**UNITED NATIONS CHILDREN'S FUND (UNICEF)**

**CALL FOR INSTITUTIONAL EXPRESSIONS OF INTEREST (EOIs)**

**MINISTRY OF EDUCATION, YOUTH AND SPORT LEADERSHIP PROFESSIONAL DEVELOPMENT PROGRAMME**

**Issuance of the EOI:** 12 April 2021

**Submission Date :** 30 April 2021

**Email EOI to:** ksok@unicef.org and phnompenhsupply@unicef.org

**Tentative Evaluation of Responses and Shortlisting:** 7 May 2021

**Tentative Discussions with Shortlisted Candidates:** 10-12 May 2021

**Tentative Issuance of RFP:** 21 May 2021

**Tentative Start Date of Contract:** June 2021

**1. PURPOSE OF EXPRESSION OF INTEREST (EOI)**

UNICEF Cambodia is seeking Expressions of Interest (EOI) from well-established institutions (consultancy firms, universities, etc.) for the provision of services to develop a professional development programme to provide MoEYS with capacity development and leadership training opportunities to enhance its overall managerial competencies, with an emphasis on the diverse needs and advancement of women leaders. **2. BACKGROUND**

**2. PURPOSE OF THE PROFESSIONAL DEVELOPMENT PROGRAMME**

**2.1 Background**

The Capacity Development Partnership Fund (CDPF) is a long-running partnership between the Ministry of Education, Youth and Sport (MoEYS) in Cambodia, the European Union, the Swedish International Development Cooperation Agency (SIDA), the United States Agency for Development (USAID), the Global Partnership for Education (GPE) and UNICEF. The purpose of the CDPF, currently in its third phase, is to support the realization of the two policy priorities identified in Cambodia’s MoEYS’ Education Strategic Plan (ESP) 2019-2023: (i) to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; and (ii) to ensure effective leadership and management of education staff at all levels. Support provided through the CDPF is focused on the Ministry’s reform priorities as outlined in the ESP and the Capacity Development Master Plan (CDMP), which establishes a plan of action to support the realization of these two policy priorities.

The latest CDMP (2020-2024), the development of which supported by the CDPF, was finalized in February 2021. This roadmap recognizes the importance of effective leadership by identifying several capacity development strategies and activities. The plan also emphasizes gender mainstreaming as a cross-cutting issue, critical to strengthening capacity across all sub-sectors and reform areas, including education management reforms. The plan serves as a blueprint for MoEYS and its partners, identifying strategic investments in capacity development at the organizational, institutional and individual levels.

In addition to the development of the CDMP, MoEYS undertook a functional review of its central level departments and directorates in 2019-2020. This work was undertaken with technical assistance from CDPF. The functional review was undertaken to enable identification of organizational inefficiencies and areas for organizational improvement; and, at the same time, to identify areas where upgrading professional capacities is needed to help to address inefficiencies.

The functional review delivered a comprehensive analysis of sufficient depth and quality to help guide the prioritization of the public administration reform processes in the education sector. Specifically, the functional review aimed to improve education delivery and resulted in numerous recommendations and actions to prioritize in the immediate and medium term. One of the major recommendations concerned the need to upgrade/strengthen MoEYS managerial capacity to improve the overall efficiency and effectiveness of MoEYS from an organizational standpoint. The review recommended an examination of varying individual and organizational competency needs and the provision of professional development opportunities to MoEYS managers to address those needs.

Reflecting MoEYS’ commitment to an inclusive workforce, and in support of ensuring effective leadership and management, the third phase of the CDPF includes a new area of work specifically targeting the gap in gender equitable leadership within MoEYS. One of the pillars of this new area of work is the development and implementation of professional development training opportunities targeted at women in leadership, promoting work towards gender equality within MoEYS. The need for such a programme was also identified through a participatory Gender Audit of MoEYS, completed in early 2020[[1]](#footnote-2). Work on strengthening gender equality and women’s leadership in MoEYS through providing access to sustained professional development opportunities has been endorsed by the Steering Committee since 2019.

