

TERMS OF REFERENCE

Individual Contractor

I.

II. **Assignment Information**

Assignment Title:	National Communications Consultant
UNDP Practice Area:	Environment
Cluster/Project:	Programme/Environmental Governance Reform
Post Level:	National Consultant
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh
Expected Place of Travel:	N/A
Contract Duration:	50 days, from October 16 2017 to March 16, 2018

III. **Project Description**

Background: Towards inclusive and sustainable development

During the last decades, Cambodia has undergone rapid economic development at the pace, with more than 7 percent of annual GDP growth. Last year, Cambodia officially transited from a low to lower-middle income country. While this economic development has brought various important economic benefits for the people, the country is also beginning to observe environmental issues such as degradation of natural resources. This has had significant consequences not only for the habitats of animals and plants, but also for many of the Cambodian who depend on natural resources. Therefore, pursuing sustainable development and green growth in a manner that strikes the right balance between development and environmental quality and conservation has become a key policy goal for Cambodia. Since 2015, the Royal Government of Cambodia (RGC) has embarked upon environmental governance reforms to achieve sustainable development.

One of the reform initiatives is **the modernization of the Ministry of Environment**. In May 2015, the RGC approved a sub-decree on the new structure of MoE to address emerging environmental issues and challenges and to enhance technical capacity to implement a service-delivery culture. The new structure consists of the following departments at the central level.

1. General Department of Environmental Knowledge and Information;
2. General Department of Environmental Protection;
3. General Department of Nature Protection and Conservation;
4. General Department of Administration and Finance;
5. General Department of Community Development;
6. General Inspectorate;
7. Department of Internal Audit; and
8. Cabinet of the Minister.

In accordance with the sub-decree, the MoE has preliminarily identified seven priority areas:

1. State of the environment information
2. Environmental impact assessment
3. Sustainable cities
4. Climate change resilience
5. Environmental impacts of hazardous and toxic chemical use in agriculture

6. Protected areas management
7. Strengthening the Ministry team

Another reform initiative is **the establishment of National Council of Sustainable Development (NCSD)**. In May 2015, the RGC issued a Royal Decree on the NCSD to facilitate inter-ministerial political dialogues and decisions to achieve sustainable development ¹. The NCSD is an inter-ministerial institutional body, composed of high-level decision makers from all ministries in Cambodia. Its main task is to ensure sustainability in development across all the economic, social and development sectors. The NCSD will play a pivotal role in formulating, directing and evaluating policies, strategic plans, action plans, legal instruments, programs and projects on behalf of the RGC, and in promoting sustainable development in these policies, plans, instruments, programs and projects in collaboration with relevant agencies.

The operation of the NCSD will be supported by a General Secretariat under direct oversight of the Council's Executive Committee which consists of 12 members, derived from key Ministries members of the Council. The Executive Committee is chaired by the Minister of Environment. Under the Secretariat, there are five departments: 1) Administration, Planning and Finance; 2) Climate Change; 3) Green Economy; 4) Science and Technology; and 5) Biodiversity.

While the RGC is making significant progress in facilitating the reforms, success of the reforms also depends on the MoE and NCSD each having a good communication strategy and plan in place and sufficient capacity to implement these strategies and plans. The aim is enable both organisations to inform stakeholders of their their new roles and responsibilities, to disseminate relevant information, and begin publicising achievements being made through their programs and projects.

IV. Scope of Work

The National Consultant's main task is to assist an International Communications Expert in conducting the below institutional analyses as well as drafting overarching, multi-year communications strategies, one for MoE and one for NCSD (2017-2022), and targeted implementation plans.

1) Assist and coordinate with the International Communications Expert to develop overarching, multi-year communications strategies, one for MoE and one for NCSD (2017-2022), and targeted implementation plans: this activity includes:

- a) analysing and clarifying roles and responsibilities for communications across the Ministry and NCSD;
- b) identifying principal communications needs and opportunities over a five-year timeframe (2017-2022) particularly related to the action planning of MoE and NCSD;
- c) identifying capacity strengths and weaknesses and means to address them through experiential training, coaching and other means as appropriate;
- d) developing an overarching communications strategy for each of the two organisations,
- e) developing tactical communications plans to support advancement of priority thrusts and

¹ In contrast with the new MOE, the NCSD is a new entity, a cross-sectoral and inter-ministerial institutional body, though in transition some existing structures and responsibilities are likely to be attached to it.

to address ongoing 'corporate' and day-to-day communications needs.

This task requires close collaboration with staff from MoE and NCSD to encourage learning and skill transfer from the consultant to staff.

