



LOCAL CONSULTANT TO INSTITUTIONALIZE RESTORATIVE PRACTICES FOR BEHAVIOUR MANAGEMENT IN SCHOOLS

(IUL)22-PU/22/2026/155

29th June 2026

1. INTRODUCTION

The ministry of education is seeking consultancy service to Institutionalize Restorative Practices for Behavior Management in Schools.

2. SCHEDULE OF CRITICAL DATES

Activity	Action Date
Advertised date:	29th June 2026
Clarification deadline:	06th July 2026, 2359 hrs. Local Time
Proposal submission deadline:	08th July 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,
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 Ameer Ahmed Magu, Male', 20079 Republic of Maldives Tel: +(960) 304 1242 Apply via: https://bit.ly/4eze93M
Submission Deadline	The deadline for the submission of Proposal is: Date: 08th July 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. Consequently, the policy no longer fully reflects the contemporary legal and institutional landscape governing child protection and education.

There is therefore a critical need to review and update the Behaviour Management Policy to ensure full alignment with the principles, standards, and provisions enshrined in these Acts. Such alignment will enable a more holistic, legally compliant, and rights-based approach to student behaviour management.

Importantly, this process provides an opportunity to strengthen the policy's focus on prevention, proportionality, and child-centred responses, while embedding restorative practices that promote accountability, reintegration, and positive behaviour change. Aligning the policy with national legislation and international best practices will reinforce the protection and promotion of children's rights within school environments and contribute to safer, more inclusive, and supportive learning settings for all students.

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.

This activity seeks to institutionalize restorative practices as a central component of student behaviour management in schools. It is grounded in a rights-based, inclusive, and gender-sensitive approach to discipline that prioritizes repairing harm, rebuilding relationships, and fostering a respectful and supportive school environment. The initiative responds to the need to shift away from punitive disciplinary measures toward restorative approaches that address the underlying causes of behavioural challenges, while promoting accountability, empathy, and a stronger sense of community within schools.

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

2. Objectives:

The objectives of this activity are to:

- Review the existing Behaviour Management Policy to assess its alignment with current national laws, regulations, and international best practices in school-based behaviour management.
- Revise and update the policy based on the findings of the review, ensuring it reflects a rights-based, inclusive, and restorative approach.
- Design and implement a one-year pilot programme to train teachers in restorative behaviour management practices across 10 selected schools.
Document lessons learned from the pilot to inform the development of a comprehensive plan for the nationwide scale-up of restorative practices.

3. Scope of Work:

The assignment will be undertaken in two main phases:

Phase 1: covering (i) the review and revision of the student Behaviour Management Policy; (ii) revision and/or development of guidelines and tools (iii) Piloting, Capacity Building teachers and implementation and/rolling out to selected schools; (iv) in consultation with the key stakeholders identify criteria of success and (v) providing guidance and handholding

Phase 2: based on the lessons learned from the 10 pilot schools develop a scaling up plan; and assist in its implementation (a separate ToR will be developed for the second phase)

Phase 1:

- Review and revise existing behavior management policy (22-E/CIR/2018/8) and existing implementation guide and tools, and current practices, engaging key stakeholders to ensure inclusivity, gender sensitivity, age-appropriateness, and integration of disability and diversity considerations.
- Identify, propose and discuss possible restorative practices, appropriate models will be finalized in consultation with Key stakeholders, if needed the identified models to be adopted to the Maldivian context.

- Develop a draft tool for monitoring the success or effectiveness of the interventions (includes clear baselines, targets, timelines, and measurable indicators)
- Provide a draft of the revised policy and the intervention guidelines and tools.
- 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
- Roll out the revised policy and behaviour management guidelines and tools in 10 selected schools
- Provide ongoing mentoring, coaching, and technical support throughout the pilot phase to reinforce learning, address implementation challenges, and support institutional capacity building. Support school-level reflection and learning to improve effectiveness and sustainability
- Finalize the proposed models/approaches and refine guidelines and tools based on feedback from pilot schools and stakeholders.
- In consultation with key stakeholders and based on the lessons and reflections on pilot implementation propose a scaling-up strategy and plan for phase 2

4. Deliverables:

The consultant is expected to deliver the following:

Deliverables	No. of Days
Revised behavior management policy	30 days
Revised training program (guidelines, Toolkit and training materials on restorative practices)	60 days
Plan for the roll out to the 10 pilot schools	
Progress report from the first 3 schools in Greater Male' Area.	80 days
Progress report from the second batch of 3 schools in Greater Male' Area.	
Progress report from the first 2 schools in Fuvahmulah City	80 days
Progress report from the remaining 2 schools in Fuvahmulah City	
Scale-up strategy and action plan.	15 days

5. Estimated duration:

265 days

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 (MoE) 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 (MoE)

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:

- A Master's degree in Education/ Psychology/ Social Work/ Child Development/Child Protection or a related field. OR
- A minimum of a Bachelors 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.

Experience and Expertise

- At least 3 years of professional experience in behavior management or school improvement programs if holding a Master's degree OR 5 years of professional experience if holding a Bachelor's Degree .
- 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 facilitation skills with the ability to engage diverse participants effectively.
- 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	Proposal Description of the methodologies for how the consultant will achieve the terms of reference of the assignment	20
2	Client References Minimum 3 references should be provided with similar scope and size of contract	10
3	Qualification <ul style="list-style-type: none"> • A Master’s degree in Education/ Psychology/ Social Work/ Child Development/Child Protection or a related field. OR • A minimum of a Bachelors degree in Education/ Psychology/ Social Work/ Child Development or a related field 	20
4	Experience <ul style="list-style-type: none"> a. Minimum 3 years of experience in behavior management of children using restorative practices if with a Master’s degree or 5 years with a Bachelor’s degree. 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

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.

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 ‘**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)

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 Risk Assessments 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 figures¹]. 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.