

# National Technical Assistance to support the Ministry of Education, Youth and Sport to review departmental summaries and generic job descriptions



UNICEF Cambodia

## 1. Background

The Capacity Development Partnership Fund (CDPF) is a long-running partnership between the Ministry of Education, Youth and Sport (MoEYS) in Cambodia, the European Union, the Swedish International Development Cooperation Agency (SIDA), the United States Agency for Development (USAID), the Global Partnership for Education (GPE) and UNICEF. The purpose of the CDPF, currently in its third phase, is to support the realization of the two policy priorities identified in Cambodia's MoEYS' Education Strategic Plan (ESP) 2019-2023: (i) to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; and (ii) to ensure effective leadership and management of education staff at all levels. Support provided through the CDPF is focused on the Ministry's reform priorities as outlined in the ESP and the Capacity Development Master Plan (CDMP), which establishes a plan of action to support the realization of these two policy priorities.

MoEYS undertook a functional review (FR) of its central level departments and directorates in 2019-2020 with technical and financial assistance from CDPF phase III. The functional review was undertaken to enable identification of organizational inefficiencies and areas for organizational improvement; and, at the same time, to identify areas where upgrading professional capacities is needed to help to address inefficiencies.

The functional review delivered a comprehensive analysis of sufficient depth and quality to help guide the prioritization of the public administration reform processes in the education sector. Specifically, the functional review aimed to improve education delivery and resulted in numerous recommendations and actions to prioritize in the immediate and medium term. The functional review found that there are overlapping or unnecessarily duplicated functions and similar functions in other departments within the ministry of education. These may lead to inefficiencies in processes and to the creation of unnecessary positions, or they may reflect functions common to many parts of the organization. Moreover, job description/specification tools are used as a diagnostic aid to set out areas of knowledge and skills needed to strengthen the capacity of existing managers to manage etc. One of the recommendations from the functional review is to review generic job descriptions in line with generic management-related job descriptions. Another recommendation is to review departmental summaries to clearly identify all functions and their associated competencies, and to incorporate capacity development needs into future work plans.

Currently, MoEYS is looking for a strong national technical assistant to support the Department of Personnel to revise departmental summaries and generic job descriptions at MoEYS central level.

## 2. Purpose of the assignment

The objective of the assignment is to support the Department of Personnel to implement the Functional Review recommendations focusing on revising the departmental summaries as well as the generic job descriptions of six positions at MoEYS central level. This assignment will help DoPers to have:

- Final drafts of Job Descriptions and Job Specifications (JD&JS) for senior management, middle management and junior management; and
- Final drafts of departmental summaries for all General Departments and Departments within MoEYS

More details are available below in the work assignment section of the TOR

## 3. Assignment tasks

To achieve the objectives of the consultancy, the consultant will undertake the following tasks:

- **Step 1: Inception Report** (maximum 10 pages, excluding annexes) to be produced that will include a methodology, data collection tools (interview guides, discussion group guides, workshop outlines), a list of suggested stakeholders to be consulted, a list of documents to be reviewed and a detailed work plan, which includes a detailed timeline. The report will also include a comprehensive risk assessment that identifies risks associated with the assignment and associated mitigation measures. The report will be shared with, and reviewed by, the MoEYS FR Secretariat and UNICEF. The final report will consider the comments from MoEYS and UNICEF and will thereafter serve as the roadmap for carrying out the assignment.
- **Step 2: Draft Departmental Summaries, Generic Job Descriptions and Job Specifications**
  - Collect all relevant documents and review the departmental summaries and job descriptions, identifying areas of improvement or in need of modification, with particular attention to department priorities, capacity needs and available resources
  - Prepare draft departmental summaries and generic job descriptions and job specifications of 35 MoEYS central Departments and 7 General Departments
  - Facilitate an initial validation workshop with the FR Secretariat and relevant technical departments at which the draft Departmental Summaries, Generic Job Descriptions and Job Specifications will be presented and feedback collected
  - Use the feedback collected from the initial validation workshop to prepare a final draft of the Departmental Summaries, Generic Job Descriptions and Job Specifications, ready for validation by FR Steering Committee.
- **Step 3: Final draft Departmental Summaries, Generic Job Descriptions and Job Specifications**
  - Present the final draft Departmental Summaries, Generic Job Descriptions and Job Specifications to the FR Steering Committee
  - Use the recommendations from the FR steering committee to finalize the Departmental Summaries, Generic Job Descriptions and Job Specifications
- **Step 4: Final consultancy report** (maximum 10 pages, excluding annexes) to be prepared and submitted to the FR Secretariat. The report should reflect upon the consultancy process, including on any challenges, and provide key recommendations on next steps.