**2.2 Purpose and Objectives**

The MoEYS Leadership Professional Development Programme will consist of two distinct components: one focused on providing specific capacity development to meet the needs of women in leadership roles at targeted Provincial Offices and a second component catering to the professional development needs of MoEYS central level managers (male and female).

The expected outcomes of this project are:

* women leaders at the subnational levels of MoEYS[[2]](#footnote-3) demonstrate enhanced technical and professional competencies (having undertaken tailored professional development activities); and
* improved competencies among MoEYS central level leadership[[3]](#footnote-4) providing them with improved ability to meet the demands required of their professional positions.

With the goal of developing the MoEYS’ Leadership Professional Development Programme that meets the needs of these two interrelated components, the objectives of this assignment are to:

* conduct targeted training needs assessments (TNA)[[4]](#footnote-5) of MoEYS personnel participating in the programme (both male and female);
* develop and implement a tailored professional development programme for central level MoEYS managers, both men and women, that responds to the results of the TNA, and with reference to recommendations from the CDMP 2020-2024 and the Functional Review;[[5]](#footnote-6)
* develop and implement a professional development programme that is tailored to respond to the professional and technical competency needs of women in leadership positions at the central and subnational levels of MoEYS;
* develop and implement a training programme that uses varying learning approaches to capacity building, including face-to-face, blended and fully online modalities;
* guide both men and women leaders in effectively utilizing their professional and technical competencies throughout their professional development through proven coaching and mentoring techniques;
* foster an environment of peer support for all participants, but especially among the cohort of women leaders across central and sub-national levels; and
* collaborate with the appropriate entities within MoEYS and the Royal Government of Cambodia (RGC)[[6]](#footnote-7) to work towards sustainability of this and future targeted training programmes for MoEYS personnel, and women in particular.

**3. SCOPE OF WORK**

It is expected that the scope of work of this programme will be finalized during programme development by the institution in consultation with MoEYS and UNICEF. At the central level of MoEYS there are approximately 750 junior, middle and senior managers eligible under this programme. This scope will be narrowed based on need, availability and commitment of MoEYS personnel. At the subnational levels of MoEYS this programme provides approximately 40 women in leadership positions at Provincial Offices of Education across five provinces (including Phnom Penh) with professional development training.

**4. PROFESSIONAL DEVELOPMENT PROGRAMME APPROACH AND PERIOD OF ASSIGNMENT**

**4.1 Approach**

Several steps are expected as part of this assignment:

* Step 1: Establishment of a consortium of partners: due to the wide range of possible technical and leadership competencies to be included in this programme, it is expected that the lead service provider institution (contractor) will collaborate with local, regional and international institutions to build a consortium of service providers that are able to meet the requirements of all professional development activities. This lead service provider will be responsible for all aspects of collaboration among the consortium of service providers, including financial management;
* Step 2: Training needs assessment: identify male and female leaders within the MoEYS and their immediate professional development needs, with reference the functional review’s management performance indicators and learning objectives and in line with the CDMP 2020-2024;
* Step 3: Delivery of the programme over a two-year period: the lead service provider is expected to work with MoEYS and UNICEF for approximately two-years to implement a professional development training programme covering the following two components:
  + *Component 1 - MoEYS Leadership Training*: The contractor will develop and implement a training programme for MoEYS central-level junior, middle and senior managers (men and women), using the findings and recommendations from the Functional Review. Professional development courses should be relevant and easily applicable to participants’ profession, be appropriate for individually assessed needs and offered at a range of skill levels; and
  + *Component 2 - MoEYS Subnational Women in Leadership Training*: the training programme will be developed and tailored for women in leadership positions at the subnational levels of MoEYS, with reference to the specific needs of women leaders identified in a survey of subnational MoEYS personnel; and within the Functional Review.
* Step 4: Development and implementation of a Monitoring, Evaluation and Learning (MEL) framework: the MEL plan will focus on collecting information throughout the program which assists in the development and expansion of future training programs. It must be in line with the CDPF Phase III M&E Plan, the timing of CDPF annual progress reporting, and clearly demonstrates how it is linked with, and advances, relevant capacity development priorities of the CDMP 2020-2024.

