

TERMS OF REFERENCE

Assignment Title: International Consultancy for the preparation of Operational Plans for the new Education Policy

Duration: 30 days distributed in 3 months

Nature of contract: International Consulting - Individual Contract (IC)

Country: Cabo Verde

Expected date of recruitment: September 2016

Due date for submission of applications: 10 August 2016

I. BACKGROUND

Over the past 10 years, Cabo Verde has concentrated its efforts on the development of various strategic and guiding documents of its development policy in all societal cross sections issues taking into account the achievement of the objectives of growth and poverty reduction and the implementation of the new 2030 transformation agenda.

Among these documents, it is to highlight the Strategic Plan for Growth and Poverty Reduction (DECRP), a planning tool that articulates the different sectoral policies and development strategies, based on strategic objectives, where human capital and institutional strengthening capacities result from the adjustments on the education system in order to increase the capacity and employability.

On the other hand, but still within the same goal the new Education Policy (Annex 1), approved by the Council of Ministers on 28 January 2016. The new policy document presents an integrated vision of education, i.e., from pre-school to higher education, integrating technical and vocational training, and in a life cycle approach and consolidation of investment in human resources. The proposed guidelines are based on measures identified from the diagnostic analysis on the situation of education in Cabo Verde (Annex 2) developed by a team comprising the three Ministries, at the time directly involved in the education sector, namely i) Ministry of Education and Sports; ii) Ministry of Higher Education, Science and Innovation; and iii) Ministry of Youth, Employment and Human Resources Development. The process also included participation of other partners, among which it is to highlight the Ministry of Finance through the National Planning Department, the Directorate-General of Treasury and the National Institute of Statistics.

During this process a costing model for education in Cabo Verde (on the horizon of 2025) was developed - an instrument of support to the arbitrations which backed up the policy decisions contained

in the new Education Policy. This costing model should also provide the basis upon which the operational plans will be built.

The diagnosis of the education system allowed the identification of constraints and nature of constraints which cause the unbalance between the efficiency levels required and the achieved results desired. Thus, the new education policy takes into account the current context of the country's economic and social development and elects as its foundation guidelines, the equity and a coherently organized policy in a context of financial sustainability.

In this respect, the Education Policy proposes as priorities and approaches to improve the quality and relevance of education and training services offered by i) improving the learning and students' skills in basic education (highlighting the role of pre-school and taking into account the work developed in this sector, in particular the program for Early Childhood), ii) improving the learning and skills of students from 7th to 10th grade to ensure a significant reduction of failures and dropouts, iii) where the vocational training is required to play an enhanced and systemic role, iv) improving the quality and relevance which also includes higher education. The same Policy also requires a major effort to efficiency and system management, improved methods of organization efficiency and make some savings without compromising the quality of services provided and the design of a new management structure and gradual implementation.

The changes following the parliamentary elections on March 2016, with a new government and new government program, introduce new elements in the context of the work and in the Educational Policy Charter, so a setting work for the alignment of Policy Letter with the new government program is ongoing and should be taken into account for this consultancy.

The materialization of these guidelines requires action and operational plans that enable effective coordination between the different subsystems and takes into account the particular sectorial specificities. It is within this context, that the United Nations Children's Fund (UNICEF), in the framework of the Global Partnership for Education (GPE), supports Cabo Verde on the development of coherent policy documents and based on evidence for the implementation of actions aiming to improve educational quality.

II. CONSULTANCY OBJECTIVES

The purpose of this consultancy is to prepare, using a methodology that ensures broad participation of the different sectors and civil society, three Operational Plans (2017-2020) for the implementation of the new Education Policy. These plans should cover all Sectors of Education: pre-school, basic education, secondary education, vocational training and higher education and should aim to, on the one hand, respond to the weaknesses identified in the diagnosis and, on the other, allows the results sought to be achieved aiming at quality in the mid and long terms.