2) Assist and coordinate with the International Communications Expert with the implementation of communications priorities of MoE and NCSD across government and to stakeholders. This activity includes:

- a) advising on the development of presentation and communication materials and tools (e.g. Facebook, brochures, and website contents) for MoE and NCSD for the priority thrusts identified above;
- b) facilitating information sessions within the MoE and NCSD, and with relevant Ministries and external stakeholders, on the priorities of MoE and NCSD;
- c) assisting the MOE and NCSD in beginning to implement relevant elements of their strategies and plans; and
- d) concurrently evaluating communications capacity and performance, and providing recommendations for strengthening and maintaining effective capacity over time.

V. Expected Outputs and Deliverables

- a) Workplan and methodology
- b) Two draft overarching, multiyear communications strategies: one each for MoE and NCSD (2017-2022). These should address:
 - roles and responsibilities for communications across the Ministry and NCSD;
 - principal communications tools, needs and opportunities for a five-year period, with reference to the goals, priorities and action plans of MoE and NCSD;
 - identification of capacity building needs and means to address them;
 - overarching, multiyear communications strategies plans pertaining to priority thrusts and ongoing operations;
 - recommendations on how to strengthen communications capacity over time.
- c) Working meetings and training sessions to build communications expertise
- d) Final strategic communication plans for MoE and NCSD
- e) Presentation of approaches to enhance the communication capacities for MoE and NCSD (e.g. Facebook, brochures, and website contents);
- f) Information sessions within the MoE and NCSD and with relevant Ministries and external stakeholders on the priorities of MoE and NCSD;
- g) Evaluation of NCSD and MOE communications performance and recommendations for improvements.

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	Work plan and methods	2 days	October 20, 2017	MoE/NCSD advisors

2	Two draft communications strategies : one for MoE and one for NCSD (2017-2020)	18 days	20 November 2017	Assistant Country Director of UNDP
3	Meeting to present communications strategies and plans for feedback	2 days	November 30, 2017	
4	Final draft communications strategies and plans for MoE and NCSD	3 days	08 December 2017	EGR Project Manager
5	Presentation and communication materials for MoE and NCSD	20 days	15 January, 2018	
6	Information sessions within the MoE and NCSD and with relevant Ministries and external stakeholders on the priorities of MoE and NCSD	2 days	16 February 2018	
7	Evaluation of NCSD and MOE communications performance and recommendations for improvements.	3 days	28 February 2018	
Total number of days:		50 days		

VI. Institutional Arrangement

Roles of the National Consultant

- The National Consultant shall work with an International Communications Expert and with the guidance of an International Governance Advisor.
- The consultant shall work with and have regular meetings with MoE and NCSD advisors and the Environmental Governance Reform Project Manager.
- The consultant shall report on/submit the above deliverables to the assigned Focal Points of MoE and NCSD as well as to UNDP Cambodia for comments.
- The consultant needs to maintain daily communication with the MoE and NCSD advisors, as well as the UNDP Country Office if problems emerge during the consultancy period, especially if they affect the scope of the job.

Roles of the MOE and NCSD advisors

- The MOE and NCSD advisors will oversee the nature of work and work plans of the consultancy.

Roles of the UNDP Country Office

- The Country Office will review the deliverables for payment release.

VII. Duration of the Work

50 days, and from 16 October 2017 to 16 March 2018

VIII. Duty Station: Phnom Penh

The duty station for this assignment is Phnom Penh.

IX. Minimum Qualifications of the Individual Contractor

Education:	At minimum, Bachelor's degree in media relations, communications, journalism, publishing or related field
Experience:	<ul style="list-style-type: none">• At least 5 years of relevant work experience in communications, media and public relations, journalism, information management, and advocacy• Experience in utilizing communication tools to reach diverse audiences from governments, civil society organizations, the private sector, and international development partners; Experience in working with Government counterparts and with representatives from development agencies is a plus
Competencies:	<ul style="list-style-type: none">• Demonstrated skills in working across the communications spectrum including: media management, strategic communications management, communications research, and website content management
Language	Fluency in English and Khmer.

X. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Technical Evaluation Criteria	Obtainable Score
At minimum, a Bachelor's degree in media relations, communications, journalism, publishing or related field.	10
At least 5 years of experience in communications, media and public relations, journalism, information management, and advocacy including institutional capacity assessments, and capacity gap analysis, (to be assessed by a sample analysis)	30
Experience in utilizing communication tools to reach diverse audiences from governments, civil society organizations, the private sector, and international development partners	20
Prior experience working with governments in developing countries is a plus	10
Demonstrated skills in working across the communications spectrum including: media management, strategic communications management, communications research, and website content management	30
Total Obtainable Score:	100

XI. Payment Milestones

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

N	Outputs/Deliveries	Payment Schedule	Payment Amount
1	Upon satisfactory completion of output 1	20 October 2017	20%
2	Upon satisfactory completion of output 2, 3, and 4.	08 December 2017	40%
3	Upon satisfactory completion of output 5, 6, and 7.	28 February 2018	40%