

Innovation for capacity development consultant to support implementation of Capacity Development Partnership Fund (CDPF) Phase III



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, USAID 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 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 III (2018-2021) will continue to support realization of future strategic priorities as articulated in the Education Strategic Plan 2019-23; and the Capacity Development Master Plan 2019-23, which are currently being developed. Under Phase III there is 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.

A key aspect of sustainable capacity building under CDPF Phase III is the promotion of more innovative approaches to support learning and professional development within the education system at all levels. This can be achieved through: (i) identifying different approaches to learning, such as through coaching and mentoring; (ii) identifying opportunities within existing and future programming to draw upon e-learning approaches, using Ministry of Youth and Sport (MoEYS) current systems; and (iii) by expanding access to more sustainable, innovative and value for money options for individual capacity development for education professionals at all levels, both internally, within the Ministry, and externally, by drawing on the skills and expertise of local and international capacity building service providers. Furthermore, a core area of this capacity building innovation work is to develop a credible approach to the promotion of gender equitable leadership within MoEYS, as part of a new strategic area of work under this third phase.

2. Purpose of the assignment

The purpose of this consultancy assignment is to support the implementation of CDPF, specifically regarding the adoption of more innovative and cost-effective solutions and approaches for ongoing and more sustainable capacity development.

3. Assignment tasks

The consultancy will support both UNICEF and the relevant MoEYS technical departments, to plan and implement the CDPF annual and medium-term work plan. Specifically, key tasks include:

- Support the implementation and oversight of a Market Scoping Assessment of national and regional capacity building service providers for MoEYS education sector professionals in Cambodia;
- Undertake programmatic follow-up once the results of the Market Scoping Assessment are available, including through consultations with key technical departments, and through contributions to the revision of the CDPF Medium Term and Annual Work Plans, as appropriate;
- Conduct a rapid assessment of current training and professional learning activities being funded through the CDPF under the Medium-Term Work Plan and identify practical opportunities for activities to be enhanced and evolved to incorporate online learning. As part of this work, work closely with the Department of IT to explore optimizing the use of their e-learning facilities;
- Conduct a rapid assessment of individual capacity development opportunities being proposed through the CDPF under the Medium-Term Work Plan and develop training needs assessments that can be applied by implementing partners to identify strategic capacity development opportunities;
- In collaboration with the Education Specialist, lead the gender equitable leadership programme preparation and implementation work under Strategic Outcome 6, through finalizing a realistic and practical Medium-Term Work Plan for this strategic outcome. In undertaking this work liaise with: (i) key MoEYS technical departments and individual counterparts within MoEYS; with NGO, UN agencies, other development partners and training institutions; and with the UNICEF gender specialist/s at UNICEF Regional Office and HQ.
- Support the implementation of a Functional Review of MoEYS, in close coordination with other CDPF team members and with MoEYS;
- Support the development of MoEYS' new Capacity Development Master Plan, particularly in respect to capacity development innovations and gender equitable leadership work.
- Support the finalization and implementation of an M&E framework for the CDPF, particularly in relation to measuring the impact of capacity building investments, including innovative approaches.
- Produce good quality CDPF results reporting for the key work areas mentioned above for internal and external audiences that is clear and easily understandable;
- Identify and develop content (human interest stories, case studies, blog etc.) in the key work areas mentioned above to contribute to the CDPF Communications and Visibility plan;
- Draft CDPF-related policy papers, briefs and other strategic programme materials related to the work areas above for management use, information and/or consideration;
- Work with the CDPF team members and MoEYS' technical departments to a professional and collegial manner to key programme implementation documents related to core work areas.

4. Expected deliverables

Under the supervision of the CDPF Education Specialist, the Consultant will be responsible for producing the following deliverables:

Month ¹	Deliverables	# of working days for deliverables	Deadline for completion
1.	<ul style="list-style-type: none"> ▪ Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; 	21	May 31, 2019

¹ UNICEF calculates that one month is 21 working days.

	<ul style="list-style-type: none"> Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Initiate a rapid assessment of current training and professional learning activities to identify opportunities for learning innovation Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. 		
2.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Continue rapid assessment of current training and professional learning activities to identify opportunities for learning innovation Initiate rapid assessment of individual capacity development opportunities being proposed through the CDPF under the Medium-Term Work Plan Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. Support the development of MoEYS' CDMP, as required Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. 	21	June 30, 2019
3.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Continue rapid assessment of current training and professional learning activities to identify opportunities for learning innovation Continue rapid assessment of individual capacity development opportunities being proposed through the CDPF under the Medium-Term Work Plan Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. Support the development of MoEYS' CDMP, as required Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. 	21	July 31, 2019
4.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. 	21	August 31, 2019

