1. Background

The Capacity Development Partnership Fund (CDPF) is a long-running partnership between the Royal Government of Cambodia, the European Union, the Swedish International Development Agency (SIDA) and UNICEF. In 2018, the United States Agency for International Development (USAID) and the Global Partnership for Education (GPE) joined the partnership. The purpose of the CDPF is to support the realization of two policy priorities identified in the Ministry of Education Youth and Sport’s (MoEYS) Education Strategic Plan including: (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. To realize these two policy priorities, the CDPF provides support to capacity development priorities for the education sector as articulated in the Ministry’s Master Plan on Capacity Development (CDMP) 2019-2023 (to be developed).

CDPF Phase III (2018-2021) will continue to support the realization of the strategic priorities as articulated in the Education Strategic Plan 2019-2023 and the Master Plan on Capacity Development 2019-2023 (to be developed). Support from the CDPF will continue to be operationalized through the Annual Operational Plans prepared at national and sub-national levels. It was observed during implementation of prior phases of CDPF that women’s involvement in the education delivery system has remained largely at the lower levels of the public education service, mostly in teaching in preschools and primary schools. Higher up in the system, women are not well represented in leadership and management roles. Although more gender-disaggregated information about the public education workforce has become available, capacity for gender analysis and for translating gender analysis into action to promote gender equity within the education public service has remained limited within MoEYS.

Globally, there is evidence that a diverse and inclusive workforce, regardless of size and industry, generates tangible benefits, such as increased efficiency, productivity, innovation, creativity and improved employee engagement. A diverse workforce typically produces a more holistic analysis of the issues an organisation faces, and spurs greater effort and motivation, leading to improved decision-making and more inclusive and equitable service delivery.¹

In the third phase, CDPF will prioritize investments to promote MoEYS’ efforts to make its organizational and technical leadership more gender-equitable. To achieve this strategic outcome, CDPF in the

medium term will contribute to the achievement of the intermediate outcome of improved participation of women in leadership and management roles within MoEYS and the education system more broadly.

This strategic outcome has been introduced to the CDPF, however, is yet to be included in the Capacity Development Master Plan. Regardless, the CDPF will continue to advocate for a stronger gender focus in future sector planning documents. Closing gender gaps in the education sector specifically, and in public administration more generally is a critical area of work. In this context, important areas of focus will be: (i) to provide support for gender-responsive planning and budgeting by central and sub-national education authorities; (ii) the promotion of gender-equitable technical and policy leadership within the education workforce; and (iii) support for institutional reform to close gender gaps within education sector public administration.

The focus on closing gender gaps within MoEYS, and the education workforce more broadly, will be made on the understanding that equal participation of women and men, especially at decision-making levels, is a necessary condition for inclusive and gender-responsive public administration systems that have significant impact on daily life, including in schools, on children and communities. The CDPF will also advocate for gender equality to be explicitly recognized by MoEYS as part of the education sector’s overall strategy, guiding planning and management in the sector.

2. Purpose of the assignment

The overall aim of a participatory gender audit is to promote organizational learning and action on how to realize gender-equitable management and leadership, particularly in relation to the formulation and implementation of MoEYS’ human resource-related policies; and to assess and identify practical and tangible opportunities for existing policies to be strengthened in their formulation and application to provide gender-equity within the public education workforce. The assignment will be carried out collaboratively by two consultants contracted by UNICEF – an international and national consultant. However, the recruitment will be done separately by UNICEF for these two positions.

This participatory gender audit should involve examination and assessment of a range of areas from a gender-equity perspective, which may include, but not be limited: (i) key human resource management and development related policies; (ii) employment processes and structures; (iii) career development opportunities; (iv) work place structures; (v) work-life balance; and (v) organizational culture.

In undertaking the gender audit, the consultant will be required to research, consider and present good practice regional examples (and global examples where appropriate), preferably from the education sector, of cases where human resource development measures have been applied within the public sector to promote gender-equity in the workforce, including gender-equitable leadership and management.

