

TERMS OF REFERENCE (TOR)

Institutional Contract for Development of an Academic Course on Inclusive Social Protection in Georgia

Start date: July 1, 2026

End date: March 31, 2027

Background

Inclusive social protection is a critical pillar for poverty reduction, equity, and human capital development. In Georgia, UNICEF has identified ongoing gaps in conceptual, analytical, and operational understanding of social protection among decision-makers, practitioners, and future professionals. At present, Georgian higher education institutions offer limited structured academic opportunities focused specifically on inclusive social protection, resulting in insufficient pre-service and interdisciplinary capacity development in this field.

To address this gap, UNICEF Georgia intends to support the development of an academic course on Inclusive Social Protection within Georgian higher education institutions. The initiative aims to strengthen local academic capacity, promote sustainable academic ownership, and facilitate integration of social protection teaching into Georgian higher education.

The academic course may be designed for Bachelor's and/or Master's level teaching, depending on the findings of the needs assessment and consultations with participating universities. The course is expected to be suitable for incorporation into existing academic programmes, such as social work, child rights, public policy, social policy, sociology, public health, economics, or related disciplines.

UNICEF Georgia seeks to engage an international university, academic institution, research institute, or specialized training institution with demonstrated expertise in social protection and curriculum development to provide technical assistance and methodological leadership for this initiative.

The selected institution will collaborate with Georgian Academic Teams selected separately by UNICEF Georgia through a *local expression of interest* process¹.

¹ UNICEF Georgia will separately launch a national Expression of Interest (EOI) process to identify Georgian universities and academic institutions interested in contributing to the development and future institutionalization of the Academic Course on Inclusive Social Protection.

Through this process, UNICEF Georgia will select one or more Georgian academic institutions and establish a Georgian Academic Team composed of academic staff and relevant experts from participating institutions.

The Georgian Academic Team is expected to serve as the primary national academic counterpart to the contracted international institution throughout the assignment. The Team will contribute local academic, policy, and contextual expertise and support adaptation of the course to the Georgian higher education environment.

Participation in the Georgian Academic Team implies willingness and institutional interest to contribute to the co-development, contextualization, piloting, and potential future integration of the course within relevant academic programmes in Georgia. Formal commitment for institutionalization at this stage is desirable but not mandatory.

Objective of the Assignment

The objective of this assignment is development of a high-quality academic course on Inclusive Social Protection, aligned with international standards and adapted to the Georgian policy and higher education context.

The assignment aims to:

- Strengthen academic and professional capacity on inclusive social protection in Georgia;
- Support development of high-quality and contextually relevant teaching and learning materials;
- Build sustainable teaching capacity within Georgian academic institutions;
- Promote interdisciplinary and inclusive approaches to social protection education;
- Facilitate future integration of the course within Georgian higher education institutions.

Scope of Work, Key Activities and Expected Deliverables

The assignment shall include the following components:

1. Preparatory Phase: Landscape Review, Needs Assessment, and Competency Framework Development

- Review the Georgian higher education landscape relevant to social policy, social protection, inclusion, and related disciplines;
- Conduct stakeholder mapping and consultations with universities, government entities, professional bodies, and relevant partners;
- Assess existing institutional capacities, readiness, and gaps related to course development and delivery;
- Identify existing academic programmes and potential entry points for integration of the course within bachelor's and/or master's level curricula;
- Assess learning and competency needs of prospective teaching institutions and target learner groups;
- Define target audiences and learner profiles;
- Recommend the most appropriate academic level(s), integration approach, and institutionalization modalities for the course;
- Develop a competency framework and proposed learning outcomes aligned with international standards and the Georgian higher education context.

Deliverable 1: Preparatory Phase Report

A comprehensive report including:

- Higher education landscape review and mapping of relevant programmes and universities;
- Stakeholder mapping and consultation summary;
- Assessment of institutional capacities, readiness, and competency gaps;
- Learning and competency needs assessment;
- Analysis of target audiences and learner profiles;

- Recommendations on academic level(s), course integration options, and institutionalization approaches;
- Competency framework;
- Proposed learning outcomes matrix aligned with the competency framework.

2. Curriculum and Academic Design

- Develop the conceptual and analytical framework for the academic course;
- Design a detailed curriculum and syllabus structure;
- Propose teaching methodologies, assessment approaches, and indicative credit allocation;
- Ensure compatibility with Georgian higher education requirements and international good practices.

Deliverable 2: Draft Curriculum Package

- Curriculum framework;
- Detailed syllabus and module descriptions;
- Teaching methodologies and assessment framework;
- Indicative credit allocation recommendations.

3. Teaching and Learning Materials Development

- Develop teaching and learning materials for all modules;
- Prepare lecture outlines, presentations, assignments, case studies, facilitator guidance, and recommended readings;
- Incorporate regional and international examples, while ensuring contextual adaptation to Georgia.
- Share draft deliverables with the Georgian Academic Team and incorporate their comments, suggestions.

