

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

<b>Title of Assignment</b>	An international consultant to provide technical assistance to the Ministry of Education in developing the Partnership Compact for the transformation of the Malawi Education Sector using the GPE guidelines	
<b>Requesting Section</b>	Education and Adolescents Development & Participation Programme	
<b>Location</b>	Place of assignment: Lilongwe with field travel	
	<input checked="" type="checkbox"/> Home Based and with the expectation of attendance to scheduled meetings, either online or physical, pending confirmation of meeting location.	
<b>Contract Duration</b>	56 days spread over 2 and a half months	
<b>Number of working days</b>	Monthly across 2 and a half working months	
<b>Planned Start and End Date</b>	<b>From: 01 September 2023</b>	<b>To: 17 November 2023</b>

### BACKGROUND

The Ministry of Education, with support from United Nations Children Fund (UNICEF), is recruiting a consultant to provide technical assistance to the development of the Global Partnership for Education (GPE) Partnership Compact. In December 2020, the GPE Board rolled out the GPE 2025 Strategic Plan, including allocations to support GPE members and eligible countries to achieve systemwide reform through focused and evidence-based investments within the broader national educational sector investment plan. In November 2022, the Ministry of Education (MoE), in consultation with the Local Education Group (LEG) in Malawi, agreed to move forward with the rolling-out of the GPE 2025 to support the education sector, focusing on specific country system transformation priorities.

In order to operationalize this next phase, a Partnership Compact will be developed by the MoE in consultation with the LEG. The Partnership Compact will identify how different stakeholders align interests, resources, and capabilities to support priority reforms in the education sector with potential for system transformation, including addressing specific bottlenecks and finding solutions to tackle the current learning crisis, gender inequalities, and access to early childhood education.

The purpose of the consultancy is to support the MoE in developing the Partnership Compact through comprehensive partner and stakeholder consultations. In doing so, the consultant will work with the MoE and closely collaborate with UNICEF as the Grant Agency (GA), in developing and completing the Partnership Compact process, including reviewing proposed priorities in the Enabling Factors Analysis (EFA), Priority setting and, development of the Partnership Compact in accordance with GPE guidelines. As part of the process, the consultant is expected to work closely with the core technical team in the Directorate of Policy and Planning in the Ministry of Education.

### DESCRIPTION OF THE ASSIGNMENT

The objective of the consultancy is to support the MoE in developing a Partnership Compact for the Malawi Education Sector using the GPE guidelines. The specific objective of this assignment is to assist the MoE in producing, in a participatory and consultative manner, a Partnership Compact that meets

the needs and is aligned with the priorities of education sector partners and the quality standards of GPE.

The consultant will work with the core Technical Team at MoE and UNICEF as the Grant Agent to prepare key Partnership Compact documentation in consultation with MoE, the Coordination Agency, development partners, CSOs, as well as other LEG members, who will provide technical input, advice, and guidance at key junctures of the Partnership compact drafting process.

The consultant will also work closely with UNICEF as a Grant Agent and the core Technical Team at MoE to assist with the Partnership compact consultation process with partners. The consultant will also assist with collecting and reviewing key information and data to inform the compact drafting process and drafting parts of key documentation. The consultant will be selected by MoE and UNICEF, directly contracted and administratively supervised by UNICEF, and expected to work closely with the MoE, LEG, and Education Development Partner Group (EDPG) members. The MoE will lead the engagement of stakeholders to support the compact development process in accordance with work plan timings and the roadmap.

The MoE and UNICEF will form a core technical team providing support and oversight. As part of this work, the consultant is expected to closely coordinate with UNICEF and MoE, who will lead the consultative process, provide general coordination support to the LEG, and extend logistical and technical support in submitting the Partnership Compact for the GPE Secretariat and responding to GPE comments. The consultant will also prepare, as needed, other documents and reports associated with the GPE Partnership Compact development process and, as such, provide technical support and coordination as necessary in line with the development of the Partnership Compact.

