Request for written proposal

Date: 27 March 2020

Request to submit a written proposal for a work assignment with UNESCO

UNESCO is inviting written proposals for a work assignment. To enable you to prepare a proposal for this assignment, please find attached the following documents:

(a) Terms of Reference (see attachment A)

Your written proposal should comprise of:

(a) A Technical Proposal consisting of
   − an up to date curriculum vitae, and
   − an approach and a methodology for the assignment, a work plan and comments on the Terms of Reference if any (in brief)

(b) The amount to be charged for the assignment, which should be quoted in US dollars or in euros only.

All proposals should fully explore the use of technologies and online consultations in the design of the approach and methodology.

The physical meetings and workshops mentioned in the Terms of Reference are subject to change, depending on the travel recommendations and health advice from Member States.

Your proposal and any supporting documents must be in English.

UNESCO places great emphasis on ensuring that the objectives of the work assignment, as described in the Terms of Reference, are met. Accordingly, in evaluating the proposals for the assignment, attention will focus first and foremost on the technical elements. From those proposals deemed suitable in terms of the criteria in the Terms of Reference, UNESCO shall select the proposal that offers the Organisation best value for money.

Your proposal should be submitted by e-mail no later than close of business (18:00) on 10 April 2020. E-mail proposals should not exceed 5MB.

The e-mail address is: unevoc.hr@unesco.org

It is the individual’s responsibility to ensure that his/her proposal is received by the deadline.

Thank you for your interest in this UNESCO assignment. We look forward to receiving your proposal.
Terms of Reference

1. Background
The Better Education for Africa’s Rise II (BEAR II) project is a joint initiative of UNESCO and the Republic of Korea, being implemented from 2017 to 2021. The project supports five Eastern African countries (Ethiopia, Kenya, Madagascar, the United Republic of Tanzania and Uganda) to: (i) make their technical and vocational education and training (TVET) systems more relevant to the needs of the economy and labour market; (ii) enhance the quality of TVET programmes and institutions; and (iii) improve the perception of TVET among young people, enterprises and society.

Among others, one of the cross-country proposed activities under the BEAR II project focuses on the development of capacities of institution-level managers and administrative staff. The aim is to increase the number of change agents equipped with leadership and management competencies to perform strategic functions, and implement their institutional vision and mission in close alignment with the national education and training policies and strategies.

Building on the achievements and lessons learned of previous capacity-building programmes targeting leaders – including the UNEVOC TVET Leadership Programmes (Global and Regional), the capacity-building programme for the Skills and Technical Education Programme (STEP) in Malawi (2018), and other projects including the Skills for Innovation in TVET (i-hubs) initiative – the UNESCO-UNEVOC International Centre will support the implementation of regional and national-level capacity-building programmes that target principals, managers and senior administrative officials of TVET institutions from the five BEAR II countries.

2. Duties/tasks and expected outputs
Under the overall authority and supervision of the UNESCO-UNEVOC Project Team, and in close collaboration with the UNESCO Regional Office for Eastern Africa in Nairobi and BEAR II National Project Officers (NPOs) in participating countries, the Consultant/Contractor [hereafter referred to as the Lead Consultant] will support the implementation of the capacity-building programme. Specifically, the Lead Consultant will undertake seven major assignments, each with specific tasks as follows:

2.1. Assignment 1: Develop capacity-building programme strategy and work plan
2.1.1. Formulate the overall strategy and work plan based on input from UNESCO-UNEVOC, the UNESCO Office in Nairobi and BEAR II NPOs
2.1.2. Conduct meetings (virtual or physical) with national stakeholders to validate the strategy and project direction

2.2. Assignment 2: Design training needs analysis for selected countries
2.2.1. Lead an online meeting with BEAR II NPOs and national experts to discuss and establish the parameters of the training needs assessment to be conducted in the five BEAR II countries
2.2.2. Design a training needs assessment survey tool based on the established parameters

2.3. **Assignment 3: Implement the training needs analysis survey tool in selected countries**
   2.3.1. Guide a pool of national experts to conduct the training needs assessment, using the survey tool developed in Assignment 2
   2.3.2. Synthesize the results of the training needs assessments conducted in the five BEAR II countries and additional information collected by national experts in a final report

2.4. **Assignment 4: Design and develop training schemes and resource materials**
   2.4.1. Determine the content areas of the training schemes of the five BEAR II project countries, based on the profiles and training needs assessment results from Assignment 3, and keeping in mind the overall strategy agreed in Assignment 1
   2.4.2. Conduct, in collaboration with national experts, a careful review of existing training materials – including those from the national Centres of Excellence –, keeping in mind the training needs of target countries
   2.4.3. Based on the training schemes and existing resources, facilitate and monitor the development of training modules that correspond to the training needs of the target BEAR II countries

