



Nações Unidas
CABO VERDE
Juntos na acção



Terms of reference

Recruitment of a consultant for the Definition of a school Supervision and management model for Cabo Verde

Type of Consultant: Consultant with International Experience

Terms of Contract: Individual Contract

Location: Cabo Verde

Expected starting date: December 2016

Duration of the consultancy: 40 days within 3 months

Closing Date: 05th December 23:59 CPV time

I. Context e Justification

The building of a suitable education system to give answers to the demands of a modern and cosmopolitan society open to the world requires appropriate schools to face these challenges. A basic condition to achieve this desideratum is through a school management system that can ensure efficiency and effectiveness. Despite the administrative and educational evaluation that the system may be subject to, the concept of school management is recent. However, its role is very important to enable the school to respond to the current demands of social life, to educate citizens and also allow students to acquire skills and capabilities needed to social inclusion and sustainable development. In view of these requirements, the response of the education system is done largely through a profound reflection on the consequences and implications, in political terms, priorities, models and practices developed, since the Cabo Verde has committed to expand free basic and compulsory education to height years.

The new Education Policy defines the strategic orientations for the next ten years, regarding the resource allocation and management for each subsystem towards efficiency, quality and equity. In this context, the school management system is important to improve the institution's overall functioning and its articulation with the community, the quality of teaching and learning that enables the development of students' knowledge level and the promotion of social equity. In Cabo Verde, the educational management system performance is especially fragile. The diagnosis of the education system identifies the existence of variation between schools, as regards i) the results, related to student flows (repetition and dropouts or learning) and ii) in the school context, as regard student social context or human and material resources available. Regarding this, the new Educational Policy stresses the need for close and structured link between the Ministry of Education, schools, local authorities and communities in order to build a model that places the child/student at the center of the system

In this context, the annual work Plan signed between the UNICEF and the Ministry of Education for 2016 foresee the recruitment of a consultancy to support the MoE in the definition of a new Management School Model (pedagogical, administrative and supervisory) for Cabo Verde. This new management model should be based on the new directives of the new Education Policy.

II. Objectives

From a detailed analysis of current school management and supervision mechanism it must be defined a model able to respond to challenges and sectoral strategic guidelines in an integrated perspective, equity, transparency, accountability and control.

In this framework, the specific objectives are:

- Identification of gaps in the current supervision and school management system from a detailed study and definition of a school management and supervision model for Cabo Verde in the integrated school management system for (preschool, primary and secondary);
- Definition of a school management and supervision mechanisms and operational tools (human resource, administrative and pedagogic);
- Identification of the stakeholders' roles and responsibilities in the educational system in an integrated management perspective;
- Identification of guidelines and supporting documents for the preparation of educational institutions legal and regulatory framework for management, as to administrative supervision, pedagogical and educational.



Identify mechanisms supporting: (i) pedagogical management, (ii) administrative management, (iii) planning and school organization, (iv) supervision, followed by school results evaluation process, (v) school results management and (vi) school daily life management, including school environment and culture considered important for strengthening school management.

III. Methodology and Technical Approach

The methodology must include:

- Review of documents and reports on the subject;
- Field research, including stakeholders' interviews and focus groups with managers, teachers and students.

IV. Consultant Profile

- Advanced academic degree (Bachelor, MSC or PhD) and professional background in fields related to Education, Social Sciences or related areas
- A minimum of 5 years of relevant experience in Education is required;
- International experience in similar works;
- Experience in similar work on educational structures supervision or management;
- Proficiency (oral and written) in Portuguese;
- Good knowledge of English or French;
- Experience in managing teams;

V. Management and Organization

The consultancy is supervised by the Head of Unit of Human Capital Development in coordination with National Education Directorate of the Ministry of Education. A Technical Committee to monitor the process and validate the consultancy outputs will be constituted and coordinated by the National Education Directorate. The Technical Committee also includes representatives from national institutions directly committed to the area as well as UNICEF Country Office.

The Technical Committee will be responsible for:

- Provide the required information for the job;
- Validate the methodology and work plan;
- Validate the methodological tools;
- Ensure follow-up in all work stage;



- Supervise the preparation process and assure stakeholders mobilization;
- Approve the final outputs prior to workshop validation;

VI. Results

From this consultancy are expected the following results, which will affect payments to be made:

- Analysis report of the current Supervision and School Management System;
- Final document comprising the proposal for a new Supervision and School Management system with mechanisms and tools (as defined in the objectives).

The table below describes the results and deadlines that must be strictly observed:

Outputs	Period	Payment
1. Methodological note and work plan approved by the Technical Committee	5 days from contract signing date	20%
2. Preliminary analysis report of Current Supervision and Management System approved by the Technical Committee	45 days from the methodological note approval	40%
3. Preliminary proposal document for the Supervision and school management system with mechanisms and tools		
4. Final analysis report of the current Supervision and School Management System	10 days from the Technical Committee sending subsidies	40%
5. Final proposal document on Supervision and School Management System with mechanisms and tools		

VII. Work place and Duration

The consultancy is performed partly by distance and partly in Praia - Cape Verde, with visits to Municipalities (according to information needs and to the proposed working methods).

Approximate duration: 40 days distributed in a maximum of three (3) months.

VIII. Applications' Evaluation Criteria

Applications will be assessed according to the criteria and ensuing scores:

- Analysis of the Curriculum Vitae (**30 points**) - divided by i) academic qualifications (5 points); ii) experience in Education planning and management (15pts); iii) experience in similar work (10pts);
- Quality of the technical proposal (**40 points**) divided by i) alignment with the reference terms (10pts); and ii) methodological proposal, including the work plan (30pts).
- Financial Proposal - 30 points.

IX. Application Process

Interested consultants must submit their application to the Joint UNDP, UNFPA and UNICEF Operating Services Office, at email address: procurement.cv@cv.jo.un.org, until the 5th December 2016 - 11.59pm local time (Cabo Verde).

Incomplete applications or applications received after the closing date will not be accepted.

The dossier should include the following elements:

1. Curriculum Vitae, which must include the qualifications, experience and detailed expertise.
2. P.11 form filled (*annex*).
3. A methodological note presenting with clarity and precision the organization and work management, procedure, tools and tasks to accomplish.
4. A calendar of activities, taking into account the deadline, which is 40 working days over a maximum period of three (3) months.
5. A financial proposal, that includes fees, travel, visa and other consulting expenses (Lumpsum).
6. A cover letter confirming the interest and availability for the consultancy (*annex*).

