

### Individual Consultancy: Provincial-based Quality Assurance Inspection System Development and Capacity Building on Report Writing Skills



## 1. Background

Much focus is placed on strengthening the provision of quality education in Cambodia. The current vision for education, as outlined in the national Education Strategic Plan (ESP) 2014-2018 is to “...develop human resources of the very highest quality... in order to develop a knowledge-based society within Cambodia.” To achieve this vision, a key policy within the ESP is enhancing the quality and relevance of learning through development of quality frameworks. Developing a school quality system and quality assurance programmes – for preschool, primary and secondary schools – is thus a priority programme of the Ministry of Education, Youth and Sport (MoEYS). To achieve this, MoEYS works to build capacity of schools and teachers to meet professional service standards.

With support from the Swedish School Inspectorate, MoEYS introduced a Quality Assurance Inspection system in 2013, which includes two monitoring ‘layers’: both internal and external school monitoring.<sup>1</sup> At present, UNICEF works with MoEYS’ Education Quality Assurance Department (EQAD) to help sharpen and align both the internal and external school monitoring processes, for better results. For example, UNICEF supports development of the Provincial-based Quality Assurance Inspection System (PQAIS) in which internal inspectors and external inspectors work together to produce a harmonized school improvement report. UNICEF also supports EQAD to conduct in-service training for untrained inspectors who work at provincial offices of education (POEs) and pre-service training for new inspectors at the National Institute of Education (NIE).

While the PQAIS provides an important school assessment system, there is need to ensure the quality of both: (i) the PQAIS inspection report, ensuring consistency and alignment between the two internal and external monitoring layers; and (ii) the pre/in-service training programme provided to new and existing school inspectors. To this end, a consultant is sought to support the EQAD and NIE to develop these two tools, as well as capacity development on report writing. It is proposed that the consultant be contracted to work in a phased manner over an eight-month period from July 2018 to March 2019.

## 2. Purpose

The purpose of the consultancy is to support finalization of the PQAIS guidelines, and support finalisation of the pre/in-service training programme for school inspectors. It is anticipated that the consultant will work closely with relevant MoEYS officials from EQAD and NIE to review and finalise: (i) the Provincial-based Quality Assurance Inspection Implementation guideline, (ii) the inspector training programme; and (iii) to provide on-the-job training on report writing skills to master

---

<sup>1</sup> Internal school monitoring is led by schools themselves with the support of District Training and Monitoring Teams, while external school monitoring is led by the provincial offices of inspection.

school inspectors. Through this work, the consultant will help build capacity of MoEYS to take forward its quality assurance inspection system, to help strengthen the provision of quality education.

### 3. Work Assignments

Under the supervision of a UNICEF Education Specialist, the Consultant will:

- **Review the provincial-based Quality Assurance Inspection Implementation Guideline.** The consultant will work closely with EQAD to prepare a final draft of the guideline and incorporate lessons learned from other countries where school inspection has been successfully implemented, particularly from countries in the SE Asian region and further afield. The incorporation of lessons learned will extend to inspection processes and training carried out in Cambodia by EQAD and NIE. The consultant will assist MoEYS with the development of the provincial-based Quality Assurance Inspection Implementation guideline, including harmonization of inspection reporting between the two layers (internal and external) of inspections.
- **Review the ten-month pre-service inspector training programme.** The consultant will work closely with NIE and trainers to revise the school inspector training programme. This will include incorporating an overview of the ten-month pre-service inspection training programme, subject syllabi, and school inspection supporting mechanism. Through this revision, the consultant will assist MoEYS to develop the ten-month pre-service inspector training programme, and will provide capacity building to NIE and EQAD staff, inspector trainers, schools and provincial-based inspectors engaged in development of the programme.
- **Review of the in-service inspector training programme.** The consultant will work closely with EQAD to revise the inspector training programme, by identifying key school inspector competencies and skills in line with the ten-month pre-service inspection training programme. Through this revision, the consultant will assist MoEYS to develop the in-service inspector training programme, and will provide capacity building to EQAD and NIE staff, inspector trainers, and officials from pilot provinces.
- **Review existing report writing materials and the course outline.** The consultant will work closely with EQAD, NIE and inspector trainers to improve and revise existing report writing materials and the course outline by focusing on data collection and collating, data analysis and report writing. The consultant will assist MoEYS to develop a report writing course outline and materials, reporting flow as well as capacity building to NIE and EQAD staff and inspector trainers.
- **Develop a proposal to strengthen the quality assurance inspection system.** Based on the above work assignments, the consultant will work closely with EQAD, NIE and provincial-based inspectors, to identify ways to improve the implementation of the quality assurance inspections system. Special consideration will need to give on how best to harmonize inspection reporting by internal and external inspectors.

