Terms of Reference

CONSULTANT – STRENGTHENING OF SCHOOL-BASED MANAGEMENT (SBM)

Republic of Maldives
Enhancing Education Development Project (EEDP)
Ministry of Education (WB Grant # H841-MV)

Background

1. The Government of Maldives has received financing from the World Bank for Enhancing Education Development Project to enhance and strengthen strategic dimensions of education access and quality. The Ministry of Education, Government of Maldives (GOM) has proposed a project to support the development of the education sector in the Maldives. The Maldives Enhancing Education Development Project (EEDP) is organized under three components: (a) national level education development; (b) school level education development; and (c) project management, monitoring and evaluation, and policy analysis. These components and the activities under them were prepared through a process of consultation and collaboration with the Ministry of Education; the Ministry of Finance and Treasury; the atoll education agencies; public and private employers; public and private education institutions; academics; and school principals, teachers, parents and students. The components and activities are also based on the findings and recommendations of the Bank’s programmatic Education Sector Reports: Human Capital for a Knowledge Society: Higher Education in the Maldives, an Evolving Seascape (2011); and Human Capital for a Modern Society: General Education in the Maldives, an Evolving Seascape (2012).

2. The project development objective is to enhance and strengthen strategic dimensions of education quality and access. The project would consist of the following components:

- **Component One: National Level Education Program Development**
  - National Assessments of Learning Outcomes for Policy and Program Development
  - Management and Leadership Development of Staff in the Education Sector
  - Learning Environment Enrichment of Secondary Schools

- **Component Two: School Level Education Program Development**
  - School-Based Management (SBM)
  - Modernizing Quality Assurance for School Improvement
  - Strengthening School-Based Teacher Professional Development
  - School Quality Assurance and Teacher Development Awards (QATDA)

- **Component Three: Project Coordination, Monitoring and Evaluation, and Policy Analysis**
  - Education Strategy and Program Development
  - Project Coordination, Monitoring and Evaluation
3. The World Bank will provide financial assistance for the project. The Ministry of Education is preparing the project through a core-team. The Policy Planning and Research Section (E section) of MOE will be in charge of coordinating the preparation and implementation of the project.

4. There are implementation agencies in the Ministry of Education. Consultant will work under the supervision of the School Administration (SA) and National Institute of Education (NIE). SA is in charge of school administration and school policy including SBM. NIE is in charge of providing training and workshop related to SBM.

5. The country has promoted school-based management (SBM). Under SBM, the main decision-making authority has been devolved to principals and teachers. Each school has a Senior Management Team (SMT) consisting of the school head, deputy heads, and leading teachers. In addition, under SBM each school has a School Board, consisting of representatives of school stakeholders including parents and local communities. The MoE has clarified the roles and responsibilities of Schools Boards under school-based management, and the roles and responsibilities of the SMTs of schools, as well as the mechanisms by which these two sets of school authorities interact.

6. SBM is a new initiative in the Maldives, and members of SMTs of schools and Schools Boards need training and capacity building in the aims and objectives of SBM, the roles and responsibilities of the various school level agencies, and the variety of actions that can be taken under SBM to improve the effectiveness and performance of schools. Consultant will assist the MoE train and strengthen the capacity of SMTs of schools and Schools Boards to take the school-based management initiative forward efficiently. Attention will be given to the differences in abilities of principals, leading teachers, school boards and stakeholders, across the various atolls and islands, in the training and capacity building work.

Objective

7. The objective of this assignment is to support Strengthening School Based Management (SBM) in the country.

Scope of Services

8. Consultant will carry out, *inter alia*, the following tasks:

- Interact, communicate and coordinate with different units and stakeholders involved in school-based management.
- Facilitate SBM progress, conduct field visits, analyse activity performance, highlighting problem areas, and assist with the preparation of relevant documentation and activities and reviews.
- Carry out analyses of SBM-related data from School Administrative Section (SA Section) and the National Institute of Education (NIE), and produce the reports.
- Organize workshops, seminars and conferences for sharing of knowledge, best practice, and SBM progress.
• Any other duties assigned by the Director-General SA and NIE.

**Required Qualifications and Experience**

9. In order to successfully carry out the tasks listed above, the consultant is required to have the following qualifications and experience:
   • At least a Master’s Degree in Education, Education Planning and Management, education policy or a relevant discipline.
   • At least 5 years of experience in education operations for complex projects.
   • Extensive experience in school-based management.
   • Experience working with different government units and agencies, and familiarity with relevant government procedures and regulations.
   • Prior experience in World Bank funded projects, especially in the education sector, will be an advantage.

**Other Competencies**

10. In addition to the required qualifications and experience, consultant will have the following competencies:
   • Strong organization, co-ordination and teamwork skills.
   • Strong client orientation and skills in promoting stakeholders' participation in the project.
   • Excellent verbal and written communication skills in English, and the ability to prepare high quality reports in English.
   • Proficiency in the use of MS Office, basic statistical software, email and the internet.
   • Ability and willingness to travel to the Atolls for field visits to oversee project implementation.

**Institutional Arrangements**

11. Consultant will work in SA Section of the MoE and report to Director-General of SA and NIE. S/he will work closely with staff from all agencies and units involved in the EEDP.

**Remuneration**

12. Negotiable

**Duration of services and terms of payment**

13. The service is for a period of two months. The consultant will be hired as a specialist/consultant under the project and will be paid on completion of assignment in accordance with the agreed rate.