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TERMS OF REFERENCE

Institutional Capacity Assessment Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	**Kathmandu, Nepal (remote with travel)**
DURATION OF CONTRACT	**4 months**

Purpose of Assignment

Under the supervision of the Education Specialist, the consultant will conduct a comprehensive institutional capacity assessment of PETC Bara and develop actionable recommendations and a capacity development plan to strengthen its effectiveness in fulfilling its mandate. The consultant will -

- Assess the institutional capacity of PETC Bara across organizational, technical, administrative, and operational domains.
- Identify institutional strengths, challenges, capacity gaps, and risks.
- Assess PETC's ability to plan, implement, monitor, and evaluate professional development and capacitybuilding programs.
- Examine the adequacy of organizational structures, staffing, systems, resources, and partnerships.
- Assess readiness to support emerging priorities such as inclusive education, foundational learning, multilingual education, digital learning, and education in emergencies.
- Develop practical recommendations and an institutional capacity development roadmap.

Scope of Work

The Provincial Education Training Center (PETC) Bara plays a critical role in supporting teacher professional development, education sector capacity building, curriculum implementation, assessment reforms, and the delivery of provincial education priorities. As Nepal continues to advance federalization and strengthen provincial education systems, PETCs are expected to assume enhanced responsibilities in planning, coordination, technical support, training delivery, monitoring, and knowledge management.

Recent education sector priorities, including foundational learning improvement, inclusive education, competency-based teaching and assessment, digital learning, and education in emergencies, require provincial institutions to possess adequate organizational, technical, managerial, and operational capacity. PETC Bara is increasingly expected to provide high-quality support to local governments, schools, and educators while aligning its services with provincial and national education priorities.

To inform institutional strengthening efforts and future investments, an assessment of PETC Bara's current capacity is required. The assessment will identify strengths, gaps, opportunities, and recommendations across key institutional dimensions, including governance, leadership, human resources, systems and processes, technical competencies, partnerships, infrastructure, training quality, and sustainability.

The findings will support evidence-based decision-making and the development of a practical institutional strengthening roadmap for PETC Bara.

The consultant shall undertake the following tasks:

1. **Inception and Methodology Development**

- Review relevant policies, legislation, organizational documents, reports, plans, budgets, training records, and

monitoring reports.
- Develop an assessment framework and methodology.
- Prepare data collection tools, interview guides, and assessment instruments.
- Conduct an inception meeting with relevant stakeholders.

2. Institutional Capacity Assessment
- Review organizational structure and staffing adequacy, staff profiles, competencies, and deployment
- Assess workforce planning and succession planning
- Review staff performance management systems, capacity development opportunities and needs.
- Assess PETC's capacity to -
    - Design and deliver teacher professional development programs.
    - Support curriculum implementation. o Strengthen student learning assessment practices.
    - Promote inclusive education and disability-inclusive approaches.
    - Support multilingual education.
    - Support education in emergencies and learning continuity.
    - Utilize digital learning and training approaches.
- Assess monitoring, evaluation, and reporting systems, data management and utilization, knowledge management practices.
- Assess coordination with provincial ministries, collaboration with local governments, partnerships with development partners, universities, and NGOs and stakeholder engagement mechanisms.
- Assess availability and quality of training facilities, ICT infrastructure and connectivity, learning resources and training materials, accessibility for persons with disabilities, operational resources for training delivery and field support.
- Assess reach and coverage of services, stakeholder satisfaction, training effectiveness and follow-up support.
- Conduct consultations with
    - PETC leadership and staff.
    - Provincial Ministry of Education officials.
    - Education Development and Coordination Unit representatives.
    - Local government education officials. o School leaders and teachers.
    - Development partners and relevant stakeholders.

3. Gap Analysis and Recommendations
- Conduct a comprehensive capacity gap analysis.
- Prioritize institutional strengthening needs.
- Identify short-, medium-, and long-term actions.
- Recommend organizational development strategies.

The consultant is expected to apply a mixed-methods approach including:
- Desk review of relevant documents.
- Key informant interviews.
- Focus group discussions.
- Surveys or self-assessment tools (as appropriate).
- Observation of facilities and training environments.
- Capacity assessment scoring and benchmarking.
- Validation workshop with stakeholders.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Inception Report	**Deliverable 1** – The report shall include: • Approach/ methodology. • Assessment framework. • Workplan and timeline. • Data collection tools. • Stakeholder consultation plan.	02/12/2026
Data Collection and Consultation Report	**Deliverable 2** – The report shall include: • Summary of consultations conducted. • Preliminary findings. • Emerging themes and issues.	30/12/2026
Institutional Capacity Assessment Report	**Deliverable 3** – The report should include: • Executive summary. • Methodology. • Institutional profile. • Capacity assessment findings. • Capacity scoring framework. • Gap analysis. • Strengths and opportunities. • Key recommendations.	15/01/2027
Institutional Capacity Development Roadmap	**Deliverable 4 –** The roadmap should include: • Priority capacity gaps. • Recommended interventions. • Implementation plan. • Cost categories/resource implications. • Monitoring framework. • Risks and mitigation measures.	30/01/2027
Validation Workshop	**Deliverable 5 –** The consultant will: • Facilitate a stakeholder validation workshop. • Present findings and recommendations. • Have further consultations if required • Document stakeholder feedback.	05/02/2027

Final report	**Deliverable 6 –** The final report shall include: • Final Institutional Capacity Assessment Report. • Final Capacity Development Roadmap. • Executive Summary (5-10 pages). • PowerPoint presentation of findings. • All assessment tools and datasets.	28/02/2027

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.
- The selected candidate is solely responsible for ensuring that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- 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.

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

- **Education:** Advanced university degree (Master's level or higher) in Education, Public Administration, Organizational Development, Management, Human Resource Management, Social Sciences, Development Studies, Public Policy, or a related field.
- **Work Experience:**
  - At least 10 years of progressively responsible professional experience in institutional assessment, organizational development, capacity assessment, or public sector reform.
  - Demonstrated experience conducting institutional capacity assessments for government institutions, preferably in the education sector.

  - Proven experience designing and facilitating organizational strengthening and capacity development processes.
  - Strong understanding of Nepal's federal education system, including the roles and responsibilities of federal, provincial, and local governments.
  - Experience working with education sector institutions such as ministries, teacher training centers, curriculum bodies, assessment agencies, universities, or local governments.
  - Experience developing institutional strengthening strategies, operational improvement plans, or capacity development roadmaps.
  - Experience conducting stakeholder consultations, key informant interviews, focus group discussions, and organizational diagnostics.
  - Strong report writing, analytical, and presentation skills.

- **Language Requirements:** Excellent spoken and written skills in both Nepali and English
- **Knowledge/Expertise/Skills:** Demonstarted knowledge and expertise in –
  - Institutional and organizational capacity assessment methodologies.
  - Governance and leadership assessment.
  - Human resource and workforce capacity analysis.
  - Strategic planning and results-based management.
  - Public sector management and service delivery.
  - Monitoring, evaluation, accountability, and learning systems.
  - Financial and administrative systems assessment.
  - Capacity development planning and organizational change management.
- **Desirables:**
  - Experience supporting Provincial Education Training Centers (PETCs), Education Training Centers (ETCs), universities, teacher training institutions, or similar entities.
  - Knowledge of teacher professional development systems in Nepal.
  - Experience in assessment and learning systems strengthening.
  - Experience in inclusive education, disability-inclusive programming, multilingual education, gender-responsive education, and education in emergencies.
  - Previous experience working with UNICEF, development partners, or government institutions in Nepal.