

TERMS OF REFERENCE

Individual Contractor

I. Assignment Information

Assignment Title:	National Human Resources 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

II. 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 has made significant progress in facilitating the reforms, success also depends on the MoE and NCSD having sound Human Resources strategies and plans in place, on attracting knowledgeable and capable staff, and on the provision of a short- and long-term capacity building support for junior and senior members of both institutions.

III. Scope of Work

The National Consultant's main task is to assist an International Human Resources Expert in conducting the below institutional analyses as well as drafting a long-term HR Strategy and multi-year implementation actions, including staffing actions to address capacity and skill needs and gaps.

- 1) Assist and coordinate with the International HR Expert to develop a Human Resources (HR) plan for both the MoE and the NCSD:** these plans should each contain a comprehensive long-term HR Strategy and multi-year implementation actions, including staffing actions to address capacity and skill needs and gaps.

To prepare this plan, the international consultant is to undertake the following activities informed by consultative individual and group meetings/interviews:

- a) A situational analysis of human resources capacity relative to the MoE and NCSD strategic and organizational frameworks and statements of mandate and responsibilities.
- b) An assessment of MoE's and NCSD's current technical and operational capacities across all functions (including administrative functions of HR, procurement, finance and admin) against specified departmental roles and responsibilities;
- c) An assessment of present and future capacity needs, current and forecasted strengths

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.

- and weaknesses across functions and departments; and
- d) An analysis of barriers to and opportunities concerning retention, compensation, a hierarchical culture, and other matters, within both the MoE and NCSD, that impinge on the successful implementation of a HR Plan over time.

2) Assist and coordinate with the International Human Resources Expert to development of HR capacity building programmes for each Department within MoE and NCSD. This task requires close collaboration with staff from MoE and NCSD to encourage learning and skill transfer from the consultant to staff. The consultant shall, as a complement to the HR plan:

- a) develop a capacity building and field learning program for both MOE and NCSD, addressing priority needs identified in collaboration with organisations and other project consultants;
- b) collaborate with MoE and NCSD staff to develop and facilitate hands-on learning exercises for capacity development addressing the above-mentioned priorities; and
- c) conduct interim evaluations of the results of these hands-on exercises.

IV. Expected Outputs and Deliverables

- a) Preparation of a workplan and methodology
- b) Background HR capacity assessments including
 - a situational analysis relative to MoE and NCSD Strategic frameworks and organizational responsibilities,
 - assessment of current operational capacities (HR, procurement, finance and admin), and technical capacities against their roles and mandates of different departments of the MoE/NCSD, and assessment of present and future capacity needs, current and forecasted strengths and weaknesses of different departments,
 - Analysis of retention, compensation and other issues based on a range of consultative meetings/interviews
- c) A draft HR plan for MoE and its departments
- d) A draft HR plan for NCSD and its departments
- e) Meetings to present HR plans for feedback
- f) Final draft HR plans for MoE and NCSD
- g) Design of a targeted capacity building and field learning program, and facilitation of hands-on learning exercises as appropriate;
- h) Evaluating performance and recommending improvements of these hands-on learning exercises.

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	Workplan and methodology	2 days	20 October 2017	MoE/NCSD advisors
2	Background HR capacity assessments including <ul style="list-style-type: none"> • a situational analysis relative to Ministry Strategic framework and organizational 	20 days	20 November 2017	Assistant Country

	responsibilities, <ul style="list-style-type: none"> assessment of current operational capacities (HR, procurement, finance and admin), and technical capacities against their roles and mandates of different departments of the MoE/NCSD, and assessment of present and future capacity needs, current and forecasted strengths and weaknesses of different departments, Analysis of retention, compensation and other issues based on a range of consultative meetings/interviews 			Director of UNDP
3	A draft HR plan for MoE and its departments	2 days	24 November 2017	
4	A draft HR plan for NCSD and its departments	3 days	01 December 2017	
5	Meetings to present HR plans for feedback	2 days	08 December 2017	
6	Final draft HR plans for MoE and NCSD	2 days	15 December 2017	
7	Design of a capacity building and field learning program and facilitation of hands on learning exercises	16 days	15 January 2018	
8	Evaluating performance and recommending improvements	3 days	16 February 2018	
Total number of days:		50 days		

V. Institutional Arrangement

Roles of the National Human Resources Consultant

- The National Consultant shall work with a International HR Expert and with the guidance of an International Governance Advisor.
- The consultant shall work under and have regular meetings with the advisors of MoE and NCSD and the Project Manager of the Environmental Governance Reform project.
- The consultant shall report on/submit the above deliverables to advisors 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.

VI. Duration of the Work

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

VII. Duty Station: Phnom Penh

The duty station for this assignment is Phnom Penh.

VIII. Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none">• Bachelor's Degree or equivalent in HR, Business Administration, Public Administration or related field.
Experience:	<ul style="list-style-type: none">• At least 5 years of relevant experience at the national or international level in providing HR advisory services and/or managing staff and operational systems;• Experience in working with Government counterparts in developing countries is a plus• Prior working experiences in staff capacity assessments and formulation of HR strategies for a governmental organization or related organization
Competencies:	<ul style="list-style-type: none">• Demonstrated skills with HR policies, procedures and best practices.• Demonstrated ability to collaboratively develop HR strategies, action plans, programmes, services, policies and/or procedures to suit clients' needs.
Language	Fluency in English and Khmer.

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

Technical Evaluation Criteria	Obtainable Score
Bachelor's Degree or equivalent in HR, Business Administration, Public Administration or related field.	10
At least 5 years of relevant experience at the national or international level in providing HR advisory services and/or managing staff and operational systems;	30
Experience in working with Government counterparts in development countries is a plus	10
Prior working experiences in staff capacity assessments and formulation of HR strategies for a governmental organization or related organization	20
Demonstrated skills with HR policies, procedures and best practices; demonstrated ability to collaboratively develop HR strategies, action plans, programmes, services, policies and/or procedures to suit clients' needs.	30
Total Obtainable Score:	100

X. 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	June 30, 2017	20%
2	Upon satisfactory completion of output 2, 3, and 4.	August, 31, 2017	40%
3	Upon satisfactory completion of output 5, 6, 7 and 8.	December 25,2017	40%

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