#### 4. Expected deliverables

The National Consultant will produce the following deliverables:

Deliverable	Estimated number of working days	Deliverable Completion Time Frame
1. Inception report and work plan <ul style="list-style-type: none"><li>▪ Inception report in Khmer and English (minimum 5 pages and maximum 10 pages, excluding annexes)</li><li>▪ Payment invoice</li></ul>	10 days	1 week after the start of the assignment
2. Draft Departmental Summaries and Generic Job Descriptions and Job Specifications <ul style="list-style-type: none"><li>▪ Draft Departmental Summaries and Generic Job Descriptions and Job Specifications of 35 Department and 7 DGs in Khmer</li><li>▪ Payment invoice</li></ul>	60 days	10 weeks from completion of deliverable #1
3. Final Draft Departmental Summaries and Generic Job Description and Job Specification <ul style="list-style-type: none"><li>▪ Final Draft of Departmental Summaries and Generic Job Description and Job Specification of 35 Department and 7 DG in Khmer</li><li>▪ Payment invoice</li></ul>	60 days	10 weeks from completion of deliverable #2
4. Final consultancy report <ul style="list-style-type: none"><li>▪ Final consultancy report in Khmer and English (minimum 5 pages and maximum 10 pages, excluding annexes)</li></ul>	10 days	1 week from completion of deliverable #3
<b>Total number of working days</b>	<b>140 days</b>	

#### 5. Payment schedule linked to satisfactory deliverables

Upon satisfactory receipt of deliverables verified by UNICEF, payments will be made in accordance with the payment schedule below:

- ☐ 15% payment upon satisfactory completion of deliverable 1
- ☐ 30% payment upon satisfactory completion of deliverable 2
- ☐ 30% payment upon satisfactory completion of deliverable 3
- ☐ 25% payment upon satisfactory completion of deliverable 4

*Travel costs related to the completion of consultancy deliverables will be included in the consultancy contract. No additional fees shall be paid outside of the consultancy contract. Payment should be directly linked with satisfactory deliverables at specific time intervals and as certified by the contract supervisor.*

#### 6. Location and duration

The Consultant will be contracted for a period of **140 working days, between 01 September 2021 and April 2022.**

The consultant can conduct field work outside Phnom Penh for a maximum of **15 days**. The consultant will be responsible for his/her own transportation. The exact field work locations will be determined during the inception phase jointly by the consultants, MoEYS and UNICEF. However, travel to provinces such as Siem Reap and Sihanoukville for approximately 3 or 4 days is likely and probable.

The consultant will be expected to be based at the CPDMO Office in the Department of Personnel, in Phnom Penh. The CPDMO Office will organize necessary fieldwork to sub-national level if needed and only if the Covid19 situation is lifted and there is no travel restriction.

The consultant will be responsible for his/her necessary tools (laptop) and agree with the CPDMO Office on necessary support with additional equipment such as printer and LCD projector.

The Consultant will be contracted under the Capacity Development Partnership Fund (CDPF) and will be required to work in such a way so as to maximize the impact and sustainability of the input by taking an approach that actively supports capacity development and ownership on the part of the lead department. In particular, the consultant is required to:

- ☐ Work in close coordination with the designated MoEYS manager, following the reporting line;
- ☐ Take a mentoring approach that supports identified counterparts to progressively take the lead on key tasks;
- ☐ Work in close communication with other Ministry counterparts, technical advisors as well as others appointed by other complementary programs, to ensure coherence; and
- ☐ Collaborate effectively with other technical departments and relevant development partners, including but not limited to partners supporting data management reform efforts in Cambodia.

