PROJECT/ASSIGNMENT TITLE: Innovative documenting of processes, experiences, learning and impact in LCO

WORKPLAN CODE NUMBER:
Specific Intervention Code: Sub-Output 6.3.6: Knowledge and Innovation Management
Activity: Documentation / Content production / Knowledge generation

Background

Documentation: UNICEF's Strategic Plan 2018-2021 (SP) anchored in the Convention on the Rights of the Child, set out 5 Goal Areas, 8 Change Strategies and 4 Internal Enablers to drive progress towards the achievement of the 2030 Sustainable Development Goals. The overarching goal of the UNICEF Strategic Plan is to drive results for the most disadvantaged children and young people around the world. Towards this, a key strategy in the SP is leveraging the power of evidence for achieving results for children. UNICEF invests substantial portion of its resources for generating evidence, and using it to drive evidence-informed programmes, policies and advocacy efforts. UNICEF Lebanon Country Office (LCO) has prioritized generation of evidence through innovative documentation of experiences as a strategic pillar for driving positive change across its programmes. LCO is therefore experimenting on innovative process documentation of experiences and information and UNICEF LCO is testing this innovative approach using process documentation of local level system strengthening efforts.

Process documentation of local level system strengthening: The UNICEF Lebanon's Country Programme Document (CPD) 2017-2020 committed to strengthen its focus on systems, including at the subnational level, to address development issues guided by the CRC and CEDAW, while continuing to respond to the humanitarian needs. UNICEF seeks to build on its understanding of these socio-political structures and engage local stakeholders to strategically engage, build capacity and support local actions that complement national efforts that target the most disadvantaged Lebanese, Palestinian and Syrian children.

Despite the efforts to operationalize this vision of working with local institutions, the progress has been minimum. During the Mid Term Review (MTR) in early 2018 several reasons for the slow progress were identified, including lack of office-wide common understanding on what system strengthening at the field level meant, and among field staff themselves, limited experience of the staff in systems strengthening, and lack of systematic guidance and capacity building to guide local institutions and stakeholders. The MTR also resulted a programme shift which has four main focus areas: (i) Promote local planning involving communities, children, youth and municipalities, (ii) Moving from programme monitoring of "partners' targets" to developing capacities of municipalities, union of municipalities and Governorates to understand children's issues, strengthen coordination mechanisms and leverage support and resources, (iii) Thrust on programme integration at the municipality level, (iv) The development and humanitarian nexus – as the CO shifts increasingly towards system strengthening, the efforts need to be made to strengthen capacity of the local systems to prepare for and respond to emergencies.

A key reason for UNICEF to engage at the local level is to achieve better results for all children and at scale. UNICEF's primary role is to support the Government in putting in place systems, policies, capacities and processes to address and prioritize children and women's issues especially of the most vulnerable. While ministries at national level are responsible for developing policies, regulations, financing and management, implementation is often undertaken by local government yet without strong systems to perform such functions. Moreover, many policies with the greatest relevance for children's rights are administered by sub-national governments. At the subnational level, system strengthening seeks to improve delivery of services, trust in public systems, and sensitization and capacity building to local governance bodies and communities to respond to demand and deliver quality public services. UNICEF, therefore, has the opportunity to work with different subnational structures/systems (both deconcentrated and devolved) in addition to the current work with regional ministries. This may include improving coordination among these entities within a local area, build their capacities in planning, implementation and monitoring of policies and programmes.

Purpose of Assignment and Scope of work:

The purpose of the assignment is to: (i) explore new and innovative ways of documenting experiences and information, (ii) testing out innovative ways in process documentation of local level system strengthening efforts of UNICEF LCO through review of existing relevant documents, reports and assessments (empirical evidence generation), on the implementation of systems strengthening efforts, (iii) draw lessons learnt, best practices and a set of possible local level system strengthening options for different contexts, (iv) key recommendations for further implementation and scale up including post documentation support to the CO.

The scope includes all sub-national systems such as regional ministries, governorates, municipalities and unions of municipalities, Local Service Delivery Gateways (e.g. Social Development Centers -SDCs, Primary Health Centers, Schools etc) that UNICEF works with at sub-national level.

Key tasks and deliverables:

Task 1. Inception report
Inception report with a clear documentation methodology (i.e. concepts/approaches/strategies). The inception report should also include suggested tools, documentation products, work plan and detailed budget.

Task 2. Desk review of existing UNICEF LCO local system strengthening documents
A comprehensive review of UNICEF LCO current local level systems strengthening work processes, structures. This may include the different approaches across different locations and sub-national levels. This further informs testing of suggested innovative documentation tools and approaches.

Task 3. Planning and inquiry meetings with relevant UNICEF & partners' staff.
This is an initial inquiry and planning processes that ties up desk review with perspective of staff (particularly local governance and field staff). This includes a review of the work plan, suggested tools, templates & documentation products, approaches across different locations and sub-national levels to be targeted for data collection.