Specific objectives:

- a) Identify the operational and priority actions/interventions for the implementation of the policy guidelines issued by the Charter of Education Policy for each sub-sector;
- b) Prepare budgeted plans based on the costing model taking into account the rationalization of costs *a priori* considered "superfluous" in education converging the sectors of pre-school, basic, secondary schools, vocational training and higher education.
- c) Propose mechanisms for monitoring and evaluation of the new education policy consistent with the system;
- d) Define the institutional and coordination framework as well as funding mechanisms and system management;
- e) Write the final document integrating the operational plans under the new education sector plan in the light of the new Education Policy.

III. METHODOLOGY

The preparation of the Action Plan and the respective operational plans shall be based on a detailed and scheduled work proposal specifying the activities to be developed.

The methodology should include, among other actions:

- a) A comprehensive document review, including the legislative process, the Education Sectoral Analysis and the Costing Model; the analysis in the framework of Early Childhood, the new Education Policy, different government policy documents, as well as statistical information and other studies conducted in that period, relevant to this process;
- b) Conduct individual and/or group interviews with the key institutions and partners involved in the process implementation;
- c) Organization and facilitation of in-depth work of construction of operational plans with the sectorial and national teams, integrated by the ministries mentioned above;
- d) Presentations and analysis with the Local Education Group; Implementation of socialization actions and validation of the Plan integrating the main partners involved in its execution;

IV. Results/Expected Outcomes

The main expected outcomes are:

An Action Plan integrating the three Operational Plans for the implementation of the new orientations issued by the new Education Policy: 1) A plan for basic and secondary education, with a clear link with the Program for the Development of Early Childhood (PAPI); 2) A plan for professional training which proposes interventions for effective job opportunities for those who want to follow a

technical vocational track and contributes to the flow regulation in the intermediate component of the system; 3) A Plan for Higher Education.

The plans must contain a basic structure comprising:

- a) Background and the main path to constraints based on sectoral diagnosis;
- b) The performance principles, goals, strategic and intervention actions based on activities accurately budgeted and scheduled for the period 2017-2020;
- c) The institutional framework for intervention, coordination and partnership and responsibility;
- d) The planning chronogram;
- e) The mechanisms for monitoring and evaluation;
- f) The budget for implementation, monitoring and evaluation.

V. Duration, Outcomes and Payments

The consultancy will last thirty (30) days of work over three months. The technical proposal must provide a detailed schedule, including missions deemed necessary.

Outcomes and Payments

Results	Outcomes	Chronogram	Payment
Signing of Contract			
An Action Plan integrating the three Operational Plans for the implementation of the new guidelines issued by the Educational Policy Charter.	Detailed methodological remarks, including the revised work schedule and approved by the Monitoring Committee.	One week after the signing of contract	20%
	Draft action plan and three validated Operational Plans for presentation/public discussion by the Technical Monitoring Committee	45 days after signing of contract	40%
	Final version of the Three validated Operational Plans including comments from the public consultation	5 days counting from the end of the workshops	40%

VI. Consultancy Conditions, Required Skills and Experience

An individual contract will be established with an individual (Consultant), who could subcontract other(s) consultant(s) to ensure complementarity and to carry out this work knowing that the costs should be included in the *lump sum* of the financial proposal and whose profile matches the requirements defined in this ToR. Also note that in the eventuality of subcontracting the curricula to be submitted must be approved by UNICEF Cabo Verde, in accordance with the provisions of paragraph 7 of the conditions of service stipulated by UNDP¹. It is intended that the consultant's proposal should unequivocally reflect proven technical and experiential competencies in the sectoral areas of direct link to this consultancy, namely: pre-school education, basic and secondary education; vocational and technical training; and higher education.

The following profile is required:

- Advanced Education (Master's degree or higher) in Social Sciences, Educational Sciences, Economics or related field;
- Minimum of 10 years demonstrating proven experience in the field of strategic planning, particularly in Education and/or related fields;
- Proven experience in developing similar works;
- Ability to work in Portuguese and proficiency in French and/or English.

Other competences include:

- Team working abilities and adaptability to cultural diversity, and interaction with diverse groups;
- Clear and effective communication skills;
- Helping to create an open communication environment. Providing oral/written information in a timely, effective and easy manner. Preparing written material in a manner that requires little or no editing or correction by others;
- Expertise in developing programs and policies results-oriented;

Under the institution policy in promoting gender equality, female candidates are strongly encouraged.

