



**International Labour Organization  
Regional Office for Arab States**

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**SKILLS Portfolio**

**Towards improved formal and non-formal Technical and Vocational Education in Lebanon**

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**Terms of Reference**

**For an external consultancy to support the review of the National Strategic Framework for TVET**

**Background**

The Government of Lebanon launched the National Strategic Framework (NSF) for Technical and Vocational Education and Training (TVET) in 2018 for the period 2018-2022<sup>1</sup>. The NSF reflects the government's commitment to promote a TVET system that provides the competencies and skills required in the labour market to enhance access to decent work and meet the skills demand for economic growth. The main strategic goals of the NSF are to expand access to TVET, enhance its quality and market-relevance, and improve TVET governance, including through greater engagement of employers.

The TVET national strategic framework in 2018 identified eight pillars around which the strategic directions revolved; these pillars were acknowledged by the following building blocks:

1. TVET system that guarantees equal opportunities and comprehensive education.
2. Effective human resource management system.
3. National qualification system based on a competency-based education approach.
4. Quality assurance system.
5. Teaching life and work skills.
6. Providing modern training equipment and materials related to the labor market needs.
7. Participation of representatives of employers and workers.
8. Diversified funding framework.

Since 2019, however, Lebanon has been struggling to cope with a prolonged economic and financial crisis, the outbreak of COVID-19, and the Beirut blast, causing major disruptions in the implementation of the NSF. Whereas the implementation of the NSF was derailed, several skills initiatives emerged to serve the direct needs of the affected population including in the areas of healthcare and reconstruction, as well as to meet the urgent needs of TVET students and schools.

In the light of the current challenges in Lebanon, the ILO and UNICEF organised a roundtable discussion in December 2021, in collaboration with other development partners and social partners, to discuss their respective skills interventions in the country, develop recommendations for upgrading the NSF, and enhance coordination mechanisms between development partners. The workshop served to take stock of new skills initiatives emerged to address the direct needs of the affected population including in the areas of healthcare and reconstruction, as well as to meet the urgent needs of TVET students and schools. The report highlighted the need to revisit the NSF to ensure better alignment with national priorities, including measures for crisis

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<sup>1</sup> [https://www.ilo.org/beirut/publications/WCMS\\_633487/lang--en/index.htm](https://www.ilo.org/beirut/publications/WCMS_633487/lang--en/index.htm)

response, and rapidly changing labour market demand and improved coordination to better respond to the crisis. In addition, it concluded with a set of recommendations to be considered in the review.

In February 2022, the Ministry of Education with its three directorate organized a National Conference on Education with various stakeholders during which the Directorate General for TVET presented the challenges facing TVET education and the immediate needs to sustain the sector and support its development towards a quality TVET system. As a result, a set of strategic goals were drafted for discussion and consideration as part of the NSF review process.

The DGTVEET in collaboration with UNICEF, ILO, GIZ and IECD formed a central working group in May 2022 to support the review of the NSF for 2023-2030 in consultations with key stakeholders taking into consideration the priority emergency needs of DGTVEET for the short term and development goals for the medium-long term. The central working group is meeting on a weekly basis<sup>2</sup>.

The updated National TVET strategy would focus on ensuring a quality, relevant, inclusive, sustainable and continuous TVET education. Namely, a system that supports access to all (including vulnerable groups, women, out-of-school youth, PWD), strengthen public-private partnerships, facilitate lifelong learning opportunities, improve quality of services and HR capacities and qualifications development (managers, administrators, and teachers), support infrastructure upgrade and funding sources, enhance advocacy/including image of TVET education and sustainability. It will also guarantee a continuity for learners to transit from basic and secondary education and TVET to tertiary and higher education, and review pathways and bridges between the formal and non-formal education programmes. This work is expected to be completed by the end of November 2022 and the dissemination of the new NSF in December 2022.

### Objective of the consultancy

The objective of this consultancy is to support DGTEVT in developing a comprehensive and responsive NSF TVET policy and action plan for 2023-2030 that takes into consideration the needs of the government, public and private TVET schools, TVET cadre, students, and employers. Building on the current NSF 2018-2022 and emerging needs for a quality, relevant and inclusive TVET system, the consultant will closely coordinate with DGTVEET, the Central working group and ILO and will consult with a broad-based key stakeholders.

### Scope of work

The consultant will work under the overall supervision of the Senior Skills Development Specialist and will closely coordinate with the National Project Coordinator to support preparation, organization, facilitation of meetings/workshops and reporting on efforts related to the review of the National Strategic Framework for TVET. The consultant will be required to provide deliverables in English and Arabic as indicated in below deliverables table.

