

# Terms of Reference

## National Technical Assistance

### to support the Ministry of Education, Youth and Sport to develop a Digital Education Strategy

**Contract modality:** Consultant contract  or Individual Contractor

**Section:** Education

**Duty station:** [Phnom Penh, Cambodia] , home-based , or hybrid

**Duration:** 80 working days during 9 months (1 August 2022 – 30 April 2023)

#### 1. Background

Cambodia ranks 102<sup>nd</sup> of 141 countries in terms of digital readiness. The Royal Government of Cambodia (RGC) estimates that approximately 30 percent of Cambodians have basic digital skills, referring to the ability to use digital systems to conduct internet searches, communication, and information sharing. Digital skills are increasingly important for 21<sup>st</sup> century life: a digital citizen embraces digital technologies for effective daily life, with the necessary knowledge and soft skills to drive greater interaction in the ecosystem of the digital economy and society in an effective and digitally inclusive manner. Interest in this field in Cambodia is growing, with the student enrollment rate in STEM at around 27 percent and around 28 percent of Cambodia students already using computers for higher education.

The Ministry of Education, Youth and Sport (MoEYS) considers digital education as one of the key reform priorities. The report of the Mid-Term Review of the Education Strategic Plan 2019-2023<sup>1</sup> indicates that the development of a digital education strategy is needed to bring conceptual clarity to what digital education is and help define the MoEYS vision regarding the utilization of digital education in Cambodia. This needs to be closely aligned to the RGC's overall digital policy framework<sup>2</sup>. In order to develop a strategy that will encompass all aspects of digital competencies required for all age groups across sector, a comprehensive definition and framework of the digital skills needs to be established, with the aim of enhancing students' and citizens' future-readiness to "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all" (UN's SDG 4.4).

In order to support the development of a digital education strategy, the Capacity Development Partnership Fund<sup>3</sup> (CDPF) is seeking a knowledgeable digital education technical advisor. They will help MoEYS develop a digital education strategy and clarify the vision for digital education in Cambodia, drawing on global best practices, and supporting adherence to SDG 4.4.

#### 2. Purpose

The purpose of this consultancy is to support the Ministry of Education, Youth and Sport **to develop a Digital Education Strategy which will help transform Cambodia's education system.**

The consultant will need to work in close collaboration with the EdTech Hub (global expertise secured by UNICEF Cambodia) and an organization supporting MoEYS with the development of digital education platforms for both students and teachers.

#### 3. Work Assignment

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

##### **1: Inception Report** (maximum 10 pages, excluding annexes)

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<sup>1</sup> ESP 2019-2023 MTR by IIEP, UNESCO, preliminary report, October 2021

<sup>2</sup> Cambodia Digital Economy and Society Policy Framework 2021-2035, May 2021

<sup>3</sup> Partnership between the EU, USAID, Sida, GPE, UNICEF and MoEYS

Outline the methodology, the data collection tools, a list of suggested stakeholders to be consulted, a list of documents to be reviewed and a detailed work plan, with a detailed timeline. The report should also include a comprehensive risk assessment identifying the risks associated with the assignment and the proposed mitigation measures. Note that throughout the assignment, the aspects of data protection, online safety, and any linked regulation needs to be given due consideration.

**2: Desk review of best practices** (max. 15 pages, excluding annexes)

- A comprehensive report detailing the global strategies/frameworks and findings, a summary of existing global, regional, and national policies and good practices, and recommendations from existing evidence on the development of digital education strategy.

**3: Conduct a situational analysis of the existing digital education ecosystem in Cambodia, and facilitate thinking around the development of the Digital Education Strategy**

- A situational analysis of the existing digital education ecosystem in Cambodia, assessing strengths, weaknesses, and gaps, identifying implications, recommendations, and suggestions for the digital education strategy
- Work closely with the EdTech Hub<sup>4</sup> to organize an interactive kick-off workshop on digital education strategy building. The workshop would help align participants (Ministry and partners) around a shared vision for digital education in Cambodia.

