

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	National Project Start-Up Advisor
Cluster/Project:	Inclusive Governance for Service Delivery and Social Accountability Project
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh
Expected Place of Travel:	Phnom Penh
Contract Duration:	30 working days (30 Mar to 15 May 2018)

2. Project Description

The decentralization reform in Cambodia began in the 1990s aiming at shifting powers, decision making, and service delivery responsibility from the central Government to local authorities that are closer to people, are elected by and are more accountable to their constituencies. Despite the achievements made so far in the last two decades, including the election of sub-national councils, the establishment and enactment of structures, systems and regulatory frameworks, the decentralization in Cambodia remains an “unfinished agenda”. The institutional and individual capacities of local councils and councilors, elected every five years, to deliver services and to meaningfully interact and engage local people need further improvement. What is more and in order to optimize the impact of local development initiatives, councils need to redefine their working approach and partnership with civil society and private sector.

While Cambodian citizens favor the new way of governing, through the decentralization of power to local councils, trust in the state institutions needs to be strengthened by improving citizens’ access to information and by developing effective channels of communication with civil society. In addition, this would enable and promote better governance performance, and specifically, service delivery at local level.

UNDP has been providing technical supports to the Royal Government of Cambodia to advance the reform, through working closely with National League Council (NLC) and National Association of Capital and Provincial Council (NACPC) and its joint secretariat namely Association of Sub-National Administration Council (ASAC). Among UNDP’s recent supports were the promotion of social accountability and the capacity development of councilors, including especially female councilors, to perform more effectively their roles and responsibilities in public service delivery at the local level. The latter aims to reduce the service users’ time, costs and number of visits and to increase citizens’ satisfaction with experiences of public service

Following the recent closure of Association of Council Enhanced Services (ACES) project, UNDP seeks to continue pursuing in this endeavor by formulating new initiative aiming to address above challenges and introducing new approach through innovative technology to pilot some of the delegated functions including Solid Waste Management that have been raised by sub-national authorities.

To ensure a consultative, well-informed, and innovative design of the initiative and a smooth start-up of the project, UNDP is seeking to recruit a National Project Start-Up Advisor who will provide services during inception phase. The Advisor is expected to consult with different key stakeholders and to finalize the Project Document, to develop a detailed work plan, procurement/recruitment plan and terms of references of key staff and consultancies, to identify specific target sites (five communes in two provinces), and to produce an inception report that capturing activities during the inception phase.

3. Scope of Work

The Project Start-Up Advisor will work closely with the Programme Analyst and Head of Programme Unit of UNDP to ensure the smooth start up of the Project during the inception phase in coordination with potential responsible parties and key stakeholders identified during the finalization of the Project Document:

The specific tasks of the Project Start-Up Advisor will include:

Finalization of Project Document

- Conduct stakeholder consultations (individual or/and in groups) to get their feedback and comments on the initiative, reflect and incorporate the comments in the Project Document;
- In consultation with relevant stakeholders, identify specific target provinces and communes for the pilot participatory budgeting and solid waste management initiative;
- Work with UNDP assigned focal persons to identify key partners of the initiative and to work with them to prepare the multi-year and annual work plans for 2018-2020. Multi-year work plan should include a list and sequence of Outputs and Activities to be carried out by responsible agencies. The annual work plan includes more detailed quarterly work plan, detailed budget, procurement plan, stakeholder engagement/consultation plan;
- Identify entry points to mainstream gender in the project and develop Gender Mainstreaming Work Plan;
- Develop communication plan and data collection needs for sex-disaggregated information;
- Develop Terms of References (TORs) for all positions to be recruited for the project implementation after the project formal launch;
- Update the project Theory of Change (ToC) based on the up-to-date data available and consultations with stakeholders;
- Update the Project Results Resources Framework (RRF) with the inclusion of the updated/refined indicators, baseline information and targets. Based on the updated Project Results Resources Framework, produce a detailed monitoring and evaluation plan which include data/variables to be collected for each output, frequency and method of data collection, and responsible agency(ies) for data collection;
- Update project risks and issues logs as necessary.