## **PURPOSE OF THE ASSIGNMENT**

1. Undertake a desk review of key education strategic documents and policy frameworks not limited to the National Education Policy, National Education Sector Investment Plan-(NESIP 2020-2030), Malawi 2063, Malawi Implementation Plan 1 (MIP 1), drawing on the information resource mapping already conducted amongst LEG members and as part of the Transforming Education Summit (TES) action plan, annual Joint Sector Review reports; GPE guidelines on the Partnership compact preparation and examples of other countries' Partnership compacts. (Lead: International and national consultant with coordination from the MoE core technical team).
2. Organize two (2) consultations/ workshops with key education stakeholders (government, non-governmental, and private-sector counterparts) at the national level and three (3) at the regional levels with the involvement of decentralized levels, as well as teachers and NGOs at the sub-national level, to inform and collate their input to the preparation of Partnership compact (Lead: International and national consultant, with coordination from MoE core technical team).
3. Prepare for a series of at least three (3) consultations with key sector partners – both LEG members and private sector entities, including presentations to clearly communicate the objectives and expected results of these consultations, key questions to guide consultations, a method to capture and confirm partner ideas and financing commitments; and to ensure that key issues raised during these consultations inform the preparation of the Partnership compact.

4. Prepare two (2) rounds of drafts of the Partnership compact for the review of the LEG, and incorporate feedback received. Ensure these drafts meet GPE quality requirements in terms of structure and content.
5. Prepare and present a final compact document for the endorsement of the LEG.

### SCOPE OF WORK/OBJECTIVES

The consultant will lead the following tasks leading to developing the Partnership Compact based on the priorities as agreed in the enabling factors analysis aiming to;

- Addressing gender and other related disparities to promote equitable access to education and learning for both boys and girls.
- Improvement in foundational learning skills at pre-primary and lower primary levels to catalyze effective learning at upper primary, secondary, and tertiary levels.
- Access to pre-primary and secondary education, including for learners with disabilities through infrastructure, access to digital forms of teaching and learning, and availability of quality and quantity of teachers.

	Key activities
<b>Review key strategic documents</b>	<ul style="list-style-type: none"> <li>• Review Education Sector strategic documents, policy frameworks, and legislation governing education and development partner’s analytical work review donor project reports and strategies to better understand and position the sector priorities of improving learning, gender equality, and access to early childhood education.</li> <li>• Review the reports from the Transforming Education Summit (TES) national consultations, including the recently launched Foundational Learning Steering Committee (FLSC), from which a national action plan of commitment was developed.</li> <li>• Review the Joint Sector Review (JSR) report to understand the emerging issues in line with NESIP priorities.</li> <li>• Develop a comprehensive desk review report and a clear roadmap for the Partnership compact development.</li> </ul>
<b>Facilitate consultations with education stakeholders.</b>	<ul style="list-style-type: none"> <li>• Consult education partners and stakeholders to identify and build consensus on the proposed strategies and to seek commitment to support systemwide reform in a coherent approach.</li> <li>• Ensure consultations are arranged to create opportunities for consensus on priorities and policy dialogues on critical and emerging issues that can directly or indirectly affect the quality of education for all girls and boys.</li> <li>• The key deliverable from the consultations is a comprehensive documentation of key bottlenecks, priorities for achieving system transformation and supporting MoE’s medium to long term, as well as financing gaps to transform the education system in Malawi.</li> <li>• The consultation should document what stakeholders think are key priorities to be included in the Partnership compact in support of the MoE medium to long-term goals as articulated in the National Education Sector Investment Plan- NESIP 2020-2030 and Malawi Implementation Plan (MIP-2021-2023) and Malawi Agenda 2063.</li> </ul>

<p><b>Present a synthesis of the desk review and consultation feedback to stakeholders for prioritization.</b></p>	<ul style="list-style-type: none"> <li>• Identify priority areas and strategies for the systemwide transformation, which can inform the system capacity and transformation grant application development.</li> <li>• Present the identified priorities and strategies to education partners and stakeholders in a meeting/workshop to be organized by MoE in collaboration with UNICEF.</li> <li>• Facilitate discussion with the stakeholders to reach a consensus on key priorities and emerging issues to be included in the Partnership compact that needs to be improved to accelerate systemwide transformation.</li> </ul>
<p><b>Draft and finalize the Partnership Compact Document</b></p>	<ul style="list-style-type: none"> <li>• Draft the Partnership compact document based on the GPE proposed guidelines and outlines. The draft document shall go through proper validation channels agreed upon by MoE, LEG, UNICEF, and GPE.</li> <li>• Once the draft is presented and finalized at the country level, it will be shared with the GPE country team for feedback.</li> <li>• Further, the consultant will finalize the Partnership Compact and ensure it is presented and endorsed by the LEG and EDPG members. Following the endorsement, the Compact is submitted to the GPE board for approval while implementation and review procedures are identified. The expected outcome is the finalized Partnership Compact Document.</li> </ul>

## REPORTING REQUIREMENTS

### **To whom will the consultant report (supervisory and any other reporting/communication lines):**

- Reporting to the UNICEF Education Specialist and the MoE Director of Policy and Planning and team who will support with quality control and ownership of the process.
- The consultant will coordinate and work closely with the MoE Directorate of Policy and Planning and the UNICEF as the Grant Agent.