¹ Note that in Cabo Verde UNICEF is part of the Joint Office of UNDP, UNFPA and UNICEF, and procurement rules is doing according to UNDP procedures, Office support agency.

General Conditions of Contract for The Services of Individual Contractors: 7. SUBCONTRACTORS: In the event that the Individual contractor requires the services of subcontractors to perform any obligations under the Contract, the Individual contractor shall obtain the prior written approval of UNDP for any such subcontractors. UNDP may, in its sole discretion, reject any proposed subcontractor or require such subcontractor's removal without having to give any justification therefore, and such rejection shall not entitle the Individual contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of his or her obligations under the Contract. The Individual contractor shall be solely responsible for all services and obligations performed by his or her subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

VII. Institutional Provisions

UNICEF through the Head of the Human Resources Development Unit and the Social Sector Reform will coordinate and supervise this consultancy in close articulation with the Director-General of Planning, Budget and Management of Ministry of Education and Sports and the National Director of Education. A Technical Committee consisting of representatives from the Ministry of Education and Sports, (which now also includes the Ministry of Higher Education, Science and Innovation), the IEFPP and from the Directorate-National of Planning, will follow all the consultancy process. Members of other national or international institutions may be invited to join this Committee. The approval of the consultancy outcomes falls under the responsibility of this technical committee.

UNICEF and the Ministry of Education and Sports will provide the Consultant an office space if necessary, particularly during the field mission in Praia. On the other hand, all the logistics for the organization of the validation workshops will be provided by ME/UNICEF, in articulation with the consultant. Additionally, these two institutions are responsible for making available the necessary support for the holding of meetings/appointments with national institutions.

VIII. Criteria for Proposals Evaluation

Applications will be evaluated according to the following scoring criteria:

- **Qualifications and methodology (70 points)**
 - **Curriculum analysis (40 points)** divided into: Academic Qualification (**10 points**); Experience in planning areas related to Education (Primary, Secondary), vocational training and higher education (**15 points**); Proven experience in developing similar studies (**15 points**).
 - **Quality of Technical Proposal (30 points)**, namely: a) Proposal adequacy including the Terms of Reference (**10 points**); b) Methodological approach, including the work plan (**20 points**). It is worth stressing that the proposals will be analyzed taking into account the same basic elements compared, namely the integration of the technical tracks in the different domains and subsystems as requested.

- **Financial Proposal - 30 points**

IX. Submission of applications

All applications should be submitted to the email address procurement.cv@cv.jo.un.org indicating the following reference "International Consultancy for the preparation of Operational Plans for the new Education Policy" by *10 August 2016 16H00 (Cabo Verde time) COB*.

The application dossier must include the following:

1. The consultant's Curriculum, mentioning detailed qualifications, experience and skills. UN P.11 form filled. If the consultant intends to subcontract other elements he/she must also provide their specified curricula vitae for review. References specified in P11 should be available and containing information for reference check;
2. A methodological description that presents in a clear, precise and concise manner the management and organization scheme of this exercise, the process/approach, tools and tasks to be carried on;
3. A financial proposal (*lump sum*) including the fees, travel costs (in particular for missions, living allowance and others) considered inherent to the consulting. The financial proposal shall indicate the overall amount of the proposed all-inclusive (LUMPSUM), and shall be presented according to the breakdown costs as per template provided in Annex. The fees shall be set taking into account the level and degree of consultant's experience according to the United Nations standards and depending on the range they have adopted. The technical proposal must be presented separately from the financial proposal; otherwise the application will not be considered;
4. A letter confirming the interest and availability for the consultancy (Template for Confirmation of Interest and Submission of Financial Proposal).

For further information or clarification, please send an email to Debora.sousa@cv.jo.un.org

Attachments to TDR

- *Template Letter of Confirmation of Interest and Availability*
- *Financial Proposal Template*
- *New Education Policy*
- *Sectorial Analysis of Education in Cabo Verde – more effective and adaptable services for growth and employment.*

Terms of reference approved by:

Nélida Rodrigues

(Head of Human Capital Development – Joint Office of UNDP/UNFPA/ UNICEF)

Praia, July 20th 2016