The outcomes of this audit will assist MoEYS to integrate gender equity into institutional workforce planning and management, human resource strategies and policies, and activate leadership support and cultural change to build a more inclusive work environment.

3. Assignment tasks

The participatory gender audit of MoEYS will primarily focus on examining human resource development and management policies and processes at national level. More limited time will be spent on examining these matters at sub-national level.

The key tasks related to this assignment include:

1. **Inception report** – Develop an inception report and work plan (of approximately 20 pages, excluding annexes). The report will include review of relevant legislation, policies and programme documents in education in Cambodia, methodology, sampling plan and data
collection tools, list of stakeholders to be consulted, and a detailed work plan (including local travel) among others items. The report will also include a comprehensive risk assessment that spells out risk mitigation issues the assignment will address and specify both design features and tactical actions that will be employed to address them.

2. **Preliminary gender audit report** with methodology, list and breakdown of interviewees and focus group participants, findings, initial recommendations, and copies of all tools used. The preliminary report (of approximately 25 pages, including an executive summary and excluding annexes) will be circulated for feedback amongst relevant partners. The preliminary report with the findings should be vetted with relevant stakeholders through a validation workshop in Phnom Penh, for which a succinct PowerPoint presentation will be prepared (containing approximately 20 slides).

3. **Final gender audit report and action plan** that includes findings with high level strategic recommendations to inform MoEYS’ preparation of the next capacity development master plan from a gender equity perspective; and specific and practical recommendations to contribute to the formulation of the work plan for CDPF Strategic Outcome 5 concerning gender equitable leadership. Furthermore, the specific and practical recommendations should be translated into an action plan, containing: (i) specific follow-up activities, (ii) indicators to monitor outcomes, and (iii) a designation of who is responsible for implementation. The report, including action plan, should be of approximately 40 pages, including an executive summary and excluding annexes. The final report should also be presented in a succinct PowerPoint slide format as well (containing approximately 20 slides) via skype.

4. **Presentation of results** to formally present and share findings and recommendations; this will be through a PowerPoint presentation as part of a stakeholders’ forum in Phnom Penh.

**4. Expected deliverables**

Under the supervision of the CDPF Education Specialist, and with strategic guidance from the Chief of Education, the Consultant will be responsible for producing the following deliverables:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Estimated number of working days</th>
<th>Deliverable Completion Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inception report</td>
<td>10 days</td>
<td>3 weeks from start of contract (est: mid-August 2019)</td>
</tr>
<tr>
<td>2. Preliminary gender audit report</td>
<td>36 days</td>
<td>1.5 month from submission of first deliverable (est: end of September 2019)</td>
</tr>
<tr>
<td>3. Final gender audit report and action plan</td>
<td>31 days</td>
<td>1.5 month from submission of second deliverable (est: mid-November 2019)</td>
</tr>
<tr>
<td>4. Presentation of results</td>
<td>7 days</td>
<td>1 month from submission of third deliverable (est: mid-December 2019)</td>
</tr>
</tbody>
</table>

The consultant will be expected to collaborate closely with a national consultant who will be contracted directly by UNICEF and possesses the necessary skills and qualifications to assist in the participatory gender audit. The consultant will be contracted by UNICEF for a maximum period of forty (40) working days.

**5. Payment schedule linked to satisfactory deliverables**

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Payment directly linked with satisfactory deliverables</th>
<th>Reporting Requirements for each deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inception report</td>
<td>10%</td>
<td>• Inception report including work plan in English in Word and PDF formats</td>
</tr>
</tbody>
</table>

3
2. Preliminary gender audit report
25%
- Preliminary report in Word and PDF formats, in English
- Annexes to the report
- Succinct presentation in PowerPoint
- Payment invoice

3. Final gender audit report and action plan
25%
- Final gender audit report and action plan report in Word and PDF formats, in English and Khmer
- Annexes to the report
- Draft presentation in PowerPoint
- Payment invoice

4. Presentation of results
40%
- Final presentation in PowerPoint
- Final presentation of results report in Word and PDF formats, in English
- Annexes to the report
- Payment invoice

Travel costs related to the completion of consultancy deliverables will be included in the consultancy contract. However, payment will be prorated based on the actual travel cost (for international travel) and actual travel days (for travel to the provinces) estimated in this described ToR. No additional fees shall be paid outside of the consultancy contract. Payment should be directly linked with satisfactory deliverables at specific time intervals and as certified by the contract supervisor.

