submit Yearly Procurement plan with technical specifications and distribution plan • Report on result of end user monitoring is delivered. 	<p>5 days annually</p> <p>5 days per month</p>	
<p>12. Coordinate semi-annual procurement schedules against the work plans and</p>	<p>Report on semi-annual procurement</p>	<p>5 days per quarter</p>	

<p>budgets that are disaggregated by category and procurement process</p>	<p>schedules against work plan and budget disaggregated by category and procurement process</p>		
<p>13. Set up and/or improve master data management system in close coordination with MEHE, UNICEF and other UNICEF beneficiaries and ensure accounting information for all eligible beneficiaries are updated on a regular basis.</p> <ul style="list-style-type: none"> • This will include ensuring all documents required under due diligence and know your client (KYC) process are obtained and securely filed for reference when making payments • Validate bank information for beneficiaries provided by MEHE through verbal and formal direct confirmations from the banks and beneficiaries. • Ensure that the payment processes align to UNICEF’s internal control processes and procedures and that the controls are operating effectively to maintain a solid control environment • Ensure payments are made within the agreed contract terms between UNICEF and the TP contract. • Ensure request for payments are adequately supported in accordance with agreed processes and procedures 	<ul style="list-style-type: none"> • Deliver Improved Master Data Management system • Provide regularly updated data with validated bank information and appropriate supporting documents for payments in line with agreed processes and procedures 	<p>Initial 90 days of the contract</p> <p>3 days per quarter</p>	
<p>14. Undertake reconciliation of the payments and other bank activities as required by UNICEF in compliance with UNICEF and /or the local applicable regulatory requirements</p>	<p>Report on reconciled payment data with expenditure detail and bank statement</p>	<p>5 days per quarter</p>	
<p>15. Track and report the use of funds by schools, especially for School Funds and Parent Council Funds, against approved budgets and disbursement schedules. Reconcile actual spending vs. supporting documentation provided.</p>	<p>Report on use of funds by schools against approved budget and disbursement schedule</p>	<p>5 days quarter</p>	

		Reconciliation report on actual spending vs supporting documents		
	16. Prepare and submit quarterly financial reports (for payments to special contract teachers, School Funds, and Parent Council Funds) to support the monitoring of the utilisation of the funds	Submit Quarterly financial report	5 days per quarter	
	<p>17. The TP will undertake monthly visits to schools and draft reports to share with UNICEF, MEHE, and other UNICEF program counterparts</p> <ul style="list-style-type: none"> • The specific component tasks can include physical verification of delivered outcomes; confirmation of the fund receipts; certification of the student attendance figures submitted by MEHE on a quarterly basis • Determining whether sampled Emergency Cash Transfer (ECT) beneficiaries are receiving the amount as per their eligibility and agreed criteria • Reviewing a sample of areas identified as outliers to better understand reasons for their occurrence 	<p>Submit Report on the physical verification of delivered outcomes; confirmation of the fund receipts; certification of school attendance figures</p> <p>Submit report on receipt of amount as per eligibility and agreed criteria</p> <p>Submit report on outlier identified</p>	5 days per month	
	18. Support Financial Management Unit at MEHE as well as regional offices and schools in building up capacities to be able to gradually assume more fund management and disbursement responsibilities. A detailed capacity building plan for 2 years is to be developed in close coordination with MEHE during the first 3 months of engagement.	Detailed capacity development plan and report on the capacity developments undertaken	Initial 90 days of the contract	
	19. While UNICEF manages FSP contracts and reconciliations, the TP will support verification of payments, KPIs, monitoring, and reporting, including financial reporting for school accounts, and program monitoring and verification	Submit program monitoring and verification report	5 days per quarter	
<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	The timeframe for the services will be for a period of 2 years starting in July/August 2022 based on a performance review by UNICEF and MEHE.
Reporting Requirements	<p>The Contractor will report directly to UNICEF education manager.</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 mobile application developed. • Workplan for implementation of the contract • 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 UNICEF LCO. The applicants should have a combination of both experience and technical knowledge.</p> <p>The company is an internationally reputable financial & risk management firm.</p> <p>The main qualification requirements are as follows:</p> <ul style="list-style-type: none"> • Bidders must have a proven track record of having performed similar roles in the context of a large-scale aid modality in the development context. • Bidders must be duly registered in line with the Lebanese regulation and having required technically qualified personnel on board who can fulfil the requirements and conditions of the agreement Bidders must be an accredited financial institution in Lebanon for either banking, microfinance, remittance, or other relevant services as authorized by the Government of Lebanon

- Bidders must have appropriate data protection policies in place or be able to implement data protection policies, including:
 - Encryption of any database providing details of beneficiaries.
 - The policy of processing and management of personal or project data.
 - A clear retention period for programme or beneficiary data records
- Bidders must detail these security and data protection processes to be followed during the execution of their duties.
- Bidders should maintain proper records and documentation of funds received and disbursed under this Contract. Bidders should produce all records to UNICEF as and when requested;
- Bidders must describe their customer services systems and procedures for both UNICEF and beneficiaries, including Hotlines and service desks.
- Bidders must clearly describe the reporting process.
- Bidders must provide access to data platform they are using to UNICEF to monitor real time data
- Bidders must sign a Non-Disclosure Agreement detailing the permitted purposes to use personal data shared by UNICEF.
- Bidders must describe their COVID prevention measures at sites and during field visits

Languages:

Mastering Arabic and English reading, writing and speaking.