### 4. Expected deliverables

***Deliverable #1: Develop an inception report, including a detailed work plan of 10 pages for completing all deliverables within the allocated period based on consultations with government, key partners and programme staff and including field visits.***

***Deliverable #2: Review the provincial-based Quality Assurance Inspection Implementation Guideline.*** The consultant will work closely with EQAD, NIE and POEs from four pilot provinces to prepare a final draft provincial-based Quality Assurance Inspection Implementation Guideline. To inform this review process, bring together international experiences, including those from the region, including how other countries have successfully implemented school inspection systems. The consultant will produce a summary progress report of 10 pages to UNICEF concerning this deliverable.

***Deliverable #3: A ten-month pre-service inspector training programme developed and finalized.*** The consultant will work closely with NIE, EQAD, trainers and inspectors to revise the pre-service inspector training programme, including incorporating an overview of the programme, subject syllabi, training delivery mechanisms, training methodologies and assessments. As part of this task, provide capacity building to NIE and EQAD staff, inspector trainers, schools and provincial-based inspectors engaged in the review of the programme. The consultant will produce a summary progress report of 10 pages to UNICEF concerning this deliverable.

***Deliverable #4: An in-service inspector training programme developed and finalized.*** The consultant will work closely with EQAD, trainers and inspectors to revise the in-service inspector training programme, including incorporating an overview of the programme, subject syllabi, training delivery mechanisms and assessments. As part of this task, provide capacity building to EQAD staff, inspector trainers, schools and provincial-based inspectors engaged in the review of the programme. The consultant will produce a summary progress report of 10 pages to UNICEF concerning this deliverable.

***Deliverable #5: A course outline and materials for training inspectors on report writing developed.*** The consultant will work closely with EQAD, NIE and inspector trainers to improve and revise existing report writing materials and the course outline by focusing on data collection and collating, data analysis. The consultant will assist MoEYS to develop a report writing course outline and materials, as well as capacity building to NIE and EQAD staff and inspector trainers. Assist at least one team to prepare an inspection report, applying the learning from the report writing course. The consultant will produce a summary progress report of 10 pages to UNICEF concerning this deliverable.

***Deliverable #6: Prepare a final report with recommendations on strengthening the quality assurance inspection system.*** The consultant will work closely with EQAD, NIE and provincial-based inspectors, to identify ways to improve the implementation of the quality assurance inspections system. Special consideration will need to give on how best to harmonize inspection reporting by internal and external inspectors. The consultant will produce a summary progress report of 15 pages to UNICEF concerning this deliverable.

<b>Deliverable No.</b>	<b>Expected Outputs</b>	<b>Estimated number of days per output</b>	<b>Completion time frame (by end of month)</b>
Deliverable#1	Inception report of detailed workplan prepared and approved	10 days	August - 2018

Deliverable#2	A guideline for provincial-based QA inspection system developed	30 days	August-September 2018
Deliverable#3	A ten-month pre-service inspector training programme developed	25 days	October 2018
Deliverable#4	An in-service inspector training programme developed	20 days	November 2018
Deliverable#5	A course outline and materials for training inspectors on report writing developed	30 days	December 2018-February 2019
Deliverable#6	A final report with recommendations on strengthening the quality assurance inspection system prepared	10 days	March 2019
<b>Total # days</b>		<b>125 days</b>	

## 5. Location

The consultant will have an office desk and working space at MoEYS/EQAD. S/he will work closely with education colleagues and MoEYS to deliver key deliverables. It is expected that the Consultant will travel to the provinces on mission during his/her assignment for maximum of 25 days.