2.5. **Assignment 5: Implement a regional training workshop**
   2.5.1. Manage the implementation of one five-day regional training workshop targeting participants from Centres of Excellence and priority institutions. The workshop should: (i) address higher stratégic-level needs of selected management personnel; (ii) help validate the training materials and approaches developed in Assignment 4; (iii) build the capacities of facilitators that will deliver training in the national training workshops; and (iv) facilitate opportunities for regional knowledge sharing and networking. The Lead Consultant shall:
      2.5.1.1. Manage the implementation of certain modules and ensure the quality of the training delivered by experts and implementing partners (e.g. UNEVOC Centres)
      2.5.1.2. Develop and implement a survey tool to monitor and assess the usefulness of the training delivered, including the quality and relevance of the training modules and approaches used
   2.5.2. Review the training materials and approaches following the regional training workshop, taking into account feedback received from participants and implementing partners

2.6. **Assignment 6: Implement national training workshops**
   2.6.1. Facilitate five national training workshops targeting mid-to-senior level management officials (administrators, principals and board members) in the five BEAR II countries. The workshops will target 60 participants per BEAR II country. Training workshops will be conducted in sequence and each workshop will be implemented over a five-day period. The Lead Consultant shall:
2.6.1.1. Manage the implementation of selected modules and supervise training delivered by Centres of Excellence, experts and implementing partners

2.6.1.2. Develop and implement a survey tool to monitor and assess the usefulness of the training delivered, including the quality and relevance of the training modules and approaches used

2.7. **Assignment 7: Monitoring, evaluation and follow-up**

2.7.1. Facilitate a follow-up workshop to share the results of the surveys, discuss challenges to the implementation and conduct additional training

2.7.2. Submit a comprehensive report on the results and impact of the capacity-building programme, the challenges to its implementation, and a set of recommendations. Outline a model to develop and implement similar capacity-building programmes in other countries

3. **Deliverables and target dates**

The assignment will require 150 working days from the Lead Consultant over a period of 18 months, starting from May 2020 to October 2021. The Lead Consultant is expected to deliver the following major outputs. Payments shall be made according to the delivery and acceptance of deliverables specified in the following:

3.1. **Deliverable 1 – Strategy and work plan**

3.1.1. Comprehensive strategy for building the capacity of mid-to-senior level management officials

3.1.2. A work plan with the following documents

3.2. **Deliverable 2 – Training needs assessment survey tool**

3.2.1. Meeting minutes of the online consultation

3.2.2. Final training needs assessment survey tool

3.3. **Deliverable 3 – Training needs assessment report**

3.3.1. Meeting minutes from consultations in five BEAR II countries

3.3.2. Final training needs assessment report

3.4. **Deliverable 4 – Development of draft training modules**

3.4.1. List of draft training modules produced

3.5. **Deliverable 5 – Implementation of regional workshop**

3.5.1. Short report on the implementation of the regional workshop

3.5.2. Copies of finalized training modules produced

3.6. **Deliverable 6 – Implementation of regional workshop**

3.6.1. Short report on the implementation of the national workshops

3.6.2. Monitoring and assessment survey tool

3.7. **Deliverable 7 – Final workshop report**

3.7.1. Final project implementation report
Missions:
In order to perform the tasks, the Lead Consultant will be undertaking several missions to target BEAR II countries. The physical meetings and workshops mentioned in the Terms of Reference are subject to change, depending on the travel recommendations and health advice from Member States.

Prior to undertaking his/her missions, the Lead Consultant shall complete the following mandatory security training courses and obtain the appropriate certificates.

Upon completion of the BSAFE security training, a certificate will be issued online, and this certificate should be submitted to UNESCO-UNEVOC. The Lead Consultant will be responsible for making his/her own travel arrangements. In this context, a lump sum will be issued for travel expenses including air tickets and DSA. The DSA includes compensation for local transport in the countries. The travel lump sum will be paid in three instalments.

4. Qualifications
Candidates who meet the following criteria are eligible to submit a comprehensive proposal for undertaking the work, with a lump sum fee.

- At least 10 years relevant professional experience
- Relevant work in developing TVET systems or institutions in an African context (or any equivalent TVET management-related work completed in an African country)
- Proven track-record for developing manuals, resources or similar tools for capacity building and training of management-level professionals at the highest level of quality
- Willingness to mobilize the support of other Experts in TVET field and establish a working structure with them in order to deliver the expected results of the project
- Ability to provide managerial as well as advisory assignment bringing critical input to a project or programme or assuming senior level responsibilities
- Ability to analyse complex issues or develop new methods and/or approaches, which require identification and the in-depth examination of technical factors
- Ability to provide solutions to technical problems or formulates proposal for intervention
- Ability to formulate clearly and concisely using the English language
- Good knowledge of the French language is an asset

5. Other specifications
The Lead Consultant shall respect the time and technical specifications of the deliverables, shall ensure that the level of English in all deliverables is of a high standard, and shall take into account UNESCO’s Style Manual for the presentation of English-language texts intended for publication by UNESCO.

All rights related to the services provided by the Lead Consultant under this contract, including rights of ownership and copyright are vested in UNESCO, which alone holds all rights of use.