

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS**

<p><b>Title:</b>  <b>Junior Researcher</b>  <b>( National)</b> to support the Organizational Audit of the Ministry of Education, Guyana</p>	<p><b>Funding Code</b></p>	<p><b>Type of engagement</b></p> <p><input checked="" type="checkbox"/> Consultant  <input type="checkbox"/> Individual Contractor Part-Time  <input type="checkbox"/> Individual Contractor Full-Time  <input type="checkbox"/> Institutional Contract</p>	<p><b>Duty Station:</b>  <b>Georgetown, Guyana</b></p>
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**Purpose of Activity/Assignment:** assist the two senior experts with the preparation, implementation, and finalization of the organizational audit of the Guyana Ministry of Education.

**Background:** The Guyana Ministry of Education with support from UNICEF, developed and is implementing its Education Sector Plan 2021 to 2025 (referred to as "ESP"). With ambitious targets set for the cycle, the ESP’s major focus is to contribute to employability and the reduction of poverty by increasing performance at all levels and to reducing the disparity between sub-groups.

Reviewing lessons learned from previous plans over three cycles, the MoE recognises education managers’ tendency towards crisis management responses rather than prioritizing planning for the future. This work ethic must be corrected if the current plan is to effectively transition to action so as to ensure achievement of the ambitious objectives One recurring complaint across the sector is of “the overwhelming amount of time spent in the meetings which have no real output”.<sup>1</sup> The priority now is to address this systemic management challenges at all levels of the system.

More recently, Heads of Education Departments complained about the number of unplanned activities initiated at both central and regional levels, which they must implement, and which distract from their planned program. There is therefore the risk that strategic priorities may be neglected for issues that may be more urgent but less important. This reality is most witnessed within the Regional Education Departments which are particularly vulnerable because they are subject to two levels of supervision. On the one hand, all fiduciary matters for the education sector in the Region are controlled by their direct supervisor, the Regional Executive Officer. On the other hand, the Central Ministry, the second supervisor, develops policies for implementation plans. In this case, the resources needed for implementation may not always be possible with the funds allocated and priorities identified by the Regional authorities. .

The MoE is cognizant of the fact that the success of the ESP depends on the capacities of those departments and groups responsible for implementation. The essential actors in this regard are the Planning Unit (PU), the

<sup>1</sup> 2021-2025 Education Sector Plan

Inspectorate Unit, the Policy Implementation and Monitoring Unit (PIMU), the National Center for Educational Resource Development (NCERD), and the Regional Education Departments. In this context, an organizational audit of these key units in Guyana's education sector is required to assess their capacity, strengths and shortfalls that affect their abilities to lead the implementation of the strategic plan. Specifically, the audit will help define the actions necessary to ensure that these units/departments have appropriate human capital, are well-structured and adequately resourced with relevant incentives so that they can focus on implementing the strategic plan and increasing students' learning achievements.

The MoE has requested UNICEF to recruit a **Junior Researcher** to assist the two senior experts with the preparation, implementation, and finalization of the organizational audit of the Guyana Ministry of Education.

**Scope of Work:** Under the direction of the two senior experts the Junior Researcher will undertake the following practical tasks:

- Contact persons to be interviewed and program the interviews
- Contact persons to be included in focus group discussions and program the focus group discussions
- Support the practical preparation of the distance and face-to-face meetings that are planned as part of the implementation of the audit.

She or he will undertake the following substantive tasks:

- Scan existing documentation to identify issues of relevance to the audit;
- Highlight major findings from the documentation
- Participate in selected interviews/focus group discussions, and take notes
- Administer two questionnaires, using the SurveyMonkey tool
- Analyse responses to questionnaires, in particular by producing

#### Accountabilities

**UNICEF will:**

- Contract the Junior Researcher who will work closely with the senior experts and technical teams of the MoE
- Meet with the, the Chief Planning Officer of the MoE,, the International and National consultants to discuss expectations
- Attend briefing meetings

**The MoE will:**

- Provide the Junior Researcher with letters to be presented to key stakeholders and all other required relevant materials and data

**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](#)

**Payment Schedule**

The Junior Researcher will work in close coordination with the two senior researchers, who will assign detailed tasks and define specific deliverables and deadlines based on the scope of work described above. All payments will be made upon the approval and submission of payment advice of the International Consultant

Deliverable	Deadline	Payment
1. First payment	July 1, 2022	30%
2. Second payment	August 1, 2022	30%
3. Final Payment	August 19, 2022	40%

<b>Budget Year:</b>	<b>Requesting Section/Issuing Office:</b> <i>Programmes/ Georgetown Guyana</i>	<b>Reasons why consultancy cannot be done by staff:</b> <i>There is no staff available</i>	
<b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
<b>Consultant sourcing:</b> <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both  <b>Consultant selection method:</b> <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		<b>Request for:</b> <input checked="" type="checkbox"/> New SSA – Institutional Contract  <input type="checkbox"/> Extension/ Amendment	
<b>If Extension, Justification for extension:</b>  <b>Not applicable</b>			
<b>Supervisor: Education Specialist</b>	<b>Start Date:</b>  <b>June 27,2022</b>	<b>End Date:</b>  <b>August 19 , 2022</b>	<b>Number of Days (working)</b>  <b>40</b>

Budget Line	Unit Staff	Unit Rated in USD	Total
Estimated Consultancy fee	1 staff x 40 days		
Travel Local (please include travel plan)	To be Paid by the MoE		
DSA (if applicable)	To be paid by the MoE		
<b>Total estimated consultancy costs<sup>i</sup></b>			
<b>Minimum Qualifications required:</b> <input checked="" type="checkbox"/> Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other  <b>1. Enter Disciplines:</b> Bachelor's degree in any of the social sciences  At least three (3) years' experience in basic research principles and practice	<b>Knowledge/Expertise/Skills required:</b>  Excellent English communication, report writing, analytical and skills; Excellent proven interpersonal skills A responsible and flexible attitude Strong people's skills Demonstrated ability to work in teams		
<b>Administrative details:</b> Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/>	<input type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based: <b>in the MoE</b> If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>		

**Conditions and remarks:**

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.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional

information to conduct a background check. Successful individuals will be required to produce the following:

- Certificate of good health
- Proof of Health Insurance
- Statement of good standing
- Designation of beneficiary form
- Mandatory training certificates from UNICEF's e-learning platform (prior to commencement of the Assignment)