## 6. Duration

The consultancy will last for 125 days over an eight-month period. The consultancy is expected to start in August 2018 and finish in March 2019. The consultant is expected to be in Cambodia for at least 100 working days during the course of the consultancy assignment.

## 7. Qualifications of successful candidate

### Qualifications and Experience

- Advanced university degree in education, social sciences, international development or related technical field; preferably monitoring and evaluation
- At least ten years of professional work experience at national or sub-national level on education programming, particularly in the areas of school inspection, quality assurance, assessment and/or student learning
- Experience working with Cambodian Government counterparts providing technical support or implementing programmes in educational planning and evaluation, inspection, analytical research, and report writing
- Experience working with the UN or other international or national development organizations

### Knowledge and Skills

- Sound knowledge of the education sector in Cambodia and MoEYS policies and processes
- Strong technical expertise in school inspection, including in data collection, and data analysis
- Excellent report writing skills
- Excellent interpersonal skills
- Excellent management, planning and coordination skills

### Languages

- Fluency in written and spoken English and Khmer is essential for this consultancy.

## **8. Payment schedule linked to satisfactory deliverables**

*\* The fees shall be calculated based on the days estimated to complete the assignment in the Terms of Reference and shall be considered the maximum compensation as part of a lump sum contract and agreed on a work plan for submission of deliverables. No additional fees shall be paid to complete the assignment. Payment will be made upon delivery of all final products and full and satisfactory completion of the assignment.*

<b><i>Deliverables</i></b>	<b><i>Payment (including business travel fee) be directly linked with satisfactory deliverables</i></b>	<b><i>Reporting Requirements for each deliverable</i></b>
Deliverable#1	10%	<ul style="list-style-type: none"><li>• Inception report of the assignment</li></ul>
Deliverable#2&3	40%	<ul style="list-style-type: none"><li>• Brief report on development of guideline</li><li>• Brief report on development of pre-service inspector training programme</li></ul>
Deliverable#4&5	40%	<ul style="list-style-type: none"><li>• Brief report on development of in-service inspector training programme</li><li>• Brief report on development of report writing and system</li></ul>
Deliverable#6	10%	<ul style="list-style-type: none"><li>• Full report on capacity development plan for report writing and utilization</li></ul>

## **9. Administrative Issues**

- The consultant will need to travel to other provinces (elsewhere) in Cambodia for 25 days
- The consultant will have an office desk at MoEYS/DCD and will have access to UNICEF printers and open office space. The consultant is expected to use his or her own laptop computer.

## **10. Contract supervisor**

Under supervision of the Education Specialist, UNICEF Cambodia Country Office, the consultant will work closely with the UNICEF Education Officer, EQAD, NIE, provincial-based inspectors, development partners and schools.

## **11. Administrative Issues**

The consultant will need to travel to other provinces (elsewhere) in Cambodia for 20 days

The consultant will have an office desk at MoEYS/DCD and will have access to UNICEF printers and open office space. The consultant is expected to use his or her own laptop computer.

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

Under supervision of the Chief of Education, UNICEF Cambodia Country Office, the consultant will work closely with the Early Childhood Education Department, Primary Education Department,

General Secondary Education, Teacher Training Department and Curriculum Development Department.

### **13. 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.

### **14. 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.

### **15. 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 and availability
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. Example of applicant's Performance evaluation reports or references of similar consultancy assignments or other references of similar consultancy assignments (if available)
4. Your fee proposal or price proposal by indicating daily/monthly rate (in US\$) to undertake the terms of reference above, including travel costs and accommodation related to the 7 days-travel to the provinces in Cambodia. Applications submitted without a daily/monthly rate will not be considered.

### **16. 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 (**30 points**)
  - Knowledge and Skills (**30 points**)
  - Quality of past work (e.g. applicant's written Standard Operational Procedures or other relevance written 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.