

## Consultant to support monitoring and evaluation planning for Capacity Development Partnership Fund (CDPF) Phase 3



UNICEF Cambodia

### 1. Background

The Capacity Development Partnership Fund (CDPF) is a long-running partnership between the Royal Government of Cambodia, the European Union, the Swedish Embassy and UNICEF. The purpose of the CDPF is to support the realization of the two policy priorities identified in Cambodia's Ministry of Education Youth and Sport's Mid-Term Review of the Education Strategic Plan 2016-18, including to: (i) ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; and (ii) ensure effective leadership and management of education staff at all levels. Support provided through the CDPF is focused on the Ministry's Master Plan on Capacity Development (CDMP) 2014-18, which establishes a plan of action to support realisation of these two policy priorities.

CDPF Phase 3 (2018-2021) will continue to support realization of future strategic priorities as articulated in the Education Strategic Plan 2019-23; and the Master Plan on Capacity Development 2019-23, once these plans are developed. Support through the partnership will continue to be operationalized through Annual Operational Plans prepared by central and sub-national government.

Under CDPF Phase 3 there will be a strong focus on promoting the sustainability of past, current and future investments in capacity building, particularly as this is likely the last phase of the programme; and is planned to be the longest of all prior phases. Efforts will be made to build on lessons learned in previous phases, particularly lessons relating to measuring program impact. An ongoing evaluation of Phase 2 of the CDPF (scheduled to conclude at the end of 2017) found that while some baselines and training needs assessments (TNAs) to identify participants for training activities had been conducted under CDPF Phase 3, such assessments do not appear to have been systematized and analyzed at the organizational or systems level. The lack of baselines and assessment, therefore, has made it difficult to assess the relevance and effectiveness of specific capacity development actions undertaken within the two prior phases.

Moving forward there is a strong imperative for a robust Monitoring and Evaluation (M&E) plan to be developed and implemented for CDPF Phase 3, which assists central and sub-national education authorities to systematize the use of TNAs, and to ultimately contribute to measuring the impact of capacity development investments made under Phase 3. Being able to draw on a credible body

of evidence that demonstrates impact of capacity development investments will also be a highly influential factor in MoEYS' ability to successfully negotiate budget resources from the Ministry of Economy and Finance for capacity building in the future (during and post CDPF Phase III).

## **2. Purpose of the Assignment**

The overall objective of the consultancy is to develop a realistic and achievable M&E plan to enable the impact of investments made through CDPF Phase III to be measured both by UNICEF, as CDPF fund manager, and by relevant areas of the Ministry of Education Youth and Sport (MoEYS), at national and sub-national levels.

## **3. Work Assignments or Assignment Tasks**

The consultancy will support both UNICEF and the relevant MoEYS technical departments, namely the Directorate General of Policy and Planning (DGPP), Department of Monitoring and Evaluation and Department of Personnel, to develop an M&E plan that clearly articulates when, where and how TNAs, and other performance measures, are conducted as part of annual and medium term plans at both central and sub-national levels. The M&E plan will also clearly outline data collection and analysis procedures in respect to monitoring and evaluation of CDPF Phase 3; and identify critical technical assistance that will need to be mobilised throughout CDPF Phase 3 to support M&E plan implementation and realisation.

### **I. Identification and confirmation of capacity development performance and impact measures to be used as standard practice by CDPF Phase 3 implementing partners:**

- Work with UNICEF, relevant MoEYS technical departments, sub-national education authorities and other implementing partners, as part of work planning discussions, to identify a suite of realistic and manageable performance and impact measures to be used as standard practice to measure capacity building investments. In so doing, consider any existing MoEYS performance measures, such as individual performance assessments;
- Develop clear protocols for the use of these performance and impact measures, defining when, where and how they should be used;
- Identify which measures in particular are to be used to capture organizational and institutional capacity development impact; and which should be used to capture individual capacity development impact.
- Provide specific recommendations for the use of performance measures tracking impact of capacity building measures relating to gender-equity, including mainstreamed gender equity activities and standalone gender-equity activities relating to technical and organizational leadership.

### **II. Identify and confirm other M&E measures to be used during CDPF Phase 3 implementation:**

- Identify additional quantitative and/or qualitative M&E measures to assist UNICEF and MoEYS fully measure the performance and impact of capacity development investments. This may include longitudinal studies, case studies and cutting-edge evaluation approaches and methods, among other things.