Deliverable 3: Draft Teaching and Learning Materials Package

- Lecture outlines and presentations;
- Case studies and assignments;
- Facilitator guidance;
- Reading lists and reference materials.

4. Capacity Development

- Deliver training workshops and mentoring support for Georgian Academic Team (see the responsibilities below);
- Facilitate joint reflection and co-creation processes;
- Strengthen local teaching and curriculum development capacities.

Deliverable 4: Capacity Development Package

- Training agendas and materials;

- Summary report on workshops and trainings;
- Recommendations for continued faculty development.

Roles and Responsibilities

Contracted Institution

- Provide a multidisciplinary team with relevant expertise;
- Deliver all agreed outputs and activities;
- Ensure technical quality and timely completion of deliverables;
- Collaborate effectively with Georgian Academic Team and UNICEF.

UNICEF Georgia

- Provide overall coordination and oversight;
- Facilitate engagement with Georgian institutions and stakeholders;
- Support selection of Georgian academic counterparts; Ensure quality assurance and strategic alignment.

Georgian Academic Team

- Participate in co-development and contextualization of materials;
- Contribute local academic and policy perspectives;
- Support review and adaptation of the course materials;
- Participate in training organized by the selected contracted institution.

Institutional Qualifications

Eligible applicants may include universities, academic institutions, research institutes, or specialized training institutions.

The applying institution shall demonstrate:

- Minimum 10 years of experience in social protection research, teaching, policy analysis, or curriculum development;
- Proven experience in higher education curriculum design and academic course development;
- Expertise in inclusive social protection, including child-sensitive, disability-inclusive, gender-responsive, and shock-responsive social protection;
- Experience working with governments, universities, and international organizations;
- Strong experience in capacity development and institutional strengthening;
- Excellent analytical, facilitation, and report-writing capacities;
- Previous experience with UNICEF or other UN agencies will be considered an asset.

Proposed Team Composition

It is highly recommended that the proposed team of specialists include:

- Team Leader / Senior Social Protection Expert;
- Higher Education and Curriculum Development Specialist;
- Georgia (Higher) Education System Expert.

Timeline

The assignment is expected to be implemented in 9 months. A detailed workplan and timeline shall be proposed by the applying institution and finalized during contract negotiations.

Ethical Considerations

Selected organization is required to clearly identify any potential ethical issue, as well as the processes for ethical review and oversight of the research/data collection process in their proposal. UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis can be found at: https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF and should be consistently applied throughout the assignment. The procedure contains the minimum standards and required procedures for research, evaluation and data collection and analysis undertaken or commissioned by UNICEF (including activities undertaken by individual and institutional contractors, and partners) involving human subjects or the analysis of sensitive secondary data.

Supervision and Work Arrangement

The organization will work under the supervision of UNICEF Georgia's Social Policy & Economic Specialist, with technical support from UNICEF throughout implementation.

Terms and Conditions

Contracted organization and UNICEF should acknowledge and agree that this arrangement is entirely commercial in nature. UNICEF purchases services and products from the Contractor, which will have an interest only in the receipt of funds from UNICEF for commercial purposes in exchange for the services and products provided.

UNICEF shall have, hold, and retain full and exclusive ownership of all products created, developed, or delivered pursuant to or resulting from the performance of this Contract, and shall bear full responsibility for their use and outcomes.

Under the supervision of UNICEF Georgia Social Policy and Economic Specialist, the contracted institution shall provide technical expertise and methodological guidance throughout the course development process.

Payment Schedule

Payments will be linked to successful submission and approval of deliverables as follows:

- Deliverable 1 – 40%
- Deliverable 2 and 3 – 40%
- Deliverable 4 – 20%

Termination of Contract

Either party may terminate the contract with a 14-day notice, or immediately in case of misconduct.

Application Documents

Applications should include:

- The organization's profile.

- Technical project proposal including activity timeline and monitoring and quality control mechanisms.
- Financial proposal.
- CVs of the involved experts.
- Organization's bank account information.

Selection and Evaluation Process

Evaluation will be based on project proposals with the 70:30 evaluation ratio between the technical and financial proposals.

Technical Proposal: 70 points:

70 points will be distributed in accordance with the attached Technical Evaluation Matrix. Only proposals which receive a minimum of 70% (49 points) will be considered further.

Price Proposal: 30 points

The price proposals in USD should include detailed breakdown of all listed tasks and deliverables.

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited bidders who obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price, e.g.:

Score for price proposal X = (Max. score for price proposal) * (Price of lowest priced proposal) / (Price of proposal X)

The final evaluation of the proposal shall have two components: the technical evaluation score and financial evaluation score. For the overall proposal evaluation, the sum of these two scores is used. The winner is an organization with maximum scores.

UNICEF will award the contract to the entity whose response meets the project goals effectively.

Funding Source: SC 240703 (EU CP/SP)

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