**4: Support the drafting of the digital education strategy**

- Work closely with the Department of Policy and relevant MoEYS/RGC bodies to develop an outline of the digital education strategy for review by stakeholders including the CDPF partners, UNICEF, EdTech Hub and others
- Use the approved outline to develop an initial draft of the digital education strategy.
- Collect inputs from key stakeholders at both national and sub-national levels on the first draft strategy, including through consultative meetings/workshops.
- The strategy should help define the development of a digital education ecosystem (infrastructure, equipment, human resources, content, digital safety etc) and outline the digital skills and competencies needed<sup>5</sup> for digital transformation
- Use the feedback collected from the stakeholders to refine the first draft strategy and present it to the digital education working group.

**5: Development of the penultimate draft of the Digital Education Strategy**

- Present the revised version of the digital education strategy to the digital education working group and relevant stakeholders, including the CDPF partners
- Use the feedback collected from the digital education working group and relevant development partners to produce the penultimate draft of the digital education strategy.
- Help facilitate a high-level technical meeting amongst all relevant stakeholders, including the CDPF partners, to review and integrate feedback to finalize the digital education strategy.

**6: Final consultancy report** (a maximum 10 pages, excluding annexes)

Reflect upon the consultancy process, including on any challenges, and provide key recommendations on next steps.

#### 4. Child Safeguarding

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

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<sup>4</sup> <https://edtechhub.org/>

<sup>5</sup> The development of a digital education curriculum and assessment framework is beyond this assignment

YES  NO

If YES, check all that apply:

- **Direct contact role**  YES  NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

- **Child data role**  YES  NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

## 5. Qualifications or Specialized Knowledge/Experience Required

Required Qualifications, Skills and Experience:

- Advanced university degree in education, public policy, digital economics, or other ICT related to education etc.
- At least 5 years of professional experience working with government institutions in Cambodia or the region on education strategy development and similar assignments
- Strong understanding of Cambodia's education sector, the Education Sector Plan, and MoEYS policies and programs
- Demonstrated experience in working in a participatory and inclusive manner, especially through stakeholder consultations and workshops
- Familiarity with digital education and the digital education eco-system
- Excellent interpersonal skills with various stakeholders, including high-level government officials
- Proven ability to work in a multi-cultural environment and establish harmonious and effective working relationships at all levels
- Ability to concisely and clearly express ideas and concepts in English, both in writing and orally (presentations)
- Demonstrated track record of timely delivery of similar assignments.

## 6. Location

The consultant can conduct field work outside Phnom Penh for a maximum of 15 days. The exact field work locations will be determined during the inception phase jointly by the consultants, MoEYS, the CDPF partners and UNICEF. However, travel to provinces for approximately 3 or 4 days is likely and probable.

The consultant will be responsible for his/her own transportation.

The consultant will be based at the Department of Policy (DoPo). DoPo will provide a desk, resources, and other necessary facilities, such as access to a printer and the internet. The Consultant is expected to organize his/her own travel to and around Cambodia, if necessary, in close collaboration with relevant MoEYS staff. 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 designated reporting lines;
- 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. Duration

The Consultant will be contracted for a period of 80 working days, between 1 August 2022 and 30 April 2023

