

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

<p>Title: EMIS Policy and Strategy for Integrating Foundational Learning Data.</p>	<p>Funding Code:</p> <p>Grant:</p> <p>WBS:</p>	<p>Type of Engagement</p> <p><input checked="" type="checkbox"/> Consultant (International)</p> <p><input type="checkbox"/> Consultant (National)</p>	<p>Duty Station:</p> <p>Hybrid</p>
<p>Background:</p> <p>The Government of Sierra Leone (GoSL), in partnership with UNICEF and with funding from the Global Partnership for Education (GPE), is implementing a four-year (2023-2027) program aimed at Delivering the Foundations of Learning for All. One component of the program aims to increase the use of data and technology to support foundational learning and education service delivery. As a result, foundational learning data will be more regularly collected and used by teachers, school leaders, cluster learning leaders, parents and communities, district education offices, district councils, and national ministries and authorities to inform policy and decision making.</p> <p>Recognizing the critical role of data and technology, GoSL will leverage this GPE-funded program to address the fragmented education sector data. Analysis of the sector concluded that there are many different data systems which has contributed to significant fragmentation and duplication. This initiative will integrate foundational learning data into a unified ecosystem. This comprehensive approach will facilitate data-driven decision-making and resource allocation, ultimately improving educational outcomes.</p> <p>To support these efforts, a comprehensive Education Management Information System (EMIS) policy is crucial. This policy will provide a framework for the systematic collection, analysis, and utilization of education data, aligning with international standards set by the UNESCO Institute for Statistics (UIS) to ensure data quality, reliability, and comparability. Additionally, a comprehensive strategy for integrating foundational learning data and scorecard for performance monitoring will be provided. This will ensure that foundational learning data is systematically managed within the EMIS framework and the utilization of the Unique Learner Identification (ULID) system.</p> <p>Against this background, MBSSE and UNICEF seek to hire an international expert to update the EMIS policy, scorecard for performance monitoring and develop a strategy for integrating foundational learning data into the existing education data ecosystem.</p>			
<p>Purpose and Objectives:</p> <p>The primary objectives of this consultancy are to review and update the EMIS policy in alignment with international standards, including those set by the UNESCO UIS, and to develop a strategy for integrating foundational learning data and scorecard for performance monitoring on foundational learning, ensuring comprehensive data coverage and utilization. The assignment includes reviewing available documents, engaging with the Education Data Working Group (EDWG), facilitating validation workshops, and gathering input and feedback at national and sub-national levels and to design a mechanism that allows capturing school performance on a</p>			

regular basis against a set of indicators on foundational learning and provide evidence for appropriate resource allocation.

In collaboration with MBSSE, MTHE, and UNICEF, and following consultations with EDWG, the consultant will work under the direct supervision of the UNICEF GPE Coordinator. He or she will engage with technical team from MBSSE, MTHE, UNICEF and members of the EDWG to:

1. Review, update, and finalize the EMIS policy, ensuring alignment with UIS standards in consultation with the MBSSE and the EDWG.
2. Engage with key stakeholders, including EDWG members, government officials, education partners, and district representatives, to select appropriate Key Performance Indicators (KPIs) for capturing school performance on foundational learning and build consensus on using scorecards for performance monitoring and resource allocation.
3. Design a mechanism that allows capturing school performance on a regular basis against a set of indicators on foundational learning and provides evidence for appropriate resource allocation.
4. Develop a strategy and roadmap for integrating foundational learning data. Outline clear objectives, activities, timelines, and responsible stakeholders. The strategy should also consider how the use of ULID can contribute to tracking student performance in foundational learning and their progression.
5. Conduct a workshop to validate the EMIS policy and strategy for integrating foundational learning data.
6. Finalize the EMIS policy, scorecard, and strategy for foundational learning data, based on feedback received, and submit the comprehensive document to MBSSE and MTHE.

Methodology and Technical Approach:

The consultant is expected to consult with the department of Planning and Policy within the MBSSE, the MBSSE GPE Coordinator, UNICEF and EDWG. Where necessary, set up meetings with other departments in MBSSE and MTHE for information gathering.

In consultation and agreement with UNICEF, MBSSE, MTHE, and EDWG, the consultant will arrange meetings to present specific deliverables. The deliverables, including the inception work plan, assessment report, EMIS policy and strategy for foundational learning data, data collection and utilization checklists, and final report, will adhere to agreed timelines outlined in the inception work plan.