	<ul style="list-style-type: none"> Finalize rapid assessment of current MoEYS training and professional learning activities to identify opportunities for learning innovation Finalize rapid assessment of individual capacity development opportunities being proposed through the CDPF under the Medium-Term Work Plan Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. Support the development of MoEYS' CDMP, as required Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. 		
5.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Identification of practical opportunities for learning innovation to be enhanced and evolved to incorporate online learning Develop training needs assessments that can be applied by implementing partners to identify strategic individual capacity development opportunities Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. Support the development of MoEYS' CDMP, as required Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. 	21	September 30, 2019
6.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Identification of practical opportunities for learning innovation to be enhanced and evolved to incorporate online learning Briefing and training of relevant implementing partners on applying training needs assessments for individual capacity development opportunities Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. Support the development of MoEYS' CDMP, as required 	21	October 31, 2019

	<ul style="list-style-type: none"> Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. 		
7.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Identification of practical opportunities for learning innovation to be enhanced and evolved to incorporate online learning Briefing and training of relevant implementing partners on applying training needs assessments for individual capacity development opportunities Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. Support the development of MoEYS' CDMP, as required Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. 	21	November 30, 2019
8.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Support incorporation of practical opportunities for learning innovation in medium term and annual CDPF work plans Review application of training needs assessments by implementing partners for individual capacity development opportunities Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. Support the development of MoEYS' CDMP, as required Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. 	21	December 31, 2019
9.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019, 2020 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. 	21	January 31, 2020

	<ul style="list-style-type: none"> Support the development of MoEYS' CDMP, as required Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. Identify and develop content (human interest stories, case studies, blog etc.) in the key work areas mentioned above to contribute to the CDPF Communications and Visibility plan Provide high quality inputs for CDPF results reporting in the key work areas mentioned above 		
10.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Conduct technical discussions with MoEYS as needed on matters relating to the implementation and follow-up of the Market Scoping Assessment. Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019 and for the medium term. Assist with aspects of the MoEYS Functional Review implementation, as required. Support the development of MoEYS' CDMP, as required Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. Identify and develop content (human interest stories, case studies, blog etc.) in the key work areas mentioned above to contribute to the CDPF Communications and Visibility plan Provide high quality inputs for CDPF results reporting in the key work areas mentioned above 	21	February 29, 2020
11.	<ul style="list-style-type: none"> Participate in programme briefings with relevant CDPF team members to gain a full understanding of the implementation status of the CDPF work plan; Continue work already started on the preparation and implementation of the gender equitable leadership work plan for 2019 and for the medium term. Conduct other activities, such as M&E framework articulation and implementation and results reporting, as required. Identify and develop content (human interest stories, case studies, blog etc.) in the key work areas mentioned above to contribute to the CDPF Communications and Visibility plan Provide high quality inputs for CDPF results reporting in the key work areas mentioned above 	21	March 31, 2020
	Total number of working days	231	

5. Payment schedule linked to satisfactory deliverables

Month ²	Deliverables	Deadline for completion	Payment
1.	Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to	May 31, 2019	5%

² UNICEF calculates that one month is 21 working days.

	deliverables) with achievements, challenges and other updates relevant to technical tasking for Month 1		
2.	<p>Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 2.</p> <p>The report should also include summary of technical discussions on implementation and follow-up related to the market scoping assessment</p>	June 30, 2019	10%
3.	<p>Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 3.</p> <p>The report should include:</p> <ul style="list-style-type: none"> – summary of ongoing technical discussions on implementation and follow-up related to market scoping assessment; – rapid assessment of training and professional learning activities of MoEYS; – rapid assessment of individual capacity development opportunities being proposed through the CDPF under the Medium-Term Work Plan ▪ Draft 2019 CDPF costed work plan for gender equitable leadership support ▪ One draft human interest story, a case study or blog on a key area of work under this consultancy to contribute to the implementation of 2019 CDPF Communications and Visibility Plan 	July 31, 2019	10%
4.	<p>Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 4.</p> <p>The report should include summary of:</p> <ul style="list-style-type: none"> – ongoing technical discussions on implementation and follow-up related to market scoping assessment; – practical opportunities for learning innovation in MoEYS; – support provided for, and progress on, CDPF M&E framework articulation and implementation, and results reporting 	August 31, 2019	10%
5.	<ul style="list-style-type: none"> ▪ Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 5. <p>The report should include:</p> <ul style="list-style-type: none"> – summary/meeting notes on technical discussions on implementation and follow-up related to market scoping assessment; – progress on CDPF M&E framework articulation and implementation, and results reporting. <ul style="list-style-type: none"> ▪ Document with tools and supporting guidance to conduct training needs assessments that can be applied by implementing partners to identify strategic individual capacity development opportunities 	September 30, 2019	10%
6.	<ul style="list-style-type: none"> ▪ Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related 	October 31, 2019	10%