## 7. Qualifications of successful candidate

- ☐ An advanced university degree in economics, public administration, public policy, human resource development, social policy, international development, or similar field.
- ☐ A minimum of 5 years of professional experience in human resources management, preferably within the Cambodian context.
- ☐ A minimum of 3 years of working experience with government agencies and ministries.
- ☐ Demonstrated expertise in collecting, analyzing and summarizing data required for the functional analysis.
- ☐ Demonstrated experience in logistics/coordination, including organization/scheduling of all local arrangements for information gathering and consultations, organization of local participatory mechanisms to ensure full inclusiveness of all stakeholders in the process.
- ☐ Ability to provide in-depth local context on the assignment in term suitability and adaptability to local conditions.

### Competencies, Knowledge and Skills

- ☐ Familiarity with the education sector in Cambodia and MoEYS policies and programs, including human resource management, and HR system.
- ☐ Excellent interpersonal skills, including the ability to work in a multi-cultural environment and to establish harmonious and effective working relationship, in the workplace.
- ☐ Excellent command of English, including writing and presentation skills

## 8. Contract supervisor

The consultant will report to the UNICEF Education Specialist. The national consultant is required to work closely with the Personnel Department who is acting as the Functional Review Secretariat to achieve the assignment objectives. Overall strategic guidance will be given by the Functional Review Steering Committee.

Moreover, additional technical support/guidance might be drawn from the Functional Review Steering Committee, where necessary to achieve the desired objectives. It is expected that the consultant will work with all relevant MoEYS technical departments throughout all phases of the work assignment.

## **9. Penalties for underperformance**

Payment of fees to the Contractor under this contract, including each instalment or periodic payment (if any), is subject to the Contractor's full and complete performance of his or her obligations under this contract with regard to such payment to UNICEF's satisfaction, and UNICEF's certification to that effect. Performance indicators: Consultants' performance will be evaluated against the following criteria: timeliness, quality, and relevance/feasibility of recommendations for UNICEF Cambodia.

## **10. Termination of contract**

This contract may be terminated by either party before its specified termination date by giving notice in writing to the other party. The period of notice shall be five (5) business days (in the UNICEF office engaging the Contractor) in the case of contracts for a total period of less than two (2) months and fourteen (14) business days (in the UNICEF office engaging the Contractor) in the case of contracts for a longer period; provided however that in the event of termination on the grounds of impropriety or other misconduct by the Contractor (including but not limited to breach by the Contractor of relevant UNICEF policies, procedures, and administrative instructions), UNICEF shall be entitled to terminate the contract without notice.

## **11. Submission of applications**

Interested candidates are kindly requested to apply and upload the following documents to: <http://www.unicef.org/about/employ/>

1. Letter of Interest (cover letter) with indication of applicant's ability and availability
2. CV or Resume with explaining how your background and experience are relevant to the consultancy work assignment and the qualifications, competencies, knowledge and skills
3. Example/s of applicant's Performance evaluation reports or references of similar consultancy assignments or other references of similar consultancy assignments (if available)
4. The applicants should provide medical insurance covering medical evacuation for the whole duration of the assignment as part of the financial proposal submission
5. Your fee proposal or price proposal by indicating daily/monthly rate (in US\$) to undertake the terms of reference above, including travel costs and accommodation related to the 15 days-travel to the provinces in Cambodia. Applications submitted without a daily/monthly rate will not be considered.

## **12. Assessment Criteria**

A two-stage procedure shall be utilized in evaluating technical assessment being completed prior to any price proposal being compared.

The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.

**NOTE:**

For evaluation and selection method, the Cumulative Analysis Method (weight combined score method) shall be used for this recruitment:

a) Technical Qualification: **max. 100 points**, weight (70 %)

- ☐ Education (**20 points**)
- ☐ Relevant working experience (**35 points**)
- ☐ Knowledge and Skills (**25 points**)
- ☐ Quality of past work (e.g. applicant's written Standard Operational Procedures or other relevance written work) (**20 points**)

b) Financial Proposal: **max. 100 points** weight (30 %)

- ☐ The maximum number of points shall be allotted to the lowest Financial Proposal that is evaluated and compared among those technical qualified candidates who have attained a minimum 60 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.
- ☐ The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.

The maximum number of points shall be allotted to the lowest Financial Proposal that is compared among those technical qualified candidates who have attained a minimum 60 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.

The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.