

## **TERMS OF REFERENCE**

### **Individual Contractor**

#### **1. Assignment Information**

<b>Assignment Title:</b>	International Consultant for development of project proposal on local governance in Cambodia
<b>Cluster/Project:</b>	Programme Unit
<b>Post Level:</b>	Specialist
<b>Contract Type:</b>	Individual Contractor (IC)
<b>Duty Station:</b>	Home-based with one mission (up to 15 consultancy days) to Cambodia
<b>Expected Place of Travel:</b>	Phnom Penh and up to three selected provinces
<b>Contract Duration:</b>	35 working days: 14 July to 30 September 2017

#### **2. Project Description**

The ACES Project –Associations of Councils Enhanced Services Project– is being jointly funded by UNDP and the European Union. The project aims to turn the Cambodian associations of sub-national councils into effective organizations able to efficiently represent the interests of their members and provide services to them. Presently, there are two sub-national councils associations in Cambodia: i) The National Association of Capital and Provincial Councils (NACPC) representing 25 Capital and Provincial Councils and ii) The National League of Local Councils (NLC) representing 25 Provincial Associations of Municipal, District, Khan, Commune and Sangkat Councils (PAs).

During the past five years ACES project has been focusing on enabling deliverables and institutional development, particularly to facilitate the establishment and strengthening of NACPC, NLC and PAs. Moreover, in 2015 both national associations jointly formed the General Secretariat of the Associations of Sub-national Administration Councils (ASAC-S) in order to share operational costs and align strategic objectives, although they maintain separate governing bodies. Additionally, the ACES project has supported the ASAC to provide advocacy and capacity-building services to members, particularly by consolidating and expanding NLC's sub-national forums of councilors. These fora have been regarded as key institutional networking events that promote councils' democratic voices and provide mechanisms for information-sharing, problem-solving, downward accountability and cooperation among local councilors, commune, district and provincial officials and community leaders.

Additionally, the General Secretariat is gradually becoming involved in further advocacy work and policy dialogue at the national level on relevant local governance-related matters such as functional reassignment, promotion of gender equity and women's political participation and, very especially, social accountability. According to recent surveys, Cambodian citizens favor political decentralization, while trust in state institutions needs to be strengthened by improving access to information and developing effective channels of communication with civil society. Indeed, the NLC's communes, district and provincial forums are very well positioned to significantly contribute to government efforts in promoting social accountability and enabling men and women councilors to perform more effectively their roles and responsibilities in public service delivery at the local level. If specialized capacity-building opportunities are provided to local councils, they could play a very relevant role as an interface between civil society organizations, citizens groups and state actors at the sub-national levels.

Against this background, ASAC-S and UNDP have recently commissioned international consultancy services

to assess ASAC's institutional needs and develop a comprehensive capacity development plan aimed at strengthening the institutional and human capacities of the two associations in line with their current strategic objectives and resources. Such consultancy services have provided the following major outputs: 1) An assessment and institutional gap analysis report identifying key issues that need to be addressed for ASAC's further institutional development; 2) An action plan/proposal prioritizing institutional development reforms and innovations to position ASAC as key actor in Cambodia's democratic decentralization process, including the outlines of an advocacy strategy and financial sustainability plan and a social accountability promotion strategy; 3) A capacity development plan for ASAC Secretariat, governing bodies and members; 4) A training program including 6 thematic modules on key local governance-related matters.

Furthermore, ASAC-S and UNDP have recently developed a preliminary concept note for a new project proposal to build on ACES project's achievements to date and deepen ASAC's involvement in Cambodia's democratic decentralization process. The following objectives and key project components have been initially identified:

- To position ASAC as main actor in Cambodia's national policy to promote social accountability.
- To support the Implementation Plan for the Social Accountability Framework (I-SAF) in close collaboration with NCDD and other relevant stakeholders.
- To implement a comprehensive capacity development program for ASAC members aimed at promoting participatory local governance, with focus on building capacities of sub-national state actors to facilitate the engagement with non-state actors and the social accountability process.
- To devise and implement a pilot initiative on local participatory budgeting in two selected cities/municipalities.

### **3. Scope of Work**

Under the supervision of the Project Director and in close collaboration with the two associations including National League Councils and National Association of Councils of Provincial and Capital and UNDP project team, the expert is expected to:

- Conduct desk review and in-depth analysis of existing recommendations/reports concerning local governance, decentralization, social accountability and LGA in Cambodia, as well as practice of similar initiatives abroad.
- Conduct fieldwork and meet key partners/stakeholders to collect relevant information and assess current needs of ASAC with regard to capacity development and promotion of social accountability.
- Conduct fieldwork at sub-national level to assess the involvement of ASAC and selected local councils in promoting social accountability, with an especial focus on commune forum and its potential role as an interface between civil society organizations, citizens groups and state actors.
- Conduct fieldwork at sub-national level to assess the suitability of municipal participatory budgeting in a selected Cambodian municipality.
- Based on these assessments, refine and develop the preliminary concept note on post-ACES project proposal titled "Support for social accountability and local participatory governance".
- After consultation with ASAC-S and UNDP on the preliminary concept note, develop a full proposal with indicative budget.
- Ensure that the project proposal meets all the necessary technical requirements and administrative procedures for satisfactory project appraisal and grant application.
- Mainstream gender equity into the project proposal in order to ensure that suitable institutional incentives are provided to enable women's active engagement with social accountability.
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- Ensure that the project proposal is fully based on the principles of Results-Based Management and the technical and administrative requirements of international partners.
- Ensure that the project proposal is comprehensively reflect the needs of both associations.
- Ensure that the project proposal is fully aligned with the EU Support to SNDD Phase II, the Multi-Annual Indicative Programme between the European Union and Cambodia for the period 2014 – 2020 (Thematic area: Governance and Administration; specific objective: Support to Sub-National Democratic Development).