#### Tasks and duties

- Literature review: to (a) analyse key trends in skills delivery in three key strategic directions((a)policy, governance and financing, (b) quality and relevance, and (c) inclusion) of the NSF and challenges faced, esp. in the context of economic crisis, and (b) identify gaps between directions of the current skills delivery situation and what is needed currently. The literature review would include relevant available reports<sup>3</sup>, ministerial decrees/resolutions, National commitments of HLM, donors skills development programmes/projects, labour market skills needs assessments, data from CRDP and DGTVEET departments
- Present findings of the literature survey to the identified groups of youth, including TVET students, and other stakeholders engaged in skills supply and demand to seek feedback and schedule meetings with different categories of stakeholders to seek their suggestions and insights into three key strategic directions- (a) skills policy, governance and skills financing, (b) quality and relevance, (c)

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<sup>2</sup> Meetings are held on weekly basis at DGTVEET in Dekwaneh for 1h.

<sup>3</sup> NSF 2018-2022, National Education conference outcomes, report on youth consultations for HLM 2022, , Roundtable workshop on Skill interventions, school map, ETF Torino process Lebanon 2020, among others

inclusion and equity. (stakeholders includes but not limited to: youth/TVET students, private sector (employers associations), INGOs/NGOs, ministries, TVET public and private schools directors and TVET Directorate head of departments, etc ). List of stakeholders attached

- Participate in the central working group meetings and facilitate discussions within the group to report progress on the revision/development of the vision, mission and key strategic objectives of the NSF new action plan; document decisions and reflect them accordingly in the NSF document including the background and diagnosis of TVET system.
- Conduct KII with specific key stakeholders (DGs or Ministers) at the request of NSF review central group or as per needs to collect/validate necessary information/inputs
- Closely coordinate with DGTNET, ILO, UNICEF and other members of the central working group for guidance on pertaining issues including outline of the revised NSF and provide monthly reports on activities progress.
- Based on consultations, analyze emerging trends in skills delivery and skills mismatch, challenges and new strategic directions in the provision of TVET in the context of current economic crisis and examine potential sustainable financing model.
- Analyze the key strengths, weaknesses, opportunities and threats to new emerging strategic directions after consultations and determine priorities to finalize the key policy directions in consultation with the central working groupDraft the new TVET National Strategic Framework based on consultations and analysis conducted and produce a 7 year national strategic plan draft articulating the strategic intervention area, the main activities, and performance indicators, time frame and estimated cost of activities, divided into two phases: an emergency plan and a medium term plan; review drafts with central working group and integrate feedback received
- Validate drafts with stakeholders consulted and finalize in close coordination with DGTNET and central working group
- Present the Revised NSF 2023-2030 to public at large during the launch event under the patronage of DGTNET (MEHE)

## Deliverables and timeline

It is expected that the consultant will produce this work over a period of 4 Months from 15 August to 15 December 2022.

	Tasks	Deliverables	Deadline	Indicative # Days
1	Literature review and data collection	List of literature raw data collected	15 Aug – 15 Sept	5
2	Participation in the central working group weekly meetings	Monthly progress report	15 Aug – 15 Dec	3
3	Conducting meetings and KII with stakeholders	Meeting agenda (Eng/Ar) Transcript/ Meeting reports Power point presentation (Eng/Ar) monthly progress report	20 Aug – 20 sept	8
4	Coordination with central working group, ILO and other key stakeholders	monthly progress reports outline of NSF report	15 Aug – 15 Dec	5
5	Analysis of data/info collected and present to the Central working group	Summary document of analysis	21 Sept – 18 Oct	5
6	Development of draft revised NSF strategy and action plan	Draft analysis report and action plan (Eng/Ar)	19 Oct – 10 Nov	8
7	Validation workshop with key stakeholders	Power point presentation (Eng/Ar) Workshop summary report	15 Nov – 20 Nov	2
8	Finalize report integrating feedback from validation workshop and review	Revised PowerPoint presented (Eng/Ar)	21 Nov - 15 December	4

	of central working group; and present the final product at the launch event	Final report and action plan inclusive of all (Eng/Ar) Final progress report		
	<b>Total</b>			<b>40</b>

## Budget and Payment Schedule

Payment will be made upon submission of deliverables and against invoice as approved by ILO.