Evaluation Process and Method

- Technical Evaluation Criteria:
- *Service Providers are encouraged to ensure they meet the below requested evaluation and qualification criteria.*
 - *Technical evaluation is composed of 70 points.*
 - *Minimum successful score for the technical evaluation is 49 points.*

Criteria	Marks	Benchmarks	Comments
<p>Evaluation criteria</p> <p><i>Overall Response (10 points):</i></p> <ul style="list-style-type: none"> • Understanding of, and responsiveness to UNICEF requirements. • Understanding of scope, objectives and completeness of response. • Overall concord between UNICEF requirements and the proposal. 	10	<ul style="list-style-type: none"> • Briefly outline the proposed methodology for the assignment including a specific timeline vis a vis the assignment deliverables 	

	Expertise of the company	10	<ul style="list-style-type: none"> Describe professional expertise, knowledge and experience with similar projects, contracts, clients and consulting assignments Briefly outline coverage and network across Lebanon Financial status, audited financial reports of last 2 years should be submitted to UNICEF as part of the documentation for the bid 	
	Previous experience working with UN agencies or NGO on similar projects	10	<ul style="list-style-type: none"> Provide reference letters or project reports/ evaluations of previous partnership with agencies on similar projects. 	
	<i>Proposed Methodology, Approach and System</i>	40	<ul style="list-style-type: none"> Quality of the proposed approach and methodology. Quality of proposed implementation plan, i.e how the bidder will undertake each task, and time-schedules. Risk assessment and mitigation mechanism- recognition of the risks/peripheral problems and methods to prevent and manage risks/peripheral problems. 	
	Total	70		
<p><i>Financial Proposal (30 points)</i></p> <p>Financial Evaluation Criteria:</p> <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	<p><u>Administrative issues:</u></p> <ul style="list-style-type: none"> The overall review process will be led by the UNICEF 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. Assignment to be a combination of office/desk work and field work; with frequent consultations, meetings and site visits throughout Beirut and the rest of Lebanon. 			

	<ul style="list-style-type: none"> • 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, as well as transport means needed for the field visits and local level consultations. • 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. • UNICEF staff, facilitators and NGOs are allowed to be present at the agent premises/sites for monitoring of bidder activities related to this contract • No contract may commence unless the contract is signed by both UNICEF and the Contractor. <p><u>Logistical Activity:</u></p> <p>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> <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>
<p>Budget*</p>	<p>This Project falls under UNICEF’s Education program and is funded by EU and KFW.</p> <p>Contract is budgeted based on a consultancy team comprising of at least 5 individuals for the quarterly deliverables, with professional levels with more than 8 years of experience. However, for the initial quarter of the contract, it is expected that a team of 6 -8 individuals will support the first phase (financial systems, procurement, data management).</p> <p>Payment will be made at a rate of:</p> <p>Deliverable 1: Set up of systems and templates, 20%</p> <p>Deliverable 2: Quarterly review of payment data, 40% (10% per quarter)</p> <p>Deliverable 3: Delivery of the verification and end-user reports, 40% (10% per quarter)</p>

ANNEX I: TREF Set-Up and Fund Flow Diagram

1. Two Funding Windows

The TREF offers **two funding windows with various programs** under each:

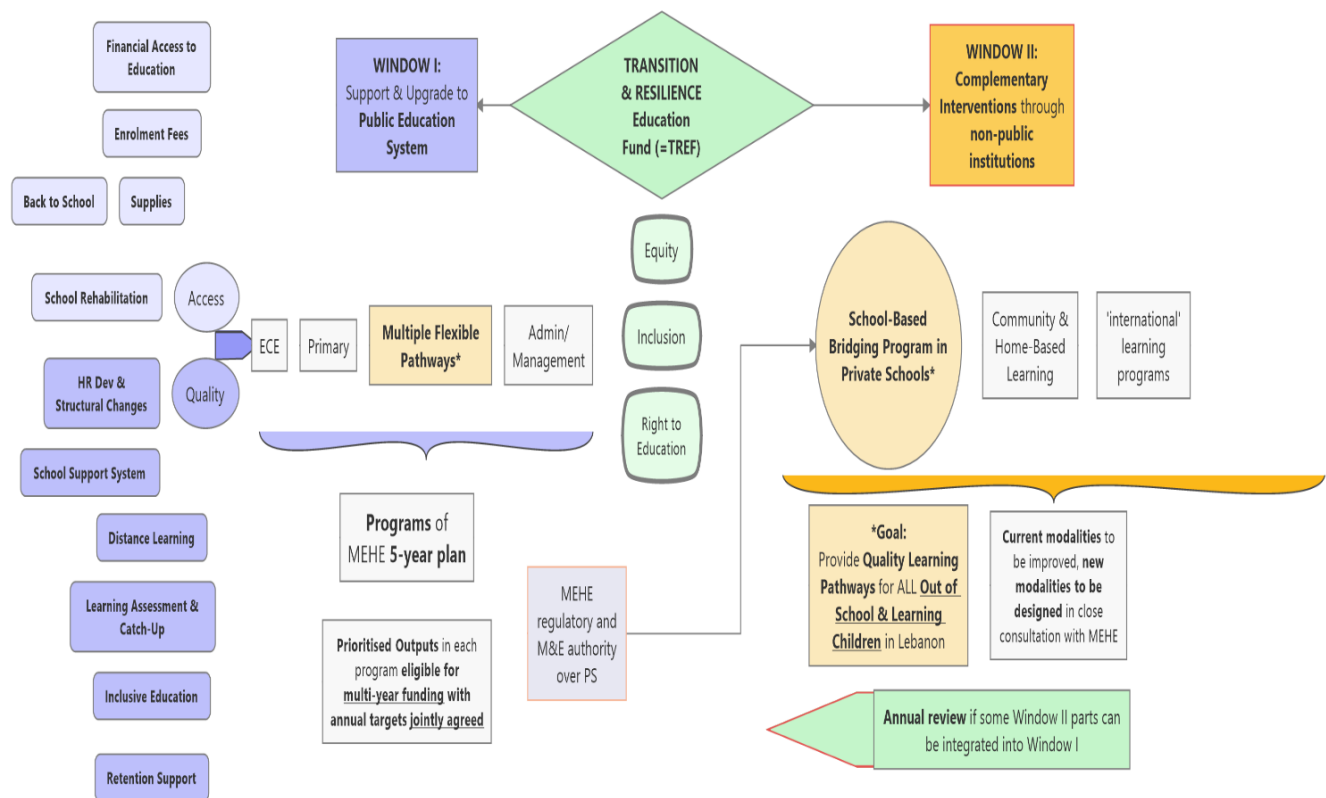
- (I) Supporting and **Upgrading Public Education System** (through the Ministry of Education)
- (II) Supporting **Out of School Children** through Multiple Flexible Pathways and additional Support Programs (Complementary Interventions through Non-Public Institutions)

The **first funding window** allocates funding to **specific agreed upon program result areas of the 5-year sector plan**, for example student enrolment support, supplies, and school rehabilitation and construction with regards to access goals, as well as HR development, school support systems (supervisors and counsellors), and digital teaching skills concerning quality goals. Assuming that the 5-year sector plan will have a traditional sector plan direct service delivery structure (i.e. ECE, Primary, Secondary, TVET, Administration Programs), integration of external partners' programming can be done more effectively to achieve system strengthening and upgrading on a national scale.

The **second funding window** covers the **portfolio of programs to offer quality learning opportunities to out of school and out of learning children** through school-based bridging programs and other learning programs currently being designed with the goal to reach as many children as possible to either attract them into or back to education.

Though MEHE is committed to include Multiple Flexible Pathways as part of its program structure, the second funding window refers to (a) the lead role that UNICEF will play with regards to out of school children and the (b) preference by some contributing donors to invest mostly in this window. Some of the programming for Out of School Children will be implemented directly by UNICEF, the private sector, or non-governmental organizations.

The following diagram visualizes the two funding windows and the possible programs to be supported:



While the first window supports the **public education system** within the framework of the 5-year plan, the second window focuses on practical interventions for Out of School Children, such as the **School-Based Bridging Program** implemented in private schools. For the first window KfW and EU will contribute to ensuring access for vulnerable Syrian and Lebanese children through enrolment fee subsidies.

2. Step-by-Step Fund Flow Diagram

The following fund flow diagram illustrates the data verification and financial management steps required for disbursements made by UNICEF to beneficiaries under **the first TREF window**. Donor funds are disbursed to a UNICEF account and executed following rigorous risk management procedures and a non-objection by donors. Similar assurance steps will be applied to the second TREF window, the details of which will be presented during the pre-bid meeting.



TREF Data & Fund Flow Steps



TREF - FUND FLOW FOR ATTENDANCE FEES SUBSIDIES ALLOCATION & PAYMENT EXECUTION

