



LOCAL CONSULTANT TO INSTITUTIONALIZE RESTORATIVE PRACTICES FOR BEHAVIOUR MANAGEMENT IN SCHOOLS

(IUL)22-PU/22/2026/81

26th April 2026

1. INTRODUCTION

the Ministry of Education, Higher Education and Skills Development is seeking consultancy service to Institutionalize Restorative Practices for Behavior Management in Schools.

2. SCHEDULE OF CRITICAL DATES

| Activity | Action Date |
|-------------------------------|---|
| Advertised date: | 26th April 2026 |
| Information session date: | 03th May 2026, 1100 hrs. Local Time |
| Clarification deadline: | 03th May 2026, 2359 hrs. Local Time |
| Proposal submission deadline: | 06th May 2026, 1300 hrs. Local Time |

3. CLARIFICATION

Interested parties may obtain further information on request by writing to the address below.

Procurement Section,

Ministry of Education, Higher Education and Skills Development

9th Floor, H.Velanaage, 20096

Ameer Ahmed Magu, Male' City,

Republic of Maldives

Mob: :+(960) 304 1242 / 304 1249

Email: procurement@moe.gov.mv

CC Email: ali.naajih@moe.gov.mv

4. SUBMISSION REQUIREMENTS

Proposal should contain the following documents and Standard forms in ANNEX A

- Document Checklist (Form 1)
- Technical Proposal Submission Form (Form 2)
- Tenderer Information Sheet (Form 3)
- Description of approach, methodology and work plan for performing the assignment (Form 4)
- Copy of National ID Card
- Curriculum Vitae (CV) (Form 5)
- Educational Certificates
- Specific experience of contracts of similar nature (Form 6)
- Demonstrations of required experiences listed in this TOR
- Financial Proposal (Form 7)

5. PROPOSAL SUBMISSION

| | |
|------------------------|---|
| Submission Instruction | Proposal need to be submitted along with required documents mentioned in the request for proposal to: Ministry of Education, Higher Education and Skills Development Ameer Ahmed Magu, Male', 20079 Republic of Maldives Tel: +(960) 304 1242 Apply via: http://bit.ly/4tCOVGM |
| Submission Deadline | The deadline for the submission of Proposal is: Date: 06th May 2026 Time: 13:00 hrs. (Local Time) Late submission will not be accepted. |

Terms of Reference for Local Consultant to Institutionalize Restorative Practices for Behaviour Management in Schools.

1. Background:

The current Behaviour Management Policy (22-E/CIR/2018/8) was developed prior to the ratification of key national legal frameworks, including the Child Rights Protection Act, the Juvenile Justice Act, and the Education Act. As such, there is a critical need to revisit and align Behavior Management Policy with the principles and provisions outlined in these Acts to ensure a holistic, legally compliant, and rights-based approach to student behavior management. This alignment will not only reinforce the protection and promotion of children's rights within the school environment but also support the integration of restorative practices that are consistent with national legal standards and international best practices.

This activity is aimed at institutionalizing restorative practices as a core component of student behaviour management in schools. This initiative is grounded in a right-based, inclusive and gender-sensitive approach to discipline, with a focus on repairing harm, restoring relationships and promoting a respectful school environment. It recognizes the need for a shift from punitive disciplinary measures to restorative approaches that address the root causes of behavioural issues while fostering accountability, empathy and community cohesion.

The School Health and Safety Division (SHSD) will lead the implementation of this activity.

2. Objectives:

The objectives of this activity are to:

- Do a review of the existing policy on behavior management in schools to see if it aligns with the current laws and regulations and with the current international best practice on behavior management in schools.
- Revise the policy based on the findings.
- Design and implement a pilot program on training of teachers on restorative behavior management practices in 10 selected schools in one year.
- Document learnings from the pilot to inform a comprehensive plan for the scale-up of restorative practice nationwide.

3. Scope of Work:

The assignment will be undertaken in two main phases:

Phase 1: Review and Revision of the behavior management policy and implementation guide and tools together with current practices

- Review and revise existing behavior management policy (22-E/CIR/2018/8) and the implementation guide and current practices, engaging stakeholders to ensure inclusivity, gender sensitivity, age-appropriateness, and integration of disability and diversity considerations.
- Identify, propose and discuss possible restorative practices such as peer mediation, restorative circles, and facilitated dialogue with stakeholders including children and adolescents.
- Provide a draft of the revised policy and the intervention tools.