Payment	Deliverables	Unit per day	Unit rate in US\$	Amount in US\$
1 <sup>st</sup>	Literature review + analysis summary document + monthly progress report and other deliverables related to activities 1, 2, 3, 4)	16		
2 <sup>nd</sup>	Draft NSF and action plan + monthly progress report + power point presentation for validation workshop (activities 2,4, 5 & 6)	15		
3 <sup>rd</sup>	Final NSF and action plan + PowerPoint presented in launch event + final progress report (activities 2,4, 7,8)	9		
<b>Total</b>		<b>40</b>		

## Required Qualifications

- Master's Degree in Education, Social Sciences or other relevant field:
- Very good knowledge of the educational context in Lebanon, its issues and opportunities and of the role played by the Lebanon public and private sector institutions, especially in relation to TVET;
- A solid professional background (7 years or more) in the domain of policy making and/or policy research and development ;
- Very good analytical (conducting surveys and data analysis), synthesis, and report writing skills;
- English and Arabic proficiency.
- Proven experience in facilitating workshops and consultation meetings, and working in multi-stakeholders environment

## Selection process and selection criteria

The ILO invites technical and financial proposals from qualified national consultants who have relevant experience delivering similar services, as mentioned in this Terms of Reference (TOR). One national consultant technically responsive and financially viable will be chosen following ILO procurement rules/procedures on evaluation by an ILO team of professionals.

The cumulative evaluation method will be applied for this procurement exercise and the contract will be awarded to the highest scorer(s) - 70% of the score will be from the technical proposal and the financial 30% from the financial one. Any candidate that scores less than 70% in the technical evaluation shall not be considered further. The technical proposals will be evaluated as per the criteria stated below:

1.	<b>Personal CV</b> , indicating candidates' qualifications and relevant experiences/expertise from similar assignments, the candidate's contact details (email and telephone number) and at least three (3) professional references
2.	<b>Maximum two pages concept note</b> specifying the understanding of the assignment and relevant costs.
3.	Experience of conducting workshops, Focus Group Discussions (FGDs) evident by <b>previous experience and sample reports</b>

### Proposal submission procedure

Interested bidders must submit their proposal in scanned/PDF signed copies by email on or before 16 August 2022 COB, to :

Mr. Ali Nasser, Project Assistant Skills at [nasseral@ilo.org](mailto:nasseral@ilo.org) and

cc: Ms. Rania Hokayem, Acting Chief Technical Advisor/National TVET programme Coordinator.

The required content of the proposal is listed below. The technical and financial proposals should be attached to the email as separate documents. The bidder will receive in return an email confirming receipt from Mr. Nasser.

The subject of the email should mention “**TOR: Consultancy to Support the review of the National Strategic Framework for TVET**”. Proposals received after the deadline will not be considered for evaluation.

### Recommended presentation of technical and financial proposals

Interested individuals must submit the following documents/information:

- a) **Personal CV**, indicating candidate’s qualifications and relevant experiences from similar assignments, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- b) **A maximum two pages concept note** on the assignment, specifying the understanding of the consultant on the task and proposing the most suitable methodology to conduct the assignment and also attach sample(s) of accredited publication(s), consultancy report(s);
- c) **Financial proposal**, specifying the professional fees for this assignment. The proposal is to be submitted through the attached standard template. The candidate must not include the cost of workshops and meetings in his/her financial proposal.

The cost of preparing a proposal and negotiating a contract, including any related travel, is not reimbursable as a direct cost of the assignment.

Annex 1 – List of Stakeholders

	Group A DGVTE		Group B Ministries		Group C international donors and organisations		GROUP D Social partners		Group E NGOs/INGOs
1	Head of departments		Ministry of Agriculture		USAID		Order of Nurses		Mercy Corp
2	Schools directors		MEHE		WB		Association of Lebanese Industrialists		DRC
3	Teachers+GEOs		Ministry of Social Affairs		UNDP		Syndicate of contractors for buildings and public works		Save the Children
4	Students representatives		Ministry of labour		AFD		General Confederation of Lebanese Workers		COSV
5	IPNET representatives		CRDP		UNRWA		LCEC		SAFADI
6			NCVT		UNFPA		Federation of Chambers of commerce, Industry, and Agriculture		LOST
7			NEO				Lebanese Physically Handicapped Union		RMF
8					UNICEF		Association of crafts		Akkarona
9					GIZ		Private Schools (CIS, Nour, Cortbawi)		LRC
10					UNESCO				ANERA
11					ILO				AVSI
12					KFW				IECD
13					ETF				
14					EU				
15					UNIDO				
					FAO				