

TERMS OF REFERENCE
INDIVIDUAL CONTRACTOR/CONSULTANCY FIRM

Section:	Child Protection Programme	Date:	_____
Title:	Budget and Expenditure Analysis of the Ministry of Social Affairs (MoSA) on Child Protection and Gender-based Violence	Location:	Beirut LCO
Reporting to:	Child Protection Specialist	Contract type:	Individual SSA/Consultancy Firm
Duration:	Six (6) Months	Start date:	_____

Section	Context
Background	<p>The economic situation in Lebanon has been characterized by a growth below 2 percent since the start of the Syrian crisis and the regional instabilities, compared to an average of 9 percent during the period 2007-2010. This heavy slowdown and the ongoing geopolitical crisis continued to weigh down on public finances, with government revenues negatively affected while expenditures expanding mainly due to non-discretionary spending.</p> <p>The ongoing humanitarian situation continues to have severe repercussions on the country with public services being overstretched, pushing around 1.4 million children (including Lebanese, Syrian, and Palestinian) to live in severe conditions, with critical needs for basic services and protection¹, and driving families to turn to negative coping mechanisms such as school dropout, child labour, and child marriage.</p> <p>This underlines the importance of instituting public policies that tackle child protection and gender-based violence ensuring that they are sufficiently financed so that children and women, especially those at risk or survivors of violence, exploitation, neglect and abuse including gender-based violence have access to a continuum of care and services that ensures primary and secondary prevention services as well as case management and specialized services.</p> <p>In that regard, UNICEF Lebanon, as per Article 4 of the Convention on the Rights of the Child (CRC), which requires governments to undertake measures to fulfil children's rights "to the maximum extent of available resources" will focus on the areas of Public Financial Management (PFM). PFM, and budgeting in particular, are essential processes for ensuring that goals and priorities as well as the rights of the population – especially the most marginalized and excluded – are better reflected in public policy, notably government budgets.</p> <p>While social spending has increased in Lebanon, a number of PFM challenges hindering results for children have been identified including but not limited to the lack of awareness on the positive effects of investing in children, low budget priority for child services, weaknesses in expenditure management, low budget transparency and weak financial accountability.</p> <p>The Ministry of Social Affairs (MoSA) plays a critical role in Lebanon's current policy development, programming and service delivery. The Ministry is responsible for addressing some of the most critical and concerning issues arising from the current emergency, particularly in the areas of protection and gender-based violence. MoSA as a governmental entity is integral to Lebanon's achievement of the national goal to reduce poverty and enhance social cohesion. Today, one of MoSA's core mandates is providing support to vulnerable population groups in terms of social protection as well as services and actions aiming at preventing and responding to violence, abuse, neglect and exploitation of children and women including gender-based violence. This is done through both the MoSA Social Development</p>

¹ UNHCR and UNRAW Statistics cited by the Government of Lebanon and the United Nations (2017), *Lebanon Crisis Response Plan 2017-2020*

