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Terms of Reference for Individual Consultant

Title:			Duty Station:
Research Coordination and Facilitation Consultant - Ethiopia Education Section UNICEF Innocenti – Global Office of Research and Foresight			Global Office of Research and Foresight (Italy) ☒ Remote ☐ Office Based
Start date: January 15th, 2025	**End date:** February 15th, 2026	**Type of engagement** ☒ Consultant	Total working days estimated: 70 days over a period of 13 months

Purpose of Activity/Assignment:

UNICEF Innocenti is seeking to appoint a research facilitation and coordination consultant to support the Education Section in implementing various evidence generation activities in Ethiopia, primarily for the Women in Learning Leadership research, and with the goal of generating evidence on the role and impact of female school leaders. This will feed into various regional and global products, aiming to expand the evidence base on women's school leadership and student learning.

Background

Schools with effective leaders tend to have better learning outcomes. Emerging evidence suggests that female school leaders may adopt practices that contribute to better educational outcomes for both girls and boys (Bergman, Alban, and Brossard, 2022). Better learning performance in female-led schools has been observed in Lao PDR (UNICEF Innocenti & Ministry of Education, Lao PDR, 2020), in Kenya (Freudenberger and Davis, 2017), and in four countries in francophone Africa (PASEC, 2020). Having female role models is also key to the education of girls. Research shows that exposure to female leaders reduces negative stereotypes about the roles of women, increases parents' aspirations for their daughters, and helps reduce the educational attainment gender gap (Sperling et al., 2015).

Despite these promising findings, women remain largely underrepresented in school leadership roles. In Ethiopia, in 2020, only 35% of primary school teachers were female, yet only 6% of head teachers were female, representing barriers for female teachers to rise into leadership positions.

The Women in Learning Leadership (WiLL) research aims to **generate high-quality evidence** for a better understanding of effective women's school leadership, the promotion of equitable gender representation in school leadership positions, and to promote the scale-up of effective school leadership practices, among both women and men. WiLL's research activities combine quantitative and qualitative methods (**mixed methods**) and follow a **co-creation approach**, finetuned and conceptualized from the outset with Ministries of Education and other relevant stakeholders in each participating country. In Ethiopia, the research will include the following phases:

- **Phase 1 - Analysis of existing national policy and institutional frameworks:** to characterize the environment in which school leaders operate, explore the institutional challenges preventing women from accessing and succeeding in leadership roles, and pinpoint key policy levers to address these challenges.

- **Phase 2 - Analysis of existing administrative data:** to analyze the representation of women in school leadership positions and examine the associations between the gender of school leaders and a range of educational outcomes.
- **Phase 3 - Fieldwork at the school level:** to collect primary data through surveys and conduct quantitative and qualitative work in a representative sample of schools to understand school leaders, better identify the barriers they face, and describe management and leadership practices.

All country-level evidence will feed into regional and global research and policy outputs to expand the evidence base on women's leadership.

Objectives of the consultancy

The WiLL Research Coordination and Facilitation Consultant will be based in Addis Ababa, Ethiopia and will (i) support UNICE Innocenti, UNICEF Ethiopia Country Office (CO) and the Ministry of Education in Ethiopia (MoE) to co-create the WiLL research to increase government ownership and maximise research findings take-up, (ii) coordinate all stages of the WiLL research through direct field support and facilitation activities with in-country partners iii) monitor the implementation of WiLL research activities in Ethiopia, and iv) gather data to feed into regional and global evidence products on school leadership.

Major areas of work and responsibility

1. Support UNICEF Innocenti, UNICEF Ethiopia Country Office (CO), the Ministry of Education in Ethiopia (MoE), and other key government stakeholders to co-create the WiLL research to increase government ownership and maximize research findings take-up, focusing on the achievement of the following results:
    a. Support the UNICEF Ethiopia Country Office (CO) in implementing the WiLL research with MoE by leading all communication and coordination related to this research with MoE.
    b. Lead direct communication and coordination with MoE to facilitate access and analysis of relevant datasets such as EMIS, learning assessments/examinations, and personnel data.
    c. Support coordination with MoE to access relevant documents to understand the education-specific policy and institutional framework in Ethiopia, particularly as related to school directors hiring and support.
    d. Organize workshops with the Ethiopia CO, MoE stakeholders, and other development partners and related stakeholders to facilitate the co-creation of the WiLL research and validation and dissemination of research findings.

2. Coordinate all stages of the WiLL research through direct field support with in-country partners, focusing on the achievement of the following results:
    a. Under the guidance of the research team at UNICEF Innocenti, coordinate all stages of the WiLL research in Ethiopia together with country partners, including providing coordination and logistics-related support for the research and supporting the hiring of data collection individuals/firms for phase 3 of WiLL.

b. Support with research tasks for implementing WiLL in Ethiopia such as literature reviews of policy documents and interviews with relevant stakeholders.
c. Provide technical support in collaboration with the Education unit at UNICEF Innocenti for an effective plan for the dissemination and use of the research findings.

3. For Ethiopia, serve as the WiLL in-country coordinator and monitor the research, focusing on the achievement of the following results:

a. Effective and timely implementation of WiLL research in Ethiopia.
b. Support with training and monitoring of data collection for phase 3 of the research.