Under both components of the programme it is expected, where possible, that:

* Case-based professional development training and innovative capacity development approaches will be utilized, including coaching and mentoring and on-the-job training;
* the training programme will respond directly to the CDMP 2020-2024 capacity development priorities, challenges and gaps through appropriate tailoring of training activities;
* the Market Scoping Assessment[[7]](#footnote-8) will be used as a reference to assist with the identification of appropriate service providers to be subcontracted for specific capacity building activities not provided by the lead servicer; and
* training delivery modalities will include a mix of face-to-face, blended and fully online approaches, to respond to the new COVID19 operating context.

The menu for training for each of the components will be based on a training needs assessment of MoEYS personnel participating in the programme; identified CDMP priorities, the Functional Review recommendations. However, based on feedback from potential training participants to date, the MoEYS’ Leadership Professional Development Programme could include the following areas of focus, among others:

* Relationship management (organizational awareness and communication)
* Financial and operational management
* Leadership, coaching and mentoring
* Analysis and reporting
* English language courses
* ICT courses[[8]](#footnote-9)

**4.2 Assignment Period**

The MoEYS Professional Development Programme is expected to be developed and implemented over the course of approximately 2 years (24 months) with programme tender awarded and development commencing in June 2021.

**5. DESIRED TEAM COMPOSITION AND PROFILE**

Qualified institutions (consultancy firms, universities, etc.) that have the capabilities to meet the following requirements and are available for the professional development programm period indicated, are invited to submit an EOI.

UNICEF is looking for one lead service provider institution, preferably with experience in human capacity development using gender mainstreaming approaches. Due to the wide range of services this assignment calls for this institution may choose to establish a consortium of multiple providers with specialized experience in fields of training referenced and in delivering a training through a variety of approaches. If a consortium arrangement is proposed by the institution, that institution will be responsible for verifying that all the service providers referenced within a consortium arrangement are suitable to meet the tasks required in this Expression of Interest.

The lead service provider institution must demonstrate:

* at least 10 years of practical experience organizing diverse professional development and individual capacity development programmes for national government institutions;
* experience coordinating multiple providers and/or professionals under one complex programme delivering professional development activities, including financial management of such a partnership;
* experience in professional development for education, women in leadership, and women in government;
* experience in implementing professional development programmes in South East Asia and Cambodia;
* experience in delivering innovative, blended and/or mixed-approach training;
* experience developing and organizing training for beneficiaries with a wide range of needs and learning levels;
* previous assignments from similar organizations such as the UN, development banks;
* positive references from clients; and
* experience working with the Royal Government of Cambodia, is desirable.

The lead service provider institution must identify a team leader with:

* an advanced university degree in human resource development, education, development studies, business, or related discipline;
* at least 10 years of relevant professional experience in designing and delivering professional development training programmes, including the use of a variety of delivery approaches;
* excellent teamwork and collaboration skills;
* excellent verbal and written communication skills in English
* experience in South East Asia preferable; and work experience in Cambodia considered an asset; and
* demonstrated experience coordinating multiple partners under one contract.

All other service provider institutions must demonstrate:

* at least 5 years of practical experience with diverse professional development and individual capacity development programmes in national government institutions;
* preference will be given to experience in professional development for education, women in leadership and/or women in government;
* ability to conduct innovative, blended and/or mixed approaches training;
* preference will also be given to providers with experience implementing professional development programmes in South East Asia and in Cambodia;
* experience in all areas the provider intends on conducting the professional development training;
* experience developing and organizing training for applicants with a wide range of needs and learning levels;
* previous assignments from similar organizations such as the UN, development banks;
* excellent written and verbal communication skills, in Khmer or with ability to ensure simultaneous interpretation and translation to Khmer (including for any training materials).

All training instructors must:

* appropriate certifications and qualifications for the relevant areas they will be training in;
* at least 3 years’ of practical experience delivering training in relevant areas of technical and leadership competency skills;
* demonstrate experience helping trainees utilize the skills learned during training in their job activities; and
* be comfortable delivering training using a variety of modalities including in person, blended and fully online.