	<p>to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 6.</p> <p>The report should include:</p> <ul style="list-style-type: none"> – summary of ongoing technical discussions on implementation and follow-up related to market scoping assessment; – practical opportunities for learning innovation in MoEYS; – summarize outcomes of applying training needs assessments for individual capacity development opportunities; – support provided for, and progress on, CDPF M&E framework articulation and implementation, and results reporting; – support provided for MoEYS functional review; – support provided for development of the Capacity Development Master Plan (CDMP). <ul style="list-style-type: none"> ▪ Draft medium-term work plan for the gender equitable leadership workstream 		
7.	<ul style="list-style-type: none"> ▪ Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 7. <p>The report should include:</p> <ul style="list-style-type: none"> – summary of technical discussions on implementation and follow-up related to market scoping assessment; – final recommendations on practical opportunities for learning innovation to be enhanced in MoEYS; – summary outcomes of trainings conducted to building capacities of relevant implementing partners on applying training needs assessments for individual capacity development opportunities in MoEYS; – summary of support provided to MoEYS functional review; – summary of support provided to MoEYS CDMP development; – support provided for, and progress on, CDPF M&E framework articulation and implementation, and results reporting <ul style="list-style-type: none"> ▪ Draft 2020 annual work plan for the gender equitable leadership workstream ▪ Final medium-term work plan for the gender equitable leadership workstream ▪ One draft human interest story, a case study or blog on a key area of work under this consultancy to contribute to the implementation of 2019 CDPF Communications and Visibility Plan 	November 30, 2019	10%
8.	<ul style="list-style-type: none"> ▪ Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 8. The report must include: <ul style="list-style-type: none"> – summary of application of training needs assessments for individual capacity development opportunities in MoEYS; – summary of support provided to MoEYS functional review; 	December 31, 2019	10%

	<ul style="list-style-type: none"> – summary of support provided to MoEYS CDMF development; – support provided for, and progress on, CDPF M&E framework articulation and implementation, and results reporting. <ul style="list-style-type: none"> ▪ Final 2020 annual work plan for the gender equitable leadership workstream, including inputs to the Communications and Visibility Plan 2020 		
9.	<ul style="list-style-type: none"> ▪ Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 9. The report must include: <ul style="list-style-type: none"> – summary of application of training needs assessments for individual capacity development opportunities in MoEYS; – summary of support provided to MoEYS CDMF development; – support provided for, and progress on, CDPF M&E framework articulation and implementation, and results reporting. ▪ Analytical report (approximately 5 pages) on CDPF results in key work areas mentioned above drafted and incorporated into the 2019 CDPF annual report 	January 31, 2020	10%
10.	<ul style="list-style-type: none"> ▪ Monthly consultancy report (maximum of 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 10. The report must include summary of support provided for, and progress on CDPF M&E framework articulation and implementation, and results reporting. 	February 29, 2020	10%
11.	<ul style="list-style-type: none"> ▪ Monthly consultancy report (approximately 6 pages excluding annexes and supporting documentation related to deliverables) with achievements, challenges and other updates relevant to updates relevant to technical tasking for Month 11. The report must include summary of support provided for, and progress on CDPF M&E framework articulation and implementation, and results reporting. ▪ One draft human interest story, a case study or blog on a key area of work under this consultancy to contribute to the implementation of 2020 CDPF Communications and Visibility Plan. 	March 31, 2020	5%

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.

6. Location and duration

The duration of the assignment will be from May 2019 to end of March 2020. The Consultant will need to be available to work on a full-time basis in UNICEF's Cambodia office, and will need to be available to undertake up to 10 days of field visits.

7. Qualifications of successful candidate

- Advanced university degree in education, human resource development, social sciences, international development or related technical field.
- A minimum of three years of professional experience in education, human resource development or social development planning and programme management in education or related areas at the international level, some of which undertaken in a developing country is required.

- Experience of working with government counterparts, preferably in Cambodia, providing technical support and/or implementing programmes on education, human resource development issues and/or social development.
- Experience in gender analysis, mainstreaming and its application in development is desirable.
- Relevant experience in a UN system agency or organization is an asset.
- 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.

8. Administrative Issues

The consultant will have an office desk in UNICEF Cambodia (Phnom Penh), and access to UNICEF resources and facilities.

9. Contract supervisor and other stakeholders

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

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 and other related costs. Applications submitted without a daily rate will not be considered.
4. The contact details of three referees.

Deadline for applications is 23rd May 2019