6. Location and duration

The duration of the assignment will be for eighty-four (84) working days from July 2019 to December 2019. The Consultant is expected to work in-country for an estimated fifty (40) working days; including and a maximum of fourteen (14) working days conducting field missions in the provinces. The national consultant will be available to support for a maximum period of forty (40) days.

7. Qualifications of successful candidate

The applicant will be expected to collaborate with a national consultant recruited separately by UNICEF to achieve the deliverables of this assignment.

The key competencies, technical background, and experience required from the international candidate include:
- Advanced university degree in human resource development, gender, education, social sciences, or international development, or similar field.
- At least 8 years of strong technical skills in gender, research and ability to support countries especially on gender assessments or reviews.
- Substantive and programmatic experience in gender issues, with an understanding of social change, is essential.
- Demonstrated experience in using the evidence base on gender in shaping and implementing programmes.
- Strong analytical skills in gender programme design and assessment, ideally at the national level.
- In-country experience or experience in gender related programming in South East Asia is highly desired.
- Excellent inter-personal, mentoring, facilitation and communication skills.
- Excellent English language written and spoken skills are required.
- Able to work to meet deadlines.
- Computer literacy and presentation skills.
The consultant will be responsible for covering all costs and logistics for all aspects of the assignment, including interpretation and field travel. The consultant will have to identify his/her own working space while in Cambodia. However, if the consultant needs to have access to an office desk in UNICEF Cambodia (Phnom Penh), and access to UNICEF resources and facilities, it will have to be discussed in advance with the contract supervisor.

8. Contract supervisor and other stakeholders
The consultant will report directly to UNICEF CDPF Education Specialist, who will be responsible for final review of the deliverables and certification of payments to the Consultant. UNICEF’s Chief of Education will provide strategic direction and orientation to the consultant, as required.

9. Penalties for underperformance
Payment of fees to the Contractor under this contract, including each instalment or periodic payment (if any), is subject to the Contractor’s full and complete performance of his or her obligations under this contract with regard to such payment to UNICEF’s satisfaction, and UNICEF’s certification to that effect.

Performance indicators: Consultants’ performance will be evaluated against the following criteria: timeliness, quality, and relevance/feasibility of recommendations for UNICEF Cambodia.

10. Termination of contract
This contract may be terminated by either party before its specified termination date by giving notice in writing to the other party. The period of notice shall be five (5) business days (in the UNICEF office engaging the Contractor) in the case of contracts for a total period of less than two (2) months and fourteen (14) business days (in the UNICEF office engaging the Contractor) in the case of contracts for a longer period; provided however that in the event of termination on the grounds of impropriety or other misconduct by the Contractor (including but not limited to breach by the Contractor of relevant UNICEF policies, procedures, and administrative instructions), UNICEF shall be entitled to terminate the contract without notice.

11. Submission of applications
Interested candidates are kindly requested to apply and upload the following documents to: http://www.unicef.org/about/employ/

1. Letter of Interest (cover letter) with indication of applicant’s ability, availability and start date
2. CV or Resume with explaining how your background and experience are relevant to the consultancy work assignment and the qualifications, competencies, knowledge and skills
3. A technical proposal with the proposed methodology for undertaking this assignment, along with a high-level work plan with timelines. The technical proposal should also include a summary of how the support and the expertise of the national consultant will be optimized during the assignment
4. Samples of work undertaken (at least two) that demonstrate strong technical skills in gender, research and ability to support countries especially on gender assessments or reviews
5. Your fee proposal or price proposal by indicating daily rate (in US$) to undertake the terms of reference above, including travel costs, insurance and accommodation and other related costs. Applications submitted without a daily rate will not be considered.
6. The contact details of three referees.

Deadline for applications is Friday, 30th of June 2019.