### **What type of reporting will be expected from the consultant, and in what format/style will the submissions of reports/outputs be made:**

- The consultant is expected to submit output- deliverables based on an agreed work plan and deliverables.

## EXPECTED DELIVERABLES

In alignment with the scope of work described above, the consultant will be expected to perform the following activities and deliverables per the proposed schedule and estimated dates below. It is envisaged that the entire consultancy will be across 2 and a half months, including review time, with work days overlapping from month to month. Note that weekends are not included as work days, and there will be no double payment for the same days should the consultant work on two different activities simultaneously.

**Deliverable #1: A concise Inception Report including a roadmap that should lead to the submission of the Partnership compact with clear timelines of approximately 10 pages, excluding annexes.**

- The inception report must contain a suggested methodology and approach for undertaking the assignment, a preliminary desk review of resource materials, including key GPE reference materials on Partnership compact development, and a draft work plan.

**Deliverable #2: Report of a comprehensive desk review of existing sector analyses, policies, and strategic plans**

- Review MoE strategic documents, frameworks, and education development partner’s analytical work and strategies to better position the sector priorities of improving learning, gender equality, and access to early childhood education.

**Deliverable #3: Consultations report, which includes comprehensive documentation of bottlenecks, priorities, and plans, as well as the financing gap of the education system in Malawi.**

- The report should include priorities identified by education partners and stakeholders focusing on the support from the GPE and other innovative financing opportunities.

**Deliverable #4: A first draft Partnership compact of approximately 25 pages, excluding annexes, in line with the GPE guidelines, incorporating key narrative and prioritization from the Enabling Factors Analysis.**

- Ensure the draft Partnership compact is informed by data collected through partner consultations. Prepare a PowerPoint presentation of approximately 10 slides to provide an overview of the first draft Partnership compact for presentation to LEG members.

**Deliverable #5: Final Partnership compact of approximately 25 pages, excluding annexes, per the GPE guidelines for submission to GPE.**

- Incorporate feedback from LEG members on the second draft of the Partnership Compact when preparing the final Partnership Compact document.

Tasks	Deliverable/Outcome (e.g., Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% of the total fee payable
<ul style="list-style-type: none"> <li>• <b>Prepare the inception report and road map and present it for validation</b></li> </ul>	<ul style="list-style-type: none"> <li>• A concise inception report and road map with timelines</li> </ul>	11 days	15 September 2023	20%
<ul style="list-style-type: none"> <li>• <b>Undertake a comprehensive desk review of existing</b></li> </ul>	<ul style="list-style-type: none"> <li>• A report of a comprehensive desk review</li> </ul>	10 days	29 September 2023	20%

<p><b>sector analyses, policies, and strategic plans</b></p>				
<ul style="list-style-type: none"> <li>• <b>Undertake consultations with relevant partners and stakeholders</b></li> </ul>	<ul style="list-style-type: none"> <li>• A consultations report which includes comprehensive documentation of bottlenecks, priorities, and plans</li> </ul>	<p>10 days</p>	<p>13 October 2023</p>	<p>20%</p>
<ul style="list-style-type: none"> <li>• <b>Develop the draft Partnership compact</b></li> </ul>	<ul style="list-style-type: none"> <li>• Draft Partnership compact is informed by data collected through partner consultations.</li> <li>• Prepare a PowerPoint presentation of approximately 10 slides to provide an overview of the first draft Partnership compact for presentation to LEG members</li> </ul>	<p>15 days</p>	<p>3 November 2023</p>	<p>20%</p>
<ul style="list-style-type: none"> <li>• <b>Final Partnership Compact document</b></li> </ul>	<ul style="list-style-type: none"> <li>• Final Partnership Compact document</li> <li>• Incorporate feedback and quality assurance from LEG members</li> <li>• Incorporate GPE feedback and quality assurance on the final draft of the Partnership Compact</li> </ul>	<p>10 days</p>	<p>17 November 2023</p>	<p>20%</p>

As the actual starting date may impact the dates estimated in the TOR, a detailed work plan with exact timeframes and actual delivery dates will be jointly agreed upon between the consultant/ and the supervisor in this case the UNICEF Education Specialist upon contract signature.

## PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in TOR
- Compliance with the established deadlines for submission of deliverables
- Quality of work
- Demonstrate high standards of cooperation and communication with UNICEF and its counterparts
- Satisfactory quality completion of each deliverable

## PAYMENT SCHEDULE

- UNICEF's policy is to pay for the performance of contractual services rendered or to effect payment upon the satisfactory completion of deliverables described in the contract.
- All payments, without exception, will be made upon certification from the contract supervisor of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoice.
- The consultancy cost is based on an all-inclusive fee basis, including professional fees, travel and living costs for approved field travel, communication, stationery, etc. – no other costs are payable. UNICEF will provide transport for all planned and approved fieldwork.

## DESIRED COMPETENCIES, TECHNICAL BACKGROUND, AND EXPERIENCE

### **Academic qualification:**

- Advanced University in Education, Social Sciences, or relevant disciplines.

### **Work experience:**

- At least 10 years of relevant experience in education sector planning and policy formulation in the Sub-Saharan Africa context.
- Experience in preparing GPE-financed plans and programmes.
- Sufficient consultancy experience in undertaking education sector-related research and development of compacts, preferably in developing countries.
- Experience in the development of policy-level documents, including those related to financial analysis and costing.

**Technical Knowledge and Skills:**

- Strong technical knowledge of education, with a specific focus on policy work, financial analysis, costing, and awareness of the Malawi Education system context. Strong analytical and conceptual thinking and knowledge in the development of strategic frameworks.
- Ability to develop new and nurture existing internal and external networks, partnerships, and relationships which deliver results.
- Ability to work effectively in a diverse and multi-cultural team to achieve goals.
- Excellent writing, communication, and presentation skills with stakeholders.
- Ability to analyze information, solve problems and make decisions in various contexts
- Good analytic and report-writing skills.
- Good reputation in capacity development of government counterparts, including facilitation of structured group work and activities.
- Ability to work under pressure and commitment to work within a tight timeframe.
- The highest levels of personal integrity and commitment to adhering to required standards of conduct.

**Language Proficiency:**

Excellent written and spoken skills in English required.

**ADMINISTRATIVE ISSUES**

UNICEF will regularly communicate with the consultant and provide feedback, guidance, and necessary support to achieve the work's objectives, as well as remain aware of any upcoming issues related to the performance and quality of work.

As per policy on consultants, the individual will be expected to complete a list of mandatory training, including policies on Prohibiting and Combatting Fraud and Corruption, Prohibition of discrimination, harassment, sexual harassment, and abuse of authority, and other relevant policies for their information and acknowledgement upon acceptance of the offer.

Before the issuance of the official contract, the individual consultant is requested to:

- Complete the applicable mandatory trainings
- Self-certify that he/she is fully vaccinated against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine. 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.

The assignment will be carried from Lilongwe with travel to districts for consultations as agreed with the supervisor. UNICEF will not provide office space for the consultant. The consultant is also expected to meet regularly with the UNICEF Education team and any other key partners and stakeholders, which will be arranged in collaboration with the Ministry of Education.



UNICEF will not provide the consultant with a laptop, data or other electronic equipment.

## CONDITIONS

- The consultancy will be for 56 working days spread over a contract period of two and a half months.
- The candidate selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.
- No contract may commence unless both UNICEF and the consultant sign the contract.
- The consultant will be based in Lilongwe, with travels to the district for consultations.
- The consultant will be paid an all-inclusive fee (professional fees, travel and living costs, stationary, communication and other miscellaneous expenses) per the stipulated deliverable and payment schedule.
- The consultant is not entitled to payment for overtime, weekends or public holidays, medical insurance, taxes, or any form of leave.
- UNICEF will provide transport for official approved in-country field trips.
- Standard UNICEF procedures will apply for invoicing and all other financial management requirements in the contract.
- Standard penalty clauses will also apply for late and poor-quality deliverables. The contract supervisor will provide the consultant with the criteria for evaluating the quality of each deliverable.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
- Consultants will not have supervisory responsibilities or authority on the UNICEF budget.
- Individuals engaged under a consultancy 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.

## HOW TO APPLY

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than five pages) demonstrating the consultant’s understanding of the assignment and approach/methodology to the assignment
3. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other costs). Complete the attached form.



Financial  
Proposal.xlsx

4. References details of at least 3 previous supervisors.