	<p>Centers, and joint projects with associations and NGOs. However, support, specifically when it comes to social protection is restricted to Lebanese. In addition, MoSA is also responsible for the delivery of alternative care in Lebanon. Today, the bulk of the expenditures of the Ministry (around 70 percent of its budget) when it comes to children's care, and child protection more broadly, is being devoted to 'social welfare' residential care.</p> <p>Furthermore, UNICEF has been supporting MoSA with the development of its Strategic Plan on the Protection of Women and Children, which will define the way in which MoSA strengthens its institutional and human resource capacity on child protection and gender-based violence. The strategic plan which will need public financing to sustain proposed actions on the long-term was launched mid-2020.</p> <p>In light of the above and in coordination with MoSA, UNICEF seeks to recruit a consultant/institutional firm to undertake an analysis of the Budget and Expenditure of MoSA on Child Protection and Gender-Based Violence from 2013 to the most recent available budget and expenditure figures. This review will serve as an analysis tool for the Ministry of Social Affairs to understand the level of its investment and response to child protection and gender-based violence risks and needs. The study is, primarily targeting MOSA senior management to inform future budgetary planning and execution, but can also be used as an advocacy tool with other ministries for more adequate public spending on children and women.</p>
Objectives	<p>UNICEF Lebanon Country Office (LCO) is seeking to hire a senior consultant /institutional firm with a strong background in public finance, to support MoSA in undertaking an analysis of its budget and expenditure, more specifically on programmes and services that aim at preventing, mitigating and responding to violence, exploitation, abuse and neglect against children as well as gender-based violence. The budget and expenditure analysis will aim to look at the child protection and gender-based violence system as a whole, rather than actions preventing and responding to individual issues or problems. The analysis will look at the standalone budget and expenditure of MoSA and will exclude the other statutory actors that have a mandate in child protection and gender-based violence (MOPH, MOJ, MEHE, MoI, MOL).</p> <p>Specifically, the consultant/institutional firm will:</p> <ol style="list-style-type: none"> I. Conduct a Budget and Expenditure Analysis of MoSA, which should include the following areas: <ol style="list-style-type: none"> a) Defining the different components of the continuum of services provided by MoSA that qualify as child protection (CP) and gender-based violence (GBV) that will be part of the analysis (including direct and indirect expenditure on CP and GBV services) b) Map the budgeted allocations and expenditures from 2013 to the most recent available budget and expenditure figures that should be taken into consideration in the analysis including: <ol style="list-style-type: none"> i) Type of expenditure (salaries, inputs, etc) ii) Source of expenditure funds iii) Programmes delivered by MoSA and through contracted entities iv) The level of service provision (national or at sub-level), v) Other types of expenditure such as expenditures on functions (governance, management and enforcement) and accountability (data collection, monitoring and evaluation, quality standards, research, analysis, and communication) c) Define the methodology to undertake and carry out the allocation and expenditure analysis of the identified programmes and components, potentially including but not necessarily limited to: <ol style="list-style-type: none"> i) Total allocation and expenditure amounts to each sub-sector, programme and service; Percentage allocation and expenditures (use graphs to illustrate); ii) Total and percentage of type of spending against each programme/service – i.e. salaries, inputs, operational costs etc. iii) Possibility to introduce any trend analysis using historical data, how has spending to the area changed? iv) Analysis, as possible, of MoSA versus non-state expenditures v) Unit cost of key programmes vi) Contextualising total expenditures against other key sectors vii) Attempt to contextualise spending data with related child wellbeing indicators and information on target groups of each programme (how are children targeted);

- viii) Compare allocations versus expenditure wherever possible; comment on budget accountability;
- d) Produce a report and an easy to read brief on the findings, including identifying concerns in budget allocation or expenditure, inefficiencies or imbalances, and related conclusions and recommendations.
- e) Provide clear conclusions and recommendations for improving MoSA allocation and expenditure on child protection services that are in line with Child Protection and Gender-Based Violence international best practices and standards².

Scope of work and Deliverables

In close coordination with MoSA and overall supervision of the Child Protection Specialist, the consultant/institutional firm will undertake the below tasks:

Activities	Deliverable	Timeframe						Payment
		1	2	3	4	5	6	
Activity A: Inception and Preparatory Phase for Budget/Expenditure Analysis								
Activity A.1	Deliverable 1							
Organize in coordination with MoSA and UNICEF preparatory meetings for the development of a detailed workplan and methodology (including detailed tasks and activities) and timeframe for the budget/expenditure analysis).	Detailed workplan with clear tasks and activities, in addition to proposed methodology, and timeframe							25 % upon completion of deliverables 1, 2 and 3
Activity B: Budget/Expenditure Analysis								
Activity B.1	Deliverable 2							
Desk Review of international best practices and standards related to child protection financing, the National Strategic Plan of MoSA on Child Protection and Gender-Based Violence including Capacity Assessment of MoSA and MoSA Review of National Plan to Safeguard Women and Children of 2014-2017.	Inception Report including results from the desk review and Draft Instruments for data collection							
Preparation of the instruments and guidance including expenditure database, information collection tools and methods.								
Activity B.2:	Deliverable 3							
Validation workshop of the methodology with MoSA and other relevant stakeholders.	Workshop Report							
Activity B.3:	Deliverable 4							
Conduct key informant interviews, round table discussions and other data collection, verification and cleaning.	Draft report with key findings has been finalized and shared with key stakeholders for feedback							50% upon completion of deliverables 4, 5
Development of a report including key findings and analysis.								
Activity B.4:	Deliverable 5							

² These documents will be provided to the consultant.