#### **4. Expected Outputs and Deliverables**

The expert is expected to deliver the following outputs:

- Project proposal on LGA, social accountability and local participatory governance.
1. Inception report - The Service Provider will prepare an inception report which details the consultant's understanding of the assignment and how it will be conducted. This is to ensure that the consultant and the key stakeholders (ASAC-S and UNDP) have a shared understanding of the assignment. The inception report will include the assessment design, methodology, questions, data sources and collection analysis tool for each data source and the measure by which each question/issue will be evaluated. The report will include the scope of work, work plan and time frame.
  2. Draft project proposal. The Service Provider will prepare a draft project proposal, which shall be submitted to the ASAC-S and UNDP for review and comments. ASAC-S will then call for a validation meeting, after which the consultant will have 10 working days to consolidate the final project proposal
  3. Final project proposal. The final project proposal will be submitted to UNDP with a copy to ASAC-S.

4.

<b>N</b>	<b>Deliverables/Outputs</b>	<b>Estimated Duration of Works</b>	<b>Target Due Dates</b>	<b>Review &amp; Approval</b>
1	<b>Output 1</b> Inception report	10 days	24 July 2017	Project Director of ASAC and Head of Programme Unit, UNDP
2	<b>Output 2:</b> Draft project proposal with indicative budget	15 days	30 August 2017	Project Director of ASAC and Head of Programme Unit, UNDP
3	<b>Output 3:</b> Final project proposal with indicative budget	10 days	30 Sept 2017	Project Director of ASAC and Head of Programme Unit, UNDP

#### **5. Institutional Arrangement**

The Consultant will be directly supervised by ACES Project Director in close collaboration with UNDP Project Manager and Programme Analyst. The deliverables will be reviewed by both UNDP and ASAC-S and revert the feedback within two weeks after each draft is submitted. The Head of Programme Unit of UNDP will then approve on each deliverable (to release the payment) based on confirmation of satisfactory outputs from the ACES Project Direct.

## **6. Duration of the Work**

The timeframe is for 35 working days spreading over the period from 10 July to September 2017.

## **7. Duty Station**

This is a home-based assignment with a mission to Cambodia for up to 15 days. In Cambodia, the Consultant will meet stakeholders in Phnom Penh and travel to project sites (up to three provinces) outside Phnom Penh with maximum travel days to provinces will be maximum for 5days inclusive. All travel related expenses of the Consultant should be budgeted in the price proposal.

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the Basic Security in the Field (BSIF) training (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge.

## **8. Minimum Qualifications of the Individual Contractor**

<b>Education:</b>	Advanced University Degree (Masters or PhD) in political science, governance, public administration, development studies, law, human rights or other relevant field;
<b>Experience:</b>	<ul style="list-style-type: none"><li>▪ Minimum seven years of relevant experience in the field of local governance.</li><li>▪ Strong practical experience in managing or advising local governments, LGA or analogous institutions (preferably in SE Asia)</li><li>▪ Demonstrated managerial competence and experience in organizing, leading and coordinating multi-cultural technical assistance teams at the international level;</li><li>▪ Extensive experience and knowledge in planning and project management based on the principles of Results-Based Management.</li><li>▪ Solid experience in drafting project proposals with international development partners (Experience with EU is an asset)</li></ul>
<b>Competencies:</b>	<ul style="list-style-type: none"><li>▪ Demonstrated commitment to UNDP's mission, vision and values;</li><li>▪ Sensitivity and adaptability to cultural, gender, religion, race, nationality and age;</li><li>▪ Highest standards of integrity, discretion and loyalty.</li><li>▪ Excellent communication skills (spoken, written and presentational);</li><li>▪ Good interpersonal skills and ability to work in and with teams;</li></ul>

	<ul style="list-style-type: none"> <li>Ability to set priorities and manage time effectively</li> </ul>
<b>Language Requirement:</b>	<ul style="list-style-type: none"> <li>Excellent English language skills;</li> <li>Knowledge of Khmer language shall be an asset.</li> </ul>
<b>Other Requirements (if any):</b>	

## 9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

<b>Technical Evaluation Criteria</b>	<b>Obtainable Score</b>
Minimum seven years of relevant experience in the field of local governance	30
Strong practical experience in managing or advising local governments, LGA or analogous institutions (preferably in SE Asia)	20
Extensive experience and knowledge in planning and project management based on the principles of Results-Based Management.	20
Solid experience in drafting project proposals with international development partners (Experience with EU is an asset)	30
<b>Total Obtainable Score:</b>	<b>100</b>

## 10. Payment Milestones

The consultant will be paid on a lump sum basis under the following installments.

<b>N</b>	<b>Outputs/Deliveries</b>	<b>Payment Schedule</b>	<b>Payment Amount</b>
1	Upon satisfactory completion of inception report	24 July 2017	20%
2	Upon satisfactory completion of first draft proposal	30 August 2017	50%
3	Upon satisfactory completion of final proposal	30 September 2017	30%

## 11. Annexes

Existing Project Documents, project progress reports and other relevant reading materials to be provided upon successfully selection of Individual Consultant.