## **4. Expected Deliverables:**

The expected deliverables follow a timeline that is being proposed by UNICEF, in agreement with other CDPF partners, to prepare a draft M&E Plan for the CDPF Phase 3. The consultant will prepare a short inception report, with a clear articulation of the number of days he/she will commit to achieve deliverables.

### **(1) Deliverable #1 – by 30 November 2017**

- Short inception report (no more than 10 pages) in English that reflects an in-depth desk review of relevant documentation, and proposes a methodology and work plan for proceeding with preparing the draft M&E plan, including necessary in-country consultations with MoEYS and other implementing partners.

### **(2) Deliverable #2 – by 20 December 2017**

- A final draft M&E Plan of no more than 20 pages (excluding annexes), in English, that includes:
  - (i) An executive summary;
  - (ii) Proposed approaches for measuring CDPF performance and impact (including indicators, baseline data and methods and reporting); and
  - (iii) Conclusions and recommendations; and
  - (iv) An M&E matrix, inclusive of target indicators to measure CDPF performance and impact, and suggested reporting templates.

## **5. Location and Duration**

The duration of the assignment will be for 21 working days from November to end of December 2017. The Consultant will need to be available to undertake an in-country mission for at least 8 days during the consultancy. The remaining input days will be conducted remotely.

The consultant will use his / her own laptop.

## **6. Qualifications of Successful Candidate**

- Advanced University degree (Masters) in a relevant field such as monitoring and evaluation, human resource development, education or other related field.
- At least 15-year experience on monitoring and evaluation, human resource development or other related areas of work.
- Relevant experience of national, sub-national and school-level capacity development issues relating to the education sector, preferably in Cambodia or in the region.
- Experience of sectorial planning and reporting arrangements, including working in professional teams and use of results frameworks, logical frameworks and work planning arrangements.
- Excellent inter-personal, mentoring, facilitation and communication skills.
- Excellent English language written and spoken skills are required.
- Able to work to meet deadlines.
- Computer literacy and presentation skills.

## **7. Payment Schedule linked to satisfactory deliverables**

1<sup>st</sup> Payment for Satisfactory Deliverable#1: 30 per cent of assignment fee

Supporting document: Approved final inception report and invoice submitted to UNICEF.

2<sup>nd</sup> Payment for Satisfactory Deliverable#2: 70 per cent of assignment fee

Supporting documents: Approved final draft M&E Plan and invoice submitted to UNICEF.

*Travel costs related to complete the assignment in this described Terms of Reference will be included in the consultancy contract. However, the payment will be prorated based on the actual travel cost (for international travel) and actual travel days (for travel to the provinces) estimated in this described ToR. 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.*

## **8. Administrative Issues**

- During in-country mission, the Consultant will have an office desk in UNICEF, and access to UNICEF resources and facilities.

## **9. Contract supervisor and Other Stakeholders**

The consultant will report directly to UNICEF's Education Specialist, who will be responsible for final review of the deliverables and certify payments to the Consultant. UNICEF's Chief of Education will provide strategic direction and orientation to the consultant, as required.

The Consultant will be contracted under the 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.

## **10. 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.

## **11. 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.

## **12. 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, availability and start date
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. Your fee proposal or price proposal by indicating daily rate (in US\$) to undertake the terms of reference above, including travel costs and accommodation related to the 8 day mission in-country in Cambodia. Applications submitted without a daily rate will not be considered.
4. Example of applicant's performance evaluation reports or references of similar consultancy assignments or other references of similar consultancy assignments (if available).

### 13. 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 (**40 points**)
  - Knowledge and Skills (**20 points**)
  - Quality of past 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.

### 14. Programme Area in the Rolling Work Plan 2016-2018 involved

Section Requested: Education

Outcome: By 2018, boys and girls in Cambodia have more equitable access to and completion of quality inclusive education with improved learning outcomes.

Output 1: By 2018, strengthened government capacity for policy development, planning and financing of quality education.

Key Result 1.2: There is results-oriented planning, policy and M&E at all levels (CDPF)

Included in approved AWP: ☐ Yes ☒ No, task arose out of early findings of CDPF Phase 2 evaluation, and is essential for program preparation purposes for CDPF Phase III, due to commence in early 2018.

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