. **6. SUBMISSION OF EXPRESSION OF INTEREST (EOI)**

Interested institutional entities are encouraged to complete and submit the attached EOI form. EOIs should be sent to ksok@unicef.org and phnompenhsupply@unicef.org, no later than **5:00 pm (Phnom Penh) on 30 April, 2021**. Please quote “LEADERSHIP PROFESSIONAL DEVELOPMENT PROGRAM” as the subject in your correspondence.

Kindly note that this EOI does not constitute a solicitation. We do not require bids or proposals at this stage; we merely seek your expression of interest in participating in the tender. A response to this Call for EOI does not automatically ensure that you will be selected to participate in the tender. Further details on the evaluation can be sent to interested parties upon request. Terms of reference (TOR) will be provided to those vendors invited to submit a full proposal by way of a Request for Proposal for Services (RFPS). Following the RFPS, short-listed institutional entities will be invited to participate in an interview.

UNICEF reserves the right to change or cancel requirements at any time during the EOI and/or solicitation process. UNICEF also reserves the right to require compliance with additional conditions as and when issuing the final tender document.

If you have any additional questions about this EOI, please email Ms. Sok Keang ksok@unicef.org Emails only, please; calls will not be returned.

**7. EVALUATION CRITERIA**

The EOIs will be assessed according to the following criteria:

1. Experience of bidder to meet the proposed work (50 points)
2. relevance of organization’s understanding of the work (20 points)
3. suggestions on how to deliver the assignment (30 points)

UNICEF Cambodia – Expression of Interest Form

**Professional Development Programme for Leadership of the Ministry of Education, Youth and Sport**

Please fill-in the form (up to 5 pages total) and submit to: ksok@unicef.org & phnompenhsupply@unicef.org

Full Name of Institutional

Entity:

Type of Entity:

User Salutation:  Dr.  Ms. Mr.

First Name:

Last Name:

Job Title/Role in Entity:

Mobile Phone Number: (please include country & city code)

Fax Number: (please include country & city code)

Contact E-mail Address:

Mailing Address:

City:

State:

Postal Code:

Country:

Address of Internet Website:

Alternate Contact Person:

**Please answer the following mandatory questions:**

1. **Describe in no more than 5 pages the organisation’s understanding of the work and suggestions on how to deliver the assignment and the relevant experience and qualifications to undertake the work.**

Please note: The duration of the assignment will be from July 2021 to June 2023.

1. **Confirmation that your entity:**

* **Has no on-going litigation with the UN;**

* **Is not currently removed/invalidated or suspended by the United Nations or UN system organisations;**

* **Shall declare if it currently employs or anticipates employing any person(s) who was/were employed by the UN.**

1. Participatory Gender Audit of Cambodia’s Ministry of Education, Youth and Sport, May 2020 [↑](#footnote-ref-2)
2. Current scope is approximately 40 women leaders in five MoEYS Provincial Offices of Education. [↑](#footnote-ref-3)
3. There are approximately 750 (150 women and 600 men) managers currently in targeted positions (i.e. positions identified in the Functional Review as in need of managerial capacity development). Interested institutions will be responsible for working with MoEYS and UNICEF to create a manageable scope of participants based on need, availability and commitment. [↑](#footnote-ref-4)
4. Note that extensive TNA and survey work has already been undertaken, so any TNA would need to be a ‘light’ process, with the view to filling information gaps evident in existing documentation. [↑](#footnote-ref-5)
5. All interested parties will be provided the CDMP 2020-2024 and the functional review of MoEYS. [↑](#footnote-ref-6)
6. Appropriate RCG and MoEYS counterparts include, but are not limited to, MoEYS functional review working group, MoEYS gender working group and master trainers, and may include the National Institute of Education, the Royal School of Administration and the Ministry of Women’s Affairs Department of Gender Equity. [↑](#footnote-ref-7)
7. Market scoping assessment of national and regional capacity development service providers for education sector professionals in Cambodia was completed in November 2020 and can be provided to organizations who submit an EOI. [↑](#footnote-ref-8)
8. These example competencies have been drawn from the functional review recommendations as well as a small survey needed areas of capacity development most needed by MoEYS subnational leadership. [↑](#footnote-ref-9)