	<p>A consultancy team is required to complete the full assignment as detailed throughout this ToRs. The team should include national experts. The composition of the team would need to be gender-balanced and combine expected profiles and skills as mentioned above in the section for individual consultants.</p>
Administrative Issues	<ul style="list-style-type: none"> • The consultant/institutional firm will work under the direct supervision of the Child Protection Specialist at UNICEF in close coordination with a focal point appointed by MoSA • The consultant/institutional firm will be responsible to arrange appointments for meetings and visits on his/her own. The consultant/institutional firm will, however, suggest list of key informants to be agreed by UNICEF and MoSA and UNICEF will help facilitate the contacts with national stakeholders and key ministries as relevant. • The assignment will be a combination of desk-based and field work with frequent consultations, meetings and site visits throughout Beirut and other field locations • The consultant/institutional firm will be expected to work independently, although UNICEF and MoSA staff will assist within reasonable parameters to ensure the smooth running of the assignment • In addition to the deliverables defined above, the consultant/institutional firm is expected to present regular progress reports to UNICEF and MoSA on a monthly basis. • The consultant/institutional firm will be required to provide his/her/its own computer(s) and communications equipment (laptops, mobile, etc). When at UNICEF Lebanon Country office, UNICEF may provide the consultant/institutional firm team members with temporary desk space, if available and access to Wi-Fi & printing facilities. • The consultant/institutional firm is responsible to submit payment invoices along with deliverables over the course of the contract. • Under the consultancy agreements, a month is defined as 21 working days, and fees are prorated accordingly; consultant/institutional firm is not paid for weekends or public holidays. • The consultant/institutional firm is not entitled to payment of overtime; all remuneration must be clearly described in the contract agreement. • The selected consultant/institutional firm may not commence work or travel until the relevant individual/institutional contract has been duly approved, signed by both parties and returned to the HR section, together with the required documents and certifications. • The consultant is expected to arrange for the visa requirements, if and when required. • UNICEF Lebanon may facilitate with the visa procedures; however, all visa related costs must be borne by the consultant/institutional firm. For any applicants who may be Beirut based expatriates/spouses of international staff etc., UNICEF will require work-permit review prior to contract issuance. • The selected consultant will be required to share proof of health/medical insurance prior to contract issuance. For institutional firms, the same should be provided for all team members. Health/medical insurance costs for the duration of this consultancy will be borne by the consultant/institutional firm and cannot be billed to UNICEF. • The consultant/institutional firm is expected to submit an all-inclusive financial proposal showing cost-breakdown, namely professional fees (in the form of a daily rate and monthly lump-sum basis), living allowance costs, and travel costs from home-base location to Beirut (on the basis of the most economical and direct route, at the beginning and at the end of the assignment –in line with UNICEF travel policies). Beirut based consultants may only provide a financial proposal without the travel and DSA component. The all-inclusive financial proposal should be in line with the table in the Deliverables and Schedule section of these TORs. • All qualified international and national applicants are equally encouraged to apply. UNICEF Lebanon reserves the right to select either an international or national consultant/institutional firm in view of responses received.
Technical and financial evaluation criteria and scoring.	<p>Technical Evaluation Criteria:</p> <p><i>Service Providers are encouraged to ensure they meet the below requested evaluation and qualification criteria;</i></p> <p><i>Technical evaluation is composed of 70 points;</i></p> <p><i>Minimum successful score for the technical evaluation is 49 points;</i></p>

Evaluation criteria			
Criteria	Marks	Benchmarks	Comments
Overall concord between the Request for Proposals and the submission, with clear methodology and approach based on understanding of UNICEF requirements	10	Briefly outline the proposed methodology for the assignment - for meeting the assignment deliverables according to the schedule	
Relevant institutional expertise in analytical work on public finance issues, public finance management and/or social budgeting; specific focus on social budgeting for children is a plus.	15	Provide evidence (reports, etc.) of years of professional relevant experience	
Experience of the key personnel selected for the assignment in conducting institutional and organizational assessments, preferably in the public sector; Knowledge in child protection or social protection and welfare conceptual frameworks, related theories and practice.	15	Provide resumes of key personnel selected for the assignment	
Preparing reports and concept notes on Public Finance Management, especially Public Finance for Children and Child & Gender Friendly Budgeting.	20	Provide analytical reports on relevant subjects (5 points per report for maximum of 20 points)	
Experience working on similar projects, client references	10	Provide evidence on experience in working on similar projects; provide client references:	
Total	70		
<p>Financial evaluation Criteria:</p> <p><i>Only bidders obtaining the minimum pass mark in the technical evaluation (49 points) will be considered for the financial evaluation;</i></p> <p><i>Financial evaluation is composed of 30 points. The lowest financial offer will obtain 30 points.</i></p>			