The Consultant will work under the overall guidance and oversight the UNICEF GPE Coordinator.

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](#)

Expected Deliverables:

In alignment with the scope of work as described above, the consultant will be expected to perform the following activities and deliverables as per the schedule and estimated dates below:

Task/Milestone	Deliverable/Outcome (e.g., Inception, progress, final reports, etc.)	Plan Completion Week	% of the total fee payable
1. Produce a concise inception work plan outlining activities to be carried out to develop the EMIS policy, scorecard, and strategy for foundational learning data.	Satisfactory concise inception work plan.	Week 2	20%
2. Desk review and assessment of the data ecosystem.	Assessment report including clear requirements and recommendations.	Week 5	
3. Review, update, and finalize the EMIS policy.	Quality EMIS policy document is accepted by MBSSE, MTHE, and UNICEF.	Week 8	30%

4. Develop the scorecard mechanism to capture school performance on a regular basis against a set of indicators on foundational learning.	List of KPIs and their MoVs endorsed by MBSSE. A protocol for measurement of KPIs endorsed by MBSSE.	Week 10	
5. Develop strategy and roadmap for integrating foundational learning data that outlines clear objectives, activities, timelines, and responsible stakeholders.	Quality strategy and roadmap documents are accepted by MBSSE, MTHE, and UNICEF.	Week 13	20%
6. Prepare PPTs and present the draft EMIS policy, scorecard, and strategy to the EDWG for feedback and validation.	Validated by MBSSE, MTHE leadership and EDWG.	Week 15	
7. Finalize the EMIS policy, scorecard and strategy and submit the comprehensive document to MBSSE and MTHE for approval.	finalized documents for approval.	Week 17	30%
8. Finalise contract assignment report, and all documentation.	Final submission.	Week 20	

*** Expected timelines for completion are estimated and may vary depending on progress**

Budget Year: 2024	Requesting Section/Issuing Office: Education UNICEF Sierra Leone.	Reasons why work cannot be done by staff: The development of the EMIS policy in alignment with international standards, such as those set by UNESCO UIS, requires dedicated technical expertise. This includes the integration of foundational learning data and the creation of a scorecard for monitoring performance in foundational learning.	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
Consultant Sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both		Request for: <input checked="" type="checkbox"/> New Consultancy <input type="checkbox"/> Extension/ Amendment	
Consultant Selection Method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)			
If Extension, Justification for extension: N/A			
Supervisor: GPE Coordinator	Start Date: 05-September-2024	End Date: 07-February-2025	Number of (working) Days/Months: 95 days

Estimated Consultancy Fee			
DSA for 40 days (when consultant should be in Freetown)			
Travel International			
Travel Local (please include travel plan)			
Residency Permit Costs			
DSA			
Total Estimated Consultancy Costsⁱ			
Minimum Qualifications required:	Knowledge/Expertise/Skills required:		

<p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines:</p> <ul style="list-style-type: none"> • Education • Education Data Management • Information Systems • Public Policy • Related fields (not specified but inferred to be fields related to the ones listed) 	<p><u>Experience and Skills required.</u></p> <p>At least 8 years of demonstrated experience in:</p> <ul style="list-style-type: none"> • Developing and implementing EMIS policies and strategies. • Effectively engaging with diverse stakeholders to gather insights for policy development and review. • Data systems and technology, with the ability to propose mechanisms for integrating and aligning large scale systems. • Developing and updating EMIS policies in alignment with international standards such as those set by the UNESCO Institute for Statistics (UIS). • Developing scorecards for performance monitoring, strategies, and roadmaps for integrating data systems in education or other sectors. • Engaging with diverse stakeholders, including government officials, education partners and district representatives. • Education sector planning, including the range of modalities for delivering education, linkages between different sub-sectors. • Planning and conducting workshops for policy and strategy validation, and in facilitating discussions and gathering feedback from workshop participants.
<p>Administrative details: Visa assistance required: <input checked="" type="checkbox"/> Transportation arranged by the office: <input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based: If office based, seating arrangement identified: <input checked="" type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input checked="" type="checkbox"/></p>
<p>Request Authorised by Section Head</p>	<p>Request Verified by HR:</p>

<i>Endorsed by Deputy Representative Programme</i>	<i>Approved by Representative</i>

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.

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 to ensure that the visa (applicable) and health insurance 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.