



## **Maldives Learning Advancement and Measurement Project (LAMP: P172631)**

### **Ministry of Education**

Republic of Maldives

## **TERMS OF REFERENCE**

### **International Consultancy for Capacity Building of QAD School Review Team (10 members) for Efficient Quality Reviewing - Overseas Training (Procurement Ref: MV-MOE-306989-CS-CQS)**

#### **Background**

The Government of Maldives (GoM) has an Education Sector Plan (ESP) endorsed by the Local Education Group (LEG) under implementation. This is the central step required for financial assistance from the GPE. The ESP has four main goals. The first goal is to improve learning for all through equitable access to quality education. The main results of the GoM seeks to achieve under this goal are to ensure that all children from preschool through grade 12 are enrolled in school, learning gaps across atolls are reduced, and overall learning outcomes are improved. The second goal is to provide youth and adults with the necessary skills for employment, decent work and entrepreneurship. The third goal is to ensure equitable access to lifelong learning and a quality higher education for all. The fourth and final goal is to strengthen the system for efficiency to deliver high quality education. The Maldives Learning Advancement and Measurement Project (LAMP) will support the first goal by promoting strategic initiatives to improve learning outcomes in foundation and primary education, with a special focus on the atolls where learning levels are lowest.

#### **Components of the LAMP**

The LAMP is organised into three main components.

*Component one: Strengthening Curriculum Implementation:* is designed to strengthen curriculum implementation and improve learning outcomes in key subjects, English, mathematics and Dhivehi at the Foundation and Primary Education stages. To ensure equitable access to learning, this component is also designed to provide support for children with SEN and students at risk.

*Component two: Improving Teacher Education and Development:* is designed to improve teacher quality and performance; with initiatives aimed at improving both pre-service teacher education and continuing professional development of teachers. The Project will help the GoM to develop SBPD to continuously improve teacher motivation, pedagogical skills, competencies and performance. In addition, the Project will help enhance the quality of pre-service teacher education programs offered by the MNU, IUM, and non-state HEIs.

*Component three: Advancing the Measurement of Student Learning and School Performance:* is designed to advance the measurement of student learning and school performance; with specific initiatives aimed at modernising the system for learning assessment and developing the school QA system.





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**Background of the Assignment**

The quality of education in the Maldives at all level is a major challenge of the education system; thus, the Government of Maldives is taking steps to address these challenges. Established in 2014, the School Quality Assurance and Accountability Framework (SIQAAF), has progressed to become the main initiative in the Maldivian school system, with the focus of improving and ensuring school quality. The SIQAAF includes school reviews (a 3 year cycle), School Self Evaluations (SSE) (annually), and priority reviews (when required). The Child Friendly Baraabaru School (CFBS) Framework based on five dimensions was developed and incorporated into the SIQAAF as an evaluative tool. The aforementioned CFBS provides school leaders, teachers, parents, and other school community members, as well as Ministry of Education (MoE) with a practical tool for assessing the extent to which the various elements of “quality” are consistently and observably practiced in schools. In addition to this, the SIQAAF guides the development of School Improvement Plans (SIP) for improvement and accountability.

The Quality Assurance Department (QAD) was established under the MoE in 2016, whose main role is to monitor the quality of education for compliance and to support the schools to achieve these standards. Quality assurance helps to support schools and build expertise and capacity in the education system to deliver positive outcomes for students. Through sharing, understanding, and applying standards and expectations, quality assurance helps to raise standards and expectations and levels of consistency across teachers and schools. As such, the QAD is looking to introduce a wide range of activities to ensure that high standards are maintained and outcomes improved for students. These include establishing a system for monitoring for compliance with quality standards, school self-evaluation, and planning for improvement at the central level and school level.

The QAD has started evaluating and reviewing the schools in Maldives to ensure that they are equipped with competent staff, sufficient resources, and have financial stability with a conducive learning environment. As such, the QAD is conducting school reviews across the country, with a target of completing all the schools in a three year cycle. School reviews refer to a planned systematic monitoring procedure to determine the present status and condition of the schools. The finding of the school reviews are shared with the stakeholders, emphasising the areas for improvement and immediate attention. This is the only whole school monitoring activity currently carried out in the schools.

The QAD aims to support schools in strengthening their accountability to achieve higher levels of education outcomes. In this regard, strengthening planning at school level, developing school improvement plans and operational plans focusing on curriculum, teaching, learning and assessment, staff development, and resource use will be initiated annually.





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The Analytical Report of Issues and Challenges on External School Reviews (March 2018) reveals that to implement the mandate of the QAD effectively the school reviewers require their capacity to be strengthened.

### **Objective and Scope of the Work**

The QAD seeks the services of a qualified and experienced international Consultancy Firm to conduct capacity development training for trainers, on efficient quality review for a selected team of school reviewers consisting of 10 professionals. The main objective of this Consultancy is to strengthen the capacity of the school review team on the evaluating and reviewing process of the schools, which must include technical support, field visits, and networking opportunities for the participants.

### **Methodology & Expected Output**

The Consultancy Firm is expected to deliver a detailed training module with a training activity schedule. The training must include technical support, field visits, and networking opportunities for the participants. The details of the expected technical support, field visits, and networking support to be provided by the Consultancy Firm are:

#### ❖ Technical Support:

- Equip the participants with the Quality Assurance Procedure of the host country/institution; and
- Quality Assurance Procedure must include the Quality School Review Framework and tools, reporting and feedback mechanism, data collection, interpretation and data usage, intervention mechanism and follow up mechanism of the school review process.

#### ❖ Field Visits:

- Arrange visits to central (national level/institution level) and school level quality assurance department to explore their methods of school reviewing or evaluation; and
- Arrange a minimum of 2 school visits to explore how the schools work for improvement.