Preparation and follow up for the Local Project Appraisal Committee (LPAC) Meeting

- Develop a brief concept note for the LPAC. The concept note should include the recommended list of participants, objective, proposed agenda;
- Prepare presentation and communication materials for the meeting;
- Produce an LPAC minute which captures the discussions during the meeting that result in major change in the scope and approach of the project. All documents that are updated following the recommendations from LPAC should be included as Annexes to the minute;

Wrap up the inception phase and prepare an inception report

- Produce an Inception Report (10 pages max.) capturing the whole process of inception phase including the discussions during stakeholder consultations and LPAC meeting that result in change in the approach and scope of the project and other subsequent outputs that are developed during start-up phase. All documents that are developed and updated should be included as Annexes to the Report;
- Organize and facilitate an internal meeting to handover the project implementation responsibilities.

4. Expected Outputs and Deliverables

N	Deliverables/Outputs	Estimated Duration of Works	Target Due Dates	Review & Approval
1	Output 1: Detail workplan which corresponds to the scope of works	2 days	3 April 2018	Head of Programme Unit and Programme Analyst, UNDP
2	Output 2: Second revised draft Project Document (first draft already prepared by UNDP), including all required plans, following UNDP Project Document format. The revision takes into account on comments and feedbacks received after stakeholder consultations	15 days	20 April 2018	Head of Programme Unit and Programme Analyst, UNDP
3	Output 3: - LPAC meeting conducted and minute prepared - Third and final revised draft Project Document that includes comments from LPAC and UNDP	10 days	30 April 2018	Head of Programme Unit and Programme Analyst, UNDP
4	Output 4: Final inception report capturing the whole process of inception phase	3 days	4 May 2018	Head of Programme Unit and Programme Analyst, UNDP

5. Institutional Arrangement

The Start-Up Advisor will be under supervision by UNDP Programme Analyst. The deliverables will be reviewed by Programme Analyst and subsequence approval by the Head of Programme Unit of UNDP based on confirmation of satisfactory outputs from the Programme Analyst.

6. Duration of the Work

The timeframe is for 30 working days spreading over the period between April –May 2018. A more detailed work plan of the assignment will be further elaborated by the selected Advisor and in collaboration with UNDP focal team.

7. Duty Station

The duty station of the work is Phnom Penh, Cambodia with expectation to travel to two provinces for stakeholder consultations for a maximum 5 working days. The Daily Substantive Allowance (DSA) for the provincial visits should be included in the price proposal while the transportation will be arranged by UNDP.

8. Minimum Qualifications of the Individual Contractor

Education:	Master's degree in political science, public policy, public administration, development studies, social science or other relevant fields.
Experiences:	<ul style="list-style-type: none"> • Minimum 10 years of relevant experiences in the field of local governance and decentralization in Cambodia; • Solid experience and knowledge in institutional capacity development or organizational changes; • Solid knowledge on the Cambodian sub-national administration system; • Experiences in designing initiative/ project; • Sound technical knowledge on project management, monitoring and evaluation and report writing; • Experience in results-based management (RBM); • Familiarity with UNDP's project management; • Ability to facilitate diverse group discussion and workshop;
Competencies:	<ul style="list-style-type: none"> ▪ Excellent communication skills (spoken, written and presentational); ▪ Independent and initiative working ▪ Good interpersonal skills and ability to work in and with teams;
Language Requirement:	Fluency in English and Khmer language (spoken and written)

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

Technical Evaluation Criteria	Obtainable Score
Master's Degree in political science, public policy, public administration, development studies, social science or other relevant fields.	20
Minimum 10 years of relevant experiences in the field of local governance and decentralization in Cambodia;	30
Sound technical knowledge on project management, monitoring and evaluation and report writing Experience in results-based management (RBM);	30
Experience in facilitating workshop and group discussion with people from diverse background and with local communities;	20
Total Obtainable Score:	100

10. Payment Milestones

The National 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 and 2	15 April 2018	50%
2	Upon satisfactory completion of output #3	2 May 2018	30%
3	Upon satisfactory completion of output #4	7 May 2018	20%

11. Annexes

UNDP Sample Project Document