

## TERMS OF REFERENCE

### Individual Contractor

#### 1 Assignment Information

<b>Assignment Title:</b>	National Communications Consultant
UNDP Practice Area:	Environment
Cluster/Project:	Programme/Environmental Governance Reform
Post Level:	Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home based and Phnom Penh, Cambodia
Expected Place of Travel:	Phnom Penh
<b>Contract Duration:</b>	37 days

#### 2 Background and Project Description

Cambodia is rapidly transiting towards a lower middle-income country. The Gross National Income (GNI) per capita is USD 1,020 (World Bank 2014) with an annual Gross Domestic Product (GDP) growth of 7.4 percent (World Bank 2013). However, Cambodia is ranked 145 out of 178 countries for the Environmental Performance Index with the overall score of 35.44 out of 100 points (Yale Center for Environmental Law and Policy, 2014). The World Bank's Country Policy Institutional Assessment (CPIA) (2014) gives the country a score of 3 out of 6 in terms of its policy and institutional capacities in attaining environmental sustainability. Like other rapidly developing countries, Cambodia thus faces challenges in terms of attaining sustainable development. In September in 2015, Cambodia endorsed the adoption of Sustainable Development Goals (SDGs) to meet these challenges. Currently, Cambodia is in a process of specifying the SDG goals in the context of the challenges pertaining to Cambodian sustainable development.

At present, Cambodia has several governmental bodies and laws to govern its natural resources and the environment. The Ministry of Environment (MoE) is one of the governmental bodies with a central mandate to ensure conservation and management of natural resources and environment. In recent years, however, the MoE has faced significant constraints in addressing the emerging environmental issues and challenges due partly to its formerly outdated organizational structure, strategic priorities and implementation plans, and partly to insufficient human and technical resources.

Moreover, there was no effective inter-ministerial governmental body or legal principles that provide overarching guidance and direction for sustainable development. Additionally, the mandates and regulations of existing ministries do not adequately correspond to current and emerging challenges. Finally, overlapping jurisdictions and mandates among line ministries over the governance of natural resources and environment have created ambiguity and confusion concerning which ministry should be responsible and for what purpose. This has resulted in uneven and inadequate enforcement and application of environmental and natural resource requirements and standards, thus constraining and undermining efforts to protect the environment and facilitate sustainable development.

In response to these challenges, the Royal Government of Cambodia (RGC) embarked upon environmental governance reforms in November in 2013. These focus on three pillars of activities: 1) MoE modernization,

2) Establishment of the National Council of Sustainable Development (NCSD), and 3) Development of an Environmental Code.

### **3 Objective of the Assignment**

The United Nations Development Programme is looking for a national communications expert to assist and coordinate with an international communications specialist to develop the following products:

1. MoE Communications booklet
2. NCSD Communications booklet
3. Environment code booklet
4. MoE and NCSD communication action plans

### **4 Scope of Work**

In specific, this work will entail the following:

#### **1. MoE Communications booklet**

This task will require the consultant to work closely with the Ministry of Environment (MoE) and the institutions respective departments to collect and share all relevant information to support the development of the communications booklet. In particular, the consultant will need to have a complete understanding of MoE strategic plans, strategic framework and other relevant documents at the directorate and department levels. The consultant will need to review these materials to provide written and verbal advice to the International Communications Specialist who will lead in the development of the 4 products outlined above.

In addition to document reviews, the national will also consult various government officials to seek further clarification on various aspects of the institutions strategy and plan. It will be important for the consultant to have a close working relationship with the international communications specialist to ensure all appropriate information is gathered during consultations.

The national will perform the following functions to assist in the completion of the communications booklet

- Collect and electronically share ministry, directorate and department strategies
- Collect and share detailed information from stakeholder consultations
- Interface between international consultant and publication design and layout team
- Compile and share requested data
- Provide photographs as requested
- Translate English text to Khmer

#### **2. NCSD Communications booklet**

The National Council for Sustainable Development booklet will require the same level of effort as detailed in item (1) above.