## 8. Deliverables

Deliverable	Reporting Requirements	Estimated number of working days	Deliverable Completion Time Frame
<b>#1: Inception Report</b>	<ul style="list-style-type: none"> <li>- A comprehensive inception report (max. 10 pages, excluding annexes) including a detailed work plan, a comprehensive risk assessment in English in Word and PDF formats</li> <li>- Annexes (methodology/ tools/ tentative meeting schedule with relevant stakeholders, documents to be reviewed) in Word and PDF formats</li> </ul>	05	2 weeks after the start of the assignment
<b>#2: Desk Review of best practices</b>	<ul style="list-style-type: none"> <li>- A comprehensive report (max. 15 pages, excluding annexes) detailing the global strategies/frameworks and findings, a summary of existing global, regional and national policies and good practices, and recommendations from existing evidence on the development of digital education strategy</li> <li>- Succinct presentation (approx. 15 slides) in PowerPoint outlining the progress and next steps of the assignment.</li> </ul>	10	By mid-September 2022
<b>#3: Conduct a situational analysis and facilitate thinking around the development of the Digital Education Strategy</b>	<ul style="list-style-type: none"> <li>- Conduct a situational analysis of the existing digital education ecosystem in Cambodia, assessing strengths, weaknesses and gaps, identifying implications, recommendations and suggestions for the digital education strategy</li> <li>- Co-facilitate a workshop to develop thinking around a shared vision of digital education in Cambodia</li> <li>- Relevant presentations and handouts to be prepared (jointly with EdTech Hub)</li> <li>- Outline of the digital education strategy</li> </ul>	20	By December 2022
<b>#4: First draft of the Digital Education Strategy</b>	<ul style="list-style-type: none"> <li>- First draft of the Digital Education Strategy in English in Word and PDF formats</li> <li>- Succinct presentation (approx. 20 slides) in PowerPoint outlining the progress and next steps of the assignment.</li> </ul>	25	By 31 January 2023

<b>#5: Final Digital Education Strategy</b>	<ul style="list-style-type: none"> <li>- Final Digital Education Strategy in English in Word and PDF formats</li> <li>- Succinct presentation (approx. 20 slides) in PowerPoint outlining the progress and next steps of the assignment.</li> </ul>	15	By 28 February 2023
<b>#6: Final consultancy report</b>	Final report (approx. 10 pages) on the overall assignment in English in Word and PDF formats	05	By March 2023
<b>Total number of working days</b>		<b>80</b>	

## 9. Payment Schedule linked to 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
- 20% payment upon satisfactory completion of deliverable 2 and 3
- 30% payment upon satisfactory completion of deliverable 4
- 25% payment upon satisfactory completion of deliverable 5
- 10% payment upon satisfactory completion of deliverable 6

*\* The fees shall be calculated based on the days estimated to complete the assignment in the Terms of Reference and shall be considered the maximum compensation as part of a lump sum contract and agreed on a work plan for submission of deliverables. No additional fees shall be paid to complete the assignment. Payment will be made upon delivery of all final products and full and satisfactory completion of the assignment.*

## 10. Administrative Issues

Consultants shall be required to include the cost of travel in the financial proposal.

The consultant will be based at the Department of Policy (DoPo). DoPo will provide a desk, resources, and other necessary facilities, such as access to a printer and the internet. The Consultant is expected to organize his/her own travel to and around Cambodia, if necessary, in close collaboration with relevant MoEYS staff.

## 11. Contract supervisor

The consultant will report directly to UNICEF Education Specialist (CDPF), who –on behalf of CDPF – will be responsible for the final review of the deliverables and the certification of payments to the Consultant, in close collaboration with MoEYS Digital Education Working Group. The consultant will also be expected to closely liaise with the EdTech Hub, and update the Director of the Department of Policy on the deliverables related to the assignment. MoEYS Digital Education Working Group, CDPF and UNICEF Education Specialist will provide strategic direction and orientation to the consultant, as required, in addition to technical guidance from the Director of the Department of Policy.

## 12. Nature of 'Penalty Clause' to be Stipulated in Contract

Unsatisfactory performance: In case of unsatisfactory performance the contract will be terminated by notification letter sent five (5) business days prior to the termination date in the case of contracts for a total period of less than two (2) months, and ten (10) business days prior to the termination date in the case of contracts for a longer period

Performance indicators: Consultants' performance will be evaluated against the following criteria: timeliness, quality, and relevance/feasibility of recommendations for UNICEF Cambodia.

### 13. 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
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.

### 14. 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.