

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

<p>(Title) Consultant to support MoE to finalise policy recommendations and develop action plan for SBCPD</p>	<p>Type of engagement</p> <p><input checked="" type="checkbox"/> Consultant</p> <p><input type="checkbox"/> Individual Contractor Part-Time</p> <p><input type="checkbox"/> Individual Contractor Full-Time</p>	<p>Duty Station: Lusaka, Zambia</p>
<p>Purpose of the Assignment: Consultancy to support Ministry of Education (MoE) to review policy recommendations for School Based Continuing Professional Development (SBCPD) and develop an action plan for the implementation of the same.</p> <p>Background</p> <p>Continuing Professional Development (CPD) for teachers is an important tool for enhancing the quality of education as it helps to build the knowledge base and competencies of teachers and teacher educators. The Ministry of Education (MoE) recognizes the important role that teachers play in meeting the challenges of providing quality education. Having well qualified and competent teachers is enshrined in the 1996 National Policy document on Education ‘Educating Our Future’. The policy states that “quality and effectiveness of any education system largely depends on the quality of its teachers as they are the single most important resource and determinant of success in ensuring improved learning outcomes, and that the education wellbeing of children hinges critically on their competencies, commitment and resourcefulness.”¹ MoE through this policy advocates that essential competencies that are required for every teacher are mastery of the material that is to be taught and the skill in communicating that knowledge and skills to learners. Therefore, quality teacher education is emphasized. However, the extent to which this is achieved has been a source of concern for many stakeholders. The Zambian government realizes that until the teacher is properly trained, the desired result of the teaching and learning process cannot be achieved.</p> <p>Even though the role that teacher professional development plays in improving learning outcomes is well acknowledged by key stakeholders, CPD is not sequenced, structured, or tailored, and often done haphazardly without any long-term goals for improving teacher pedagogical skills. This necessitated Ministry of Education through the Directorate of Teacher Education and Specialized Services (TESS) and the Teaching Council of Zambia (TCZ) to request technical support from UNICEF to review the In-Service Education of Teachers (INSET) system in Zambia and provide recommendations to help strengthen the system. The Directorate of TESS has the mandate to manage and co-ordinate the provision of teacher education while TCZ has been mandated to provide for the regulation of teachers, their practice and professional conduct including promoting continuing professional development of Teachers.</p> <p>In 2021, UNICEF supported a consultancy to support this review, and this resulted in the development of:</p> <ol style="list-style-type: none"> 1. An evidence-based report on the status of INSET and Pre-Service Education of Teachers (PRESET) with recommendations to strengthen linkages. 2. A comprehensive and evidence-based report detailing findings from the review of the School Programme of In-service for the Term (SPRINT) framework. 3. A report on recommendations to strengthen the SPRINT and mentoring for CPD at all levels. <p>Following the completion of the consultancy and the various recommendations, the Ministry of Education requests support to not only review and select practical policy recommendations but also to develop an action plan on how CPD will be coordinated, strengthened, and supported.</p>		

Objectives of the Assignment

The objective is to support the Ministry of Education to review policy recommendations following a consultancy to review SBCPD and together with the Ministry of Education and various stakeholders develop an action plan that will guide the strengthening of SBCPD. Ministry of Education has additionally requested that the Consultant reviews the current CPD framework and the Lesson Study framework, to have it adapted to support and strengthen SBCPD at the primary school level.

Description of the Assignment

The assignment requires that a consultant is engaged to work with the Ministry of Education and other stakeholders including Development Partners, Non-Governmental Organisations (NGOs) working in the Education Sector, the TCZ, the Teaching Service Commission (TSC), Teacher Unions, Universities, Church Mother Bodies, and the Independent School Associations (ISA) to prioritise policy recommendations and based on these, prioritised policy recommendations and develop an action plan for SBCPD.

As the assignment focuses on the primary education level, careful considerations and analysis will be required in the areas of Foundational Literacy and Numeracy, Language of Instruction (Grade 1-4), Age/Developmentary appropriate teaching strategies/curriculum delivery when looking at SBCPD. The consultant/expert will also need to give sufficient analysis to Zambia's recent reforms such as EFA policy and massive teacher recruitment when undertaking the work and formulating recommendations.

The Consultant will be expected to undertake the following tasks:

- Review all documents developed with recommendations on SBCPD, along with existing literature on CPD, teaching practices, curriculum delivery in Zambia and beyond.
- Review the national CPD framework and provide recommendations on adaptation for primary school setting
- Review the Lesson Study Framework and provide recommendations on how to adapt it to support and strengthen SBCPD and teaching at the primary school level
- Collect information from relevant stakeholders and different levels of teachers (from student teachers, novice to senior) on teachers' professional development and SBCPD.
- Facilitate a consultative workshop with Ministry of Education and various stakeholders to review and prioritise policy recommendations based on the document review, evidence, especially in the context of learning crisis at primary level.
- Develop a draft action plan for SBCPD with timeframe and budget.
- Facilitate a validation workshop with Ministry of Education and various stakeholders to review the action plan.
- Finalise the SBCPD action plan.

