

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

<p>Title: Senior National Consultant to support the Organizational Audit of the Ministry of Education, Guyana</p>	<p>Funding Code</p>	<p>Type of engagement</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>Duty Station: Georgetown, Guyana</p>
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Purpose of Activity/Assignment: To be the lead technical national officer giving support to the International Consultant in the development and execution of the organizational audit of the Ministry of Education in Guyana

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”.¹ 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

¹ 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 **Senior National Consultant** to be the technical National Officer giving support to the International Consultant in the development and execution of the organizational audit of the MoE.

Scope of Work: The Senior National Consultant will be guided by and work closely with the Lead International Consultant, the UNICEF Education Specialist, and the Organizational Audit Committee of the Ministry of Education. He or she will be responsible for advising the International Officer on the context and nuances of programming within and across national and sub national priorities. Specifically, he or she will undertake the following tasks:

- Support the International Consultant in the development and execution of interviews and focus group discussions.
- Oversee the analysis of data and information gathered throughout the process
- Support the International Consultant in the preparation and discussion sessions on the draft and final versions of the report

Accountabilities

UNICEF will:

- Contract the Senior National Consultant who will work closely with the Chief Planning Officer and other technical teams of the MoE
- Meet with the, the Chief Planning Officer of the MoE, and the International Consultant to discuss expectations for a smooth process
- Attend briefing meetings
- Review draft reports
- Review approves the final report before final payment is made to the Consultant

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he MoE will:

- Initiate/organize meetings with MOE Officials and other stakeholders
- Prepare and inform Regional Education Officers, Departmental Heads and other stakeholders on the purpose of the consultancy and the role they are expected to play.
- Provide the consultants with letters to be presented to key stakeholders
- Provide the Consultant with all 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

Deliverable	Deadline	Payment
1. Support the design of data collection instruments	July 1, 2022	30%
2. Bi-weekly reports of progress including identification of bottlenecks	August 2, 2022	20%
3. Final Payment	August 31, 2022	50%

Budget Year:	Requesting Section/Issuing Office: <i>Programmes/ Georgetown Guyana</i>	Reasons why consultancy cannot be done by staff: <i>There is no staff available</i>	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
Consultant sourcing: <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		Request for: <input checked="" type="checkbox"/> New SSA – Institutional Contract <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension: Not applicable			
Supervisor: Education Specialist	Start Date: June 27,2022	End Date: August 31, 2022	Number of Days (working) 50

Budget Line	Unit Staff	Unit Rated in USD	Total
Estimated Consultancy fee	1 staff x 55 days		
Travel Local (please include travel plan)	To be Paid by the MoE		
DSA (if applicable)	To be paid by the MoE		
Total estimated consultancy costsⁱ			
<p>Minimum Qualifications required:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>1. Enter Disciplines:</p> <p>Postgraduate qualifications in education administration, planning or development economics</p> <p>In-depth knowledge of the structure and organization of the educational administration in Guyana</p> <p>At least ten (10) years experience of working within the educational administration, ideally at various positions, including senior positions</p>	<p>Knowledge/Expertise/Skills required:</p> <p>A good understanding of key developmental issues in Guyana or the Caribbean Region</p> <p>Experience with designing and supporting the implementation of education policies and plans</p> <p>Experience in drafting quality strategic documents, Excellent English communication, report writing, analytical and presentation skills;</p> <p>Excellent proven interpersonal and organizational skills with the ability to facilitate timely and effective coordination among multiple agencies and stakeholders at the local, sub-national and national levels</p> <p>A responsible and flexible attitude</p> <p>Strong coordination and peoples skills;</p> <p>Demonstrated ability to work in teams</p>		
<p>Administrative details:</p> <p>Visa assistance required: <input type="checkbox"/></p> <p>Transportation arranged by the office: <input type="checkbox"/></p>	<p><input type="checkbox"/> Home Based <input checked="" type="checkbox"/> Office Based: in the MoE</p> <p>If office based, seating arrangement identified: <input type="checkbox"/></p> <p>IT and Communication equipment required: <input type="checkbox"/></p> <p>Internet access required: <input type="checkbox"/></p>		

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)