#### ❖ Networking:

- Provide networking opportunities to establish a collaborate network among the school reviewers of the Maldives and the school quality assurers of the host country/institution, for future technical support.





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**Major activities, deliverables, timeframe, and remuneration schedule:**

Expected deliverables and timeline of the Consultancy are given below. The payment shall be made based on acceptable deliverables as per the below schedule. The payment is inclusive of all incurred expenditure related to the Consultancy, as stated in the financial proposal to be submitted by the Firm selected from the evaluation process (as per the selection criteria given below), and as agreed by the MoE and the World Bank.

Major activities	Deliverables	Timeframe	Payment %
a) Contract signing.	Signed Contract.	Upon signing the Contract.	10%
b) Make necessary preparations to conduct the training, including the tasks stated in the additional requirements of the ToR.	Necessary preparations to conduct the training, including the tasks stated in the additional requirements of the ToR completed.	4 person-weeks from date of contract signing.	10%
c) Conduct ToT for a duration of 2 person weeks, for 10 participants and award training completion certificate to all participants, with training content covered, according to the training outline approved by the QAD.	ToT of 2 person weeks for 10 participants conducted and training completion certificate with training content covered, awarded to the participants according to the training outline approved by the QAD.	2 person-weeks	80%

**Expected Results**

By the end of the program, participants will gain the following:

- ❖ Technical Support:
  - Equipped with the Quality Assurance Procedure of the host country/institution;
  - and





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- Quality Assurance Procedure includes the Quality School Review Framework and tools, reporting and feedback mechanism, data collection, interpretation and data usage, intervention mechanism and follow up mechanism of the school review process.
- ❖ Field Visits:
  - Visited to central (national level/institution level) and school level quality assurance department to explore their methods of school reviewing or evaluation; and
  - A minimum of 2 schools visited to explore how the schools work for improvement.
- ❖ Networking:
  - Networking opportunities to establish a collaborate network among the school reviewers of the Maldives and the school quality assurers of the host country/institution, for future technical support.

### **Selection Criteria**

#### **Firm**

- Proven record of timely deliverables of previous work with at least a minimum of 2 successfully completed contracts in the field of school reviewing and quality assurance. (Allocated points: 50).
  - Successfully completed 2 contracts: 25 points
  - For each additional contract completed successfully, an additional 5 points will be awarded, until a maximum of 50 points.
- Program proposal will be evaluated as below (Allocated points: 50):
  - Training Methodology (Allocated points: 20)
    - Lectures: 5 points
    - Discussions: 5 points
    - Activities: 5 points
    - Field visits: 5 points
  - Training Contents (Allocated points: 30)
    - Sharing experience with quality assurers of the host country/institution: 5 points
    - Quality School Review Framework and tools: 5 points
    - Reporting and feedback mechanism: 5 points
    - Intervention mechanism: 5 points
    - Follow up mechanism: 5 points





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- Alignment of the program proposal with the objectives, methodology, and expected output as stated in the ToR: 5 points

**Key Staff**

In order to successfully carry out the Consultancy services listed above, the consultancy firm must have minimum 4 key staff who must meet the following qualifications and requirements.

- Team Leader must have at least a postgraduate degree (Master's or above) in Education Leadership and Management or related field of study.
- 3 staff with at least a Bachelor's Degree in Education Leadership and Management or related field of study.
- Key staff must have at least 3 - 5 years of experience in the field of Quality Assurance.

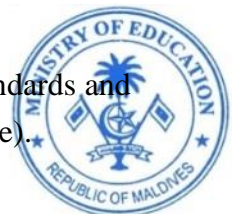
**Schedule of completion and payment, and procedure of review and approval of deliverables**

The Consultancy is expected for a period of 2 person-months commencing from the date of signing the agreement. The completion of deliverables will be overseen by the designated focal of the QAD, tasked with overseeing the work of the Consultancy Firm. Each deliverable must be submitted to the designated focal of the QAD by the Consultancy Firm and approved by the designated focal of the QAD. Once the deliverable is approved by the designated focal of the QAD and informed to the LAMP PMT, payment shall be made upon submission of the invoice to the LAMP PMT by the Consultancy Firm.

**Additional requirements**

The firm must make the following arrangements for the participants:

- Arrangements for lodging (including accommodation and food (except for mealtimes outside of training/exposure trip(s) times) for the participants. Payment for lodging will be paid by the participants at check-out from the hotel, at the end of the training;
- Travel for the participants to and from place of lodging and training venue (must be included in the Consultancy fee);
- Travel for the participants to and from field visit venue (must be included in the Consultancy fee); and
- Food for participants during training/exposure trip(s) times (must be included in the Consultancy fee);
- Venue for training and exposure trip(s) which conforms to safety and health standards and are conducive environments for training (must be included in the Consultancy fee).



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Visa and travel arrangements for the participants to and from the Maldives to the host country shall be made by the MoE. The selected Firm must provide any required assistance to complete the arrangements. Lodging arrangements must be done as per the rates provided by the MoE.

**Duty of Care**

The Firm shall implement measures for the health and safety at the workplace, training place, networking venue(s) and place(s) for the field visit(s) for its employees and participants of the training program. Such measures shall include:

- Implementation of a safe workplace and procedures, procurement of secure tools and equipment for working/training, and ensuring the continued safety of the same;
- Provide safe materials to work/train with;
- Provide or arrange for the appropriate medical care for its employees/trainees injured while carrying out/participating in the project;
- Arrange the facilitation of first aid to its employees/trainees in emergencies or accidents; and
- Implement and facilitate for the employees/trainees to adhere to the WHO recommended and host country mandated COVID-19 health and safety measures throughout the training program.

