unicef | for every child

TERMS OF REFERENCE

Development and delivery of capacity building programme on public–private partnerships in early childhood education and care

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Sarajevo, Bosnia and Herzegovina & Home based
DURATION OF CONTRACT	1 year

Purpose of Assignment

UNICEF is seeking a consultant to develop and deliver an introductory capacity building programme on public–private partnerships (PPPs) in early childhood education and care (ECEC), followed by municipal mentoring. The assignment will strengthen public officials' ability to understand partnership options, assess their relevance to local ECEC needs and identify practical steps for incorporating suitable options into ECEC expansion plans.

Partnership approaches in ECEC remain insufficiently explored in Bosnia and Herzegovina. Municipal officials need a practical understanding of how public resources, private providers and other partners may contribute to expanding access, alongside the financing, legal, quality and accountability requirements involved. UNICEF's existing PPP mapping and analytical resources provide a starting point for a new capacity building package tailored to participating jurisdictions.

The programme will cover formal PPPs under applicable legislation and broader arrangements, including subsidies, purchase of preschool places and service contracts. It will distinguish their legal and financial characteristics rather than assume that every arrangement involving a private provider constitutes a formal PPP.

The intended audience is approximately 40 public officials from four locations included in the Joint UN Programme Accelerating Agenda 2030 through Governance and Sustainable Growth (SDG 2030 BiH). Participants will include municipal staff responsible for economic development, social affairs, education and finance, together with relevant education and finance ministry officials. UNICEF will confirm the participating locations, coordinate nomination of participants and provide logistics support in organizing capacity building sessions.

Scope of Work

Under the direct supervision of the Education Officer and under the guidance of the Education Specialist and Social Policy Specialist, the consultant is responsible for the following scope of work:

- **Inception and assessment of training needs**: Review UNICEF's PPP in ECEC resources, assess participants' knowledge and capacity-building needs, and agree the workplan with UNICEF. Verify the legal and institutional arrangements relevant to formal PPPs and broader partnership approaches in the participating jurisdictions.
- **Preparation of a practical PPP in ECEC brief**: Develop an accessible brief of approximately 10 pages in local language for municipal and ministry officials, translating UNICEF's PPP mapping, proposed models and business case into digestible implementation briefs.
- **Development of the capacity building package**: Develop a two-day capacity building package tailored to participants with limited PPP knowledge. Cover formal PPPs and broader arrangements, including subsidies and service purchasing; local expansion planning; financing and fiscal implications;

legal requirements; and quality, inclusion and accountability. Incorporate relevant BiH and regional examples and practical exercises.

- **Capacity building delivery**: Deliver one two-day, in-person training for approximately 40 public officials from four locations (Istocno Novo Sarajevo, Banja Luka, Laktasi, and Gradiska). Assess participants' learning and support municipal teams to identify partnership options relevant to their ECEC expansion needs.
- **Development of municipal PPP project concepts**: Provide support to four municipalities to draft their tailored PPP project concepts.
- **Municipal mentoring:** Provide three online mentoring meetings per municipality to support consideration of suitable partnership approaches within local ECEC expansion plans. Provide practical feedback on financing, legal and implementation considerations and proposed next steps.
- **Reporting and finalization**: Document training results and mentoring outcomes, identify priorities for further support, and finalise all materials following UNICEF's review.

Training, mentoring, the practical brief and participant materials will be in Bosnian/Croatian/Serbian. Reports to

UNICEF will be in English.

Work Assignments Overview	**Deliverables/Outputs**	**Delivery deadline to complete the deliverable**
Inception and needs assessment	Approved inception report with workplan, needs assessment for four municipalities and a jurisdiction-specific legal and institutional overview.	10/01/2027
Preparation of a practical PPP in ECEC brief	Approved PPP in ECEC brief.	30/03/2027
Capacity building package development	Approved two-day package: agenda, facilitator notes, slides, workbook, worksheets and pre/post assessment tools.	30/03/2027
Capacity building delivery and report	One two-day training delivered; report with attendance summary, aggregate findings and participants' feedback.	30/04/2027

Development of municipal PPP project concepts	Four PPP project concepts, one per municipality, developed jointly with municipal teams. Each concept will outline the ECEC expansion need, proposed partnership model, public and private partner roles, indicative costs and financing arrangements, relevant legal pathway, quality and inclusion requirements, and next steps for further development.	30/09/2027
Municipal mentoring	Twelve online meetings completed, three per municipality; one mentoring summary report.	30/11/2027
Final report and materials	Approved report with recommended further support of UNICEF in the area of PPP in ECEC.	10/12/2027

Payment Schedule:
Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered "staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

unicef | for every child

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

- **Education:** Master's degree in economics, public finance, law
- **Work Experience**:
    - At least 7 years of relevant professional experience in PPP and/or public finance, including substantive work on PPP structuring, implementation or regulatory frameworks;
    - Demonstrated experience developing and delivering practical training for public authorities in the areas of PPP and public finance.
- **Language Requirements:** Fluency in English and Bosnian/Croatian/Serbian
- **Knowledge/Expertise/Skills:**
    - Ability to analyze applicable BiH legal and institutional arrangements and translate them into clear, jurisdiction-specific guidance for public officials;
    - Strong ICT skills, including the use of MS Office
    - Excellent interpersonal and communication skills;
    - Strong facilitation skills and ability to work independently and proactively;
    - Excellent professional writing skills.
- **Desirables:** Prior work experience with UNICEF or other UN organization is an asset