Supervision

The consultant will work under the direct supervision of an Education Research Specialist in the Education Section with a dotted line to the Education Specialist in UNICEF Ethiopia.

Methodologies and Tools

Software to be used for data analysis: Microsoft Suite.

Conditions of Consultancy

1. UNICEF Innocenti does not issue computer equipment to consultants. The consultant will be responsible for providing the necessary computer equipment for the consultancy themselves and should include the cost implications of this responsibility in their bid for the consultancy. The cost of software and subscriptions that may be necessary to complete the consultancy (e.g., Microsoft Word) also needs to be factored into the bid for the consultancy.

2. This consultancy may require the consultant to travel in order to complete the required deliverables effectively and efficiently. Travel costs should NOT be included in the bid for the contract as travel costs will be provided at time of travel and approved by consultant's direct supervisor. UNICEF Innocenti does not make travel arrangements for consultants. The consultant will arrange their own travel, clear the anticipated cost with UNICEF and invoice UNICEF for the travel cost as soon as the travel has been completed.

3. UNICEF Innocenti will assist consultants with arrangements for visas, work permits, vaccinations, etc.

4. UNICEF does not regard Individuals engaged under a consultancy contract as "staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures. Consultants are therefore not entitled to benefits such as leave, pension 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.

5. Payment of professional fees will be based on submission of agreed 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. Prospective consultants are encouraged to ensure that they fully understand (a) the requirements of each deliverable and (b) the workload associated with reaching a deliverable.

6. UNICEF Innocenti recognizes that, due to the locations of some of its research, events may occur that either delay deliverables or prevent them from being completed. These events need to be reviewed

on a case-by-case basis to determine the impact on the payment schedule of the contract. It is UNICEF Innocenti's objective to be fair to consultants in situations where deliverables are delayed or no longer attainable through no wrongdoing of the consultant.

7. Consultants 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.

Minimum Qualifications required: ☒ Bachelors ☐ Masters ☐ PhD ☐ Other

Enter Disciplines:
University degree in Social Sciences, development studies, education, communications, or other related discipline.

Knowledge/Expertise/Skills required:

Essential skills:

- At least five years of work experience at national or international levels in fields relevant to education, development studies, governance, or other social sciences.
- Knowledge of the education sector in Ethiopia.
- Excellent written and oral communication skills in English and Amharic.
- Previous experience working with government stakeholders.
- Previous experience conducting research (qualitative or mixed-methods) in Ethiopia.
- Ability to work well as part of a team and to forge and manage partnerships with internal and external stakeholders.
- Commitment to UNICEF's core values of care, respect, integrity, transparency, and accountability.
- Fluency in English required.

Core Values
Care, Respect, Integrity, Trust, Accountability, Sustainability

Competencies
Builds and maintains partnerships, demonstrates self-awareness and ethical awareness, drive to achieve results for impact, innovates and embraces change, manages ambiguity and complexity, thinks and acts strategically, works collaboratively with others.

Consultancy fees:

Task/Milestone	Deliverables/Output	Estimated number of working days	Deadline

1. Coordinate between MoE and UNICEF to help UNICEF research team get the relevant government datasets (e.g., EMIS, learning assessments, personnel data) and education policy/institutional documents in Ethiopia for phases 1 and 2 of the WiLL research. *Note: relevant document list + data already identified.*	Relevant datasets and documents received by UNICEF Innocenti.	5 days	By/before Feb 20th 2025
2. Support phase 1 and 2 analysis in the following ways: • Organize meetings/ calls with the Ministry and other stakeholders, as necessary. • Help gather relevant research documents and information needed by the team. • Support with research tasks such as reviewing policy and academic documents in local language and interviewing key stakeholders.	Additional data and information gathered and synthesized. Phase 1 and 2 analysis finalized.	16 days	By/before Mar 1st, 2025
3. Organize the second co-creation in-person workshop (in Ethiopia) for 2-3 days to co-create and launch phase 3 of the WiLL research in Addis Ababa.	Second workshop conducted in Addis	10 days	By/before Mar 15th, 2025
4. Facilitate hiring of data collection individuals and/or firm to collect data for phase 3 of the WiLL research.	Data collection firm/individuals hired	10 days	By/before May 1st, 2025

5. Facilitate phase 3 of the WiLL research including: • Availing permission letters (from govt.) for data collection, • Coordinating with the data collection firm/individuals, • Reviewing all data collection protocols and tools and ensuring they are contextually relevant, and accurately translated to local language, • Support with training the data collectors, • Organizing any other logistics for data collection. • Keeping MoE engaged and up to date on activities.	Phase 3 data collection completed	18 days	By/ before Sep 15th, 2025
6. Support continuous dissemination of results from the WiLL research to MoE and other relevant stakeholders by: • Developing a results dissemination strategy • Supporting with organizing a 1-day dissemination workshop with MoE and relevant stakeholders.	Results disseminated to MoE and other stakeholders	6 days	By/before Dec 15th, 2025
7. Provide ad-hoc support to WiLL for research tasks such as reviewing documents and synthesizing takeaways, conducting interviews, or co-ordination of data collection which may come up, for an estimated 7 days.	Research product (s) completed	7 days	By/before Feb 15th, 2026