#### **3. Environment code booklet**

The international consultant will prepare all the communication messaging for this booklet home based in accordance to the latest English version of the environmental code. The national expert will assist this process by:

- Interface between international consultant and publication design and layout team
- Compile and share requested data
- Provide photographs as requested
- Translate English text to Khmer

#### **4. MoE and NCSD communication action plans**

Review the institution(s) communication strategies (to be supplied) and assist the international consultant in the development of communication action plans and a corresponding indicator framework to measure performance. This work must be done in consultation with ongoing institutional efforts, EGR supported activities – such as HR work on organizational charts and terms of references – and in direct contact with the General Directorate of Knowledge and Environmental Information.

#### **5 Expected outputs and deliverables**

The work will commence in November 2018 and be finalized by March 2019.

Below are the Expected Outputs and Deliverables of the assignment:

No.	Milestone	Outputs / Deliverables
1	Inception Report	Inception report - approach, workplan and timeline on how the consultant will deliver and conclude the assignment.
2	MoE communication booklet	MoE communication booklet
3	NCSD communications booklet	NCSD communications booklet
4	Environment code booklet	Environmental code communications booklet
5	MoE and NCSD communication action plans	MoE and NCSD Communications action plan(s)

#### **6 Reporting**

All documents generated under this service agreement must be transferred to UNDP and MoE/NCSD.

No.	Outputs / Deliverables	Estimated Completion (days)	Target Due Dates
1	Inception report	2	Nov 2018
2	a. MoE communication booklet	10	Dec 2018

3	a. NCSD communications booklet	10	Jan 2019
4	a. Environmental code communications booklet	5	Feb 2019
5	a. MoE Communications action plan b. NCSD Communications action plan	10	11 <sup>th</sup> Mar 2019
<b>Total</b>		<b>37</b>	

## **7 Institutional Arrangement**

### **7.1 Roles of the service provider**

To finalize the overall assignment, the service provider shall work in close coordination with UNDP and the MoE/NCSD. The service provider shall report on/submit deliverables to the UNDP focal point (EGR Project Manager/UNDP Program Analyst) and the respective MoE/NCSD Focal Points for comments.

The service provider must always maintain regular communication lines with the UNDP, MoE and NCSD.

### **7.2 Role of MoE and NCSD**

The MoE/NCSD Focal Points will provide quality assurance for the services provided by the firm for the planning, implementation and day-to-day management of the work.

### **7.3 Roles of the UNDP Country Office**

The UNDP EGR Manager with support from UNDP Programme Analyst - responsible for the EGR project - will provide management oversight for the assignment. This will be done in close coordination with the MoE/NCSD Focal Points. The UNDP EGR Project Manager will serve as the main contact point for the UNDP Country Office, the alternative will be UNDP Programme Analyst responsible for the EGR project.

The UNDP will provide overall quality assurance for this assignment. The UNDP EGR project team, UNDP Programme Analyst and MOE/NCSD Focal Points will review deliverables for release of payment upon endorsement from MoE and NCSD.

## **8 Duration of the Work**

The duration of the assignment will be from Nov 2018 to 11<sup>th</sup> of March 2019. The total amount of working days for this assignment is 37 days. The estimated lead time for UNDP to review outputs, give comments and approve is 10 working days.

## **9 Duty Station**

The assignment will be based out of Phnom Penh, Cambodia. The contract will be lump-sum based, all related cost incurred is under the consultant's responsibility.

### **9.1.1.1.1 Minimum Qualifications of the Individual Contractor**

Education:	Bachelor's in communications (journalism or related field)
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Experience:	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:	Good communicator  Ability to build relationships  Good attention to detail  Effective time management skills
Language	Good command of written and spoken English and khmer

#### 10 Criteria for Evaluation of Technical Compliance of Contractor

Technical Evaluation Criteria	Obtainable Score
At minimum, a bachelor's degree in Communications a 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
<b>Total Obtainable Score:</b>	<b>100</b>

#### 11 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	Nov 2018	5

2	Upon satisfactory completion of output 2	Dec 2018	25
3	Upon satisfactory completion of output 3	Jan 2019	25
4	Upon satisfactory completion of output 4	Feb 2019	25
5	Upon satisfactory completion of output 5	11 <sup>th</sup> Mar 2019	20