Phase 2: Piloting, Capacity Building, and Scale-Up

- Pilot the revised policy and behaviour management tools in 10 selected schools during Year 1, with expansion to an additional 10 schools in Year 2, based on selection criteria defined by the Ministry of Education, Higher Education and Skills Development.
- Ensure the pilot design includes clear baselines, targets, timelines, and measurable indicators to assess effectiveness and scalability.
- Support the use of inclusive, gender-sensitive, age-appropriate, and locally relevant tools and training materials, integrating disability inclusion and diversity considerations across all program components.
- Refine tools and approaches based on feedback from pilot schools and stakeholders.
- Design and deliver in-person training programs for teachers and school leaders in participating schools to strengthen practical understanding and application of restorative behaviour management practices.
- Provide ongoing mentoring, coaching, and technical support throughout the pilot phase to reinforce learning, address implementation challenges, and support institutional capacity building.
- Facilitate the practical application of restorative practices in pilot schools and continuously refine training content, tools, and guidance materials based on implementation experience.
- Support school-level reflection and learning to improve effectiveness and sustainability.

- Conduct a comprehensive evaluation of the pilot phase to assess outcomes, effectiveness, and impact, and to identify lessons learned and best practices.
- Analyze the program’s potential for scale-up and sustainability within the national education system.
- Monitor key indicators, including the number of schools and teachers effectively implementing restorative behaviour management practices.
- Verify progress through school reviews, field visits, and other appropriate monitoring mechanisms to ensure systematic assessment of implementation quality and outcomes.
- Adapt validated tools, training content, and practices into a self-paced online training package for broader roll-out.
- Integrate the online training package into Ministry of Education, Higher Education and Skills Development platforms to support cost-effective, scalable training for both pre-service and in-service teachers.

4. Deliverables:

The consultant is expected to deliver the following:

| Deliverables | Due by | Payment Schedule |
|--|---|-------------------------|
| 1.Revision of the existing Behaviour Management Policy and submission of a draft for MoE endorsement | To be completed and submitted within 30 days from the signing of the contract | 10% |
| 2.Designed training program (Toolkit and training materials on restorative practices) | To be completed within 60 days from completion of Deliverable 1 | 16% |
| 3. Progress report from the first 3 schools in Greater Male’ Area. | To be completed within 60 days from completion of Deliverable 2 | 16% |
| 4. Progress report from the second batch of 3 schools in Greater Male’ Area. | To be completed within 60 days from completion of Deliverable 3 | 16% |
| 5. Progress report from the first 2 schools in Fuahmulaku city | To be completed within 60 days from completion of Deliverable 4 | 16% |
| 6. Progress report from the rest 2 schools in Fuahmulaku city | To be completed within 60 days from completion of | 16% |

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|---|---------------------------------------|---|-----|--|
| | | Deliverable 5 | | |
| | 7. Scale-up strategy and action plan. | To be completed within 30 days from completion of Deliverable 7 | 10% | |
| 5. Estimated duration: | | | | |
| 12 months | | | | |
| 6. Travel: | | | | |
| The consultant will be required to travel to Fuvahmulah City to conduct training sessions and provide on-site support to selected schools for the project | | | | |
| 7. Quality Assurance | | | | |
| A reference group consisting of representatives from the Ministry of Education, Higher Education and Skills Development and UNICEF will be established to provide quality assurance, feedback, and sign-off for the deliverables. This team will be constituted as follows: | | | | |
| a) 2 members from Ministry of Education, Higher Education and Skills Development | | | | |
| b) 2 member/s from UNICEF Maldives. | | | | |
| 8. Qualifications or specialized knowledge and/or experience required of the consultant. | | | | |
| The consultant should meet the following criteria: | | | | |
| <ul style="list-style-type: none"> • A minimum of a Bachelor’s degree in Education/ Psychology/ Social Work/ Child Development or a related field. • Specialized training or certification in restorative practices, conflict resolution, or behavior management will be an added advantage. • Strong facilitation skills with the ability to engage diverse participants effectively. | | | | |
| Experience and Expertise | | | | |
| <ul style="list-style-type: none"> • At least 2 years of professional experience in behavior management or school improvement programs. • Proven experience in designing and facilitating trainings and capacity-building programs at the national or subnational level. • Demonstrated experience in developing and institutionalizing restorative or rights-based disciplinary frameworks. • Strong background in child rights, gender-responsive education, and inclusive education principles. • Experience working with government ministries, schools, and community stakeholders in participatory policy processes. | | | | |

Technical skills

- Strong communication and interpersonal skills, with the ability to engage diverse stakeholders including teachers, parents, and policymakers.
- Proven ability to work independently and collaboratively within tight timelines.

Project Management

- Strong project management skills, including the ability to plan, execute, and monitor projects effectively.
- A track record of delivering projects on time and within budget.

Communication and Collaboration

- Excellent written and verbal communication skills in English and Dhivehi.
- Ability to work collaboratively with stakeholders.
- Strong problem-solving skills and adaptability to changing project requirements.