Task 4. Developing and/or customization of documentation data collection tools
Generic documentation tools are developed both for use in various data collection and also specifically for local level systems strengthening process documentation. These tools are developed based on the task 1, 2 & 3. This may as well be customization/review/tweaking of task 1 suggested tools or new tools altogether.

Task 5. Data collection and analysis
This is the physical gathering of empirical data using the agreed tools. This may include focus group discussions, key informant interviews, video clips, pictures, story collection/writing. This task also involves content analysis of the data as this may need to be done concurrently as a back and forth processes.

Task 6. Developing documentation products (report, briefs, video clips, stories)
Based on task 2, 3 & 4, appropriate documentation products are developed, and these may include, (i) the main process documentation report, (ii) briefs of best practices, lessons learnt, scalable approaches, etc. (iii) videos clips or TED[x] clips, (iv) web-stories, most significant stories and any other innovative and user-friendly products.

Task 7. Presentation and validation of documentation report and products
A presentation and validation mini-workshop will be done and any final comments and suggestions will be incorporated into the final report.

Task 8. Finalization and submission of documentation pack (report, products, raw data etc.)
Following task 7, the documentation pack is finalized and all raw data provided and submitted in electronic format.

Task 9: Post documentation support to the CO
An appropriate and innovative post-documentation support system will be developed and provided to build CO documentation capacity and enable sustainable further use and scaling of the successful documentation methodologies, approaches and products.

Management and financial arrangements

The overall oversight and management of the contract will be under the PRIME1 section of UNICEF Lebanon Country Office in coordination with all the different sections and field offices – which will be acting as an advisory group for the duration of the implementation of the contract. The funds will be transferred on the basis of deliverables completed upon successful delivery of the reports.

Qualification Requirements:

- Registered organization, with its own office and qualified local staff.
- Commitment to undertake the assignment at the specified locations spread over the 8 governorates of Lebanon.
- At least five years experiences with capacity to carry out documentation in development and humanitarian context (must demonstrate evidence of similar work)
- Trained and qualified female and male team members available with excellent communication skills, fluency in oral and written Arabic and English, previous proven experience in documenting, and good report writing)
- All field workers should speak and write Arabic.

Profile of the company and CVs of staff to be submitted with the proposal.

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[1] PRIME: Planning, Research, Innovation, Monitoring and Evaluation.

Evaluation process of the bids:

Technical Evaluation Criteria:

	Technical Evaluation Criteria	Max Points obtainable
1	**Completeness of response and understanding of UNICEF documentation requirements**	**10**
2	**Relevant Experience of Company in delivering similar work in the following contexts:**	**10**
	Humanitarian, Crisis, Programme, Public institutions, Sub-national levels, External partners Previous similar projects to be submitted (5 points per project up to 10 points)	**10**
3	**Proposed Methodology and Approach**	**40**
a)	Clarity of the proposed tools and methods (as per **task 4** expectations under key tasks and deliverables above)	**10**
b)	Clarity of customization of the proposed tools to different audiences (creativity and flexibility)	**5**
c)	Innovativeness of proposed documentation products (as per **task 6** expectations under key tasks and deliverables above) Diversity and appropriateness of innovative products (e.g. briefs, video clips, stories) – 3 points each up to min 3 and 6 points for clarity and appropriateness of suggested products.	**15**
d)	Replicability of the tools and processes to different audiences to produce same products	**5**
e)	Clarity of proposed post documentation support strategy (as per **task 9** expectations under key tasks and deliverables above)	**5**
4	**Key Personnel Proposed for the assignment and experience**	**20**
a)	Seniority of proposed team (or team leaders) (minimum 5 years, and 5 points for the first 5 years and one point for each additional year up to 10 points)	10
b)	Relevant experience of team members (CVs) Documentation experience (3 points – 1 point for each member up to min 3 members) Report writing and presentation (3 points – 1 point for each member up to min 3 members) Experience in development and humanitarian context (2 points – 1 point for each member up to min 3 members) Good mix of male and female members (2 points – 1 point for each paired male/female mix, member up to min 2 members either sex)	10
	TOTAL TECHNICAL SCORE	**80**

Financial evaluation Criteria:

Only bidders obtaining the minimum pass mark in the technical evaluation (50 points) will be considered for the financial evaluation;
Financial evaluation is composed of 20 points. The lowest financial offer will obtain the maximum number of points.

Ethical concern and confidentiality

In line with the Standards for UN Evaluation in the UN System (developed by the UN Evaluation Group), all those engaged in designing, conducting and managing evaluation activities will aspire to conduct high quality and ethical work guided by professional standards and ethical and moral principles. The proposal must identify actual or potential ethical issues, as well as measures and methods adopted to mitigate against these issues. All interviewees will be informed with the purpose of the evaluation and their role and what information is required specifically from them. Confidentiality of their views is ensured. If interviewees will include minors, a written consent should be taken from the persons in charge of their care. All the documents, including data and fieldwork instruments, developed in the course of this consultancy are the intellectual property of UNICEF.

Reference guides:
- UNEG Ethical Guidelines
- Ethical research involving children
- Checklist on ethical standards in research

Timing/Duration of Contract: 6 months

Duty Station: Lebanon