The Consultant should prepare an all-inclusive budget that includes costs to their travel and lodging costs for the two respective workshops.

UNICEF has a Zero Tolerance policy against sexual exploitation and abuse; and prohibits any conduct that undermines the protection and safeguarding of children. It is therefore required that all individuals working under this consultancy should undertake the Online Protection from Sexual Exploitation and Abuse (PSEA) training offered on the UNICEF learning platform AGORA (ref. [Summary of Prevention of sexual exploitation and abuse \(PSEA\) \(unicef.org\)](#)

). A certificate of completion issued on the Agora platform will be required as proof. Kindly review attached UNICEF list of prohibited behaviour with regards to child safeguarding.

Child Safeguarding

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

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):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year:	Requesting Section / Issuing office: Education/Zambia	Reasons why consultancy cannot be done by staff: Requires significant time to engage with Ministry of Education and various stakeholders to review policy recommendation, prioritise and develop a road map for SBCPD.
2023		

Included in Annual/Rolling Workplan: Yes No. If no, please justify: It's part of Education 2022 AWP.

<p>Consultant sourcing: <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both</p> <p>Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)</p>	<p>Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment</p>
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If Extension, Justification for extension:

Supervisor Education Specialist	Start Date: 1 st June 2023	End Date: 30 th November 2023	Number of Days (working) 132 days (6 months)
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Work Assignment Overview:

Tasks/Milestone:	Deliverables/Outputs:	Timeline	Budget
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<ul style="list-style-type: none"> Conduct a review of key documents, draft and present an inception report and work plan. Revise and finalize the Inception Report based on comments from MoE and other stakeholders. 	<p>Draft Inception report and work plan</p> <p>Approved Inception Report detailing the approach, deliverables, and timelines.</p>	<p>15th June 2023.</p> <p>10th July 2023.</p>	<p>15 %</p>
<ul style="list-style-type: none"> Review National CPD Framework Review Lesson Study Framework 	<p>Recommendations report detailing findings from the review of the CPD framework and Lessons Study, including feedback from stakeholder consultations and classroom observations and observation of the school sessions</p>	<p>27th August 2023</p>	<p>20%</p>
<ul style="list-style-type: none"> Undertake a dissemination meeting to present recommendations on the review of the CPD Framework and Lesson Study 	<p>Meeting Report</p>	<p>9th September 2023</p>	<p>5 %</p>
<ul style="list-style-type: none"> Undertake a consultative workshop to review all policy recommendations on SBCPD, 	<p>Workshop Report</p> <p>Draft Action Plan of SBCPD</p>	<p>23rd September 2023</p> <p>5th October 2023</p>	<p>15 %</p>

<ul style="list-style-type: none"> Conduct a validation workshop with MoE and various stakeholders on the draft SBCPD Action Plan Finalisation of the SBCPD Action Plan 	Workshop Report	20 th November 2023	15 %
	SBCPD Action Plan	27 th November 2023	30 %
Estimated Total Consultancy Fees (All Inclusive)	Professional fees		
Travel Local (please include travel plan)	Yes, consultant expected to travel to travel to location of workshop as agreed with MoE		
DSA (if applicable)	Yes		
Total estimated consultancy costsⁱ			
Minimum Qualifications required			
<input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other Enter Disciplines: Enter Disciplines Education, development, or other relevant social sciences	<ul style="list-style-type: none"> Minimum of 10 years' experience in Education. Demonstrated experience working with the Ministry of Education Demonstrated ability to work with the Ministry of Education synthesize ideas. Experience in development of strategic documents will be an asset Understanding of Zambia's broader education sector issues In depth knowledge on teacher development and education issues. Ability to conduct review and planning workshops. Excellent writing and analytical skills and the ability to synthesize large and diverse sources of information Have a good working knowledge of computers and proficient in word processing High level proficiency in standard computer software Microsoft word and Excel. 		

	<ul style="list-style-type: none">• Excellent English skills
<p>Administrative details: Visa assistance required: <input type="checkbox"/> <input checked="" type="checkbox"/> No Transportation arranged by the office: <input type="checkbox"/> <input checked="" type="checkbox"/> No</p>	<p><input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/></p>

ⁱ Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

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

Text to be added to all TORs:

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.