9. Evaluation criteria

Evaluation criteria for assessing the qualifications and performance of the consultant.

| S. No. | Criteria | Points |
|--------|---|--------|
| 1 | <p>Proposal</p> <p>Description of the methodologies for how the consultant will achieve the terms of reference of the assignment</p> | 20 |
| 2 | <p>Client References</p> <p>Minimum 3 references should be provided with similar scope and size of contract. Details of similar assignments undertaken in last three years including the following information:</p> <ul style="list-style-type: none"> • Title of Project • Year and duration of project • Scope of Project • Outcome of Project • Reference / Contact persons <p>✓ <i>A minimum of 3 relevant references will be awarded 5 points.</i> ✓ <i>Additional points will be awarded for each additional reference of relevant assignment, up to a maximum of 10 points.</i></p> | 10 |
| 3 | <p>Qualification</p> <p>Bachelor's degree in Education/ Social Work/ Social Sciences/ Child Protection or Research related field.</p> | 20 |

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| | | |
|---|--|-----------|
| 4 | Experience a) Minimum 2 years of experience in behavior management of children using restorative practices. b) Excellent writing and presentation skills. c) Excellent communication and interpersonal skills. d) Must be able to manage diverse viewpoints and work in demanding situations. | 20 |
| | TOTAL | 70 |
| <p>To pass the technical evaluation, a minimum score of 50 is required. Only candidates who successfully pass the technical evaluation will proceed to the financial evaluation. The maximum score of 30 points will be assigned to the financial proposal that provides the lowest overall cost.</p> | | |

ANNEX A - FORMS

FORM 1 – Document Checklist

| # | BID DOCUMENTS | |
|----|---|--|
| 1 | Technical Proposal Submission Form (Form 2) | |
| 2 | Tenderer Information Sheet (Form 3) | |
| 3 | Description of approach, methodology and work plan for performing the assignment (Form 4) | |
| 4 | Copy of National ID Card | |
| 6 | Curriculum Vitae (CV) (Form5) | |
| 7 | Educational Certificates | |
| 8 | Specific experience of contracts of similar nature (Form 6) | |
| 9 | Demonstrations of required experiences listed in this TOR | |
| 10 | Financial Proposal (Form 7) | |

FORM 2 – TECHNICAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Madam/Sir:

We, the undersigned, offer to provide the ‘**Local Consultant to Institutionalize Restorative Practices for Behaviour Management in Schools**’ in accordance with your Request for Proposal dated [xxx]. I hereby submit our Proposal, which includes all required documents as per Request for Proposal.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the services and fulfil the terms and conditions related this contract.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

FORM 3 – TENDERER INFORMATION SHEET

[The Tenderer shall fill in this Form in accordance with the instructions indicated below. No alterations to its format shall be permitted and no substitutions shall be accepted.]

Date:

Announcement No:

| | |
|---|--|
| 1. Name | |
| 2. Registration number or ID Card Number | |
| 3. Address | {insert Tenderer's legal address in country of registration} |
| 4. Tenderer's Authorized Representative Information | |
| Name: | |
| Address: | |
| Telephone/Fax numbers: | |
| Email Address: | |

**FORM 4: DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR
PERFORMING THE ASSIGNMENT**

[Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (5-10 pages, inclusive of charts and diagrams) divided into the following two chapters:

- a) Technical Approach and Methodology,*
- b) Work Plan, and*

a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.

FORM 5 – CURRICULUM VITAE

- 1. Name:**
- 2. Education** *[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]:*
- 3. Membership of professional associations**
- 4. Other Training**
- 5. Countries of work experience** *[List countries where the consultant has worked in the last ten years]:*
- 6. Languages** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:*
- 7. Experience/ employment record** *[Starting with present position, list in reverse order every employment held since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]*

From [Month/Year] – To [Month/Year]:

Employer:

Positions held:

8. Summary of projects/assignments undertaken/ role

Name of project/ assignment:

Experience classification: General / specific

Scope of project/ assignment:

Role/ Position undertaken:

Period of assignment:

FORM 6- SPECIFIC EXPERIENCE OF CONTRACTS OF SIMILAR NATURE

List all contracts performed in the last **36 Months**

(Reference letters of the completed Projects shall be submitted along with the proposal and this form should be signed and stamped by Tenderer).

| Name of Client | Name of the work | Contract Duration | Contract Signed Date | Contract Completed Date | Contract Value (MVR) |
|-----------------------|-------------------------|--------------------------|-----------------------------|--------------------------------|-----------------------------|
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FORM 7 – FINANCIAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide **Local Consultant to Institutionalize Restorative Practices for Behaviour Management in Schools** in accordance with your Request for Proposal dated [... ..] and our Technical Proposal. Our attached Financial Proposal is for the sum of [*Insert amount(s) in words and figures*¹]. This amount is inclusive of the all taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

FINANCIAL PROPOSAL

| SUMMARY OF COSTS | | |
|-------------------------|--|----------------------------|
| # | Description | Amount (in MVR) |
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| | Subtotal : | |
| | All applicable taxes : | |
| | Total Amount of Financial Proposal: | |

Note:

- Bidder is liable to clarify and include all relevant tax for the assignment.
- The cost should be inclusive of all technical fees, fees for management staff, travel, food, accommodation, and all administrative and logistical costs related to the above assignment.