

TERMS OF REFERENCE

Individual Contractor

1 Assignment Information

Assignment Title:	International 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
Contract Duration:	73 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faced significant constraints in addressing the emerging environmental issues and challenges due partly to its formerly outdated organizational structure, strategic priorities and implementation plans, and partly to insufficient human and technical resources.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 an international communications specialist to lead the development of the following communication 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 International Consultant (IC) to work closely with a local EGR communications officer, the ministry of environment and where necessary, other members of the EGR team to prepare a communications booklet that presents the overall achievements, vision and way forward for the ministry. In the delivery of this task, the IC will be required to prepare all contents that includes all, written text, photographs, graphs, charts and tables. A local Cambodian communications firm will undertake all design and layout work for the publication.

As an example, the booklet may employ the workflow shown below. However, the final table of contents (with explanations) must be provided for approval prior to starting the first draft of the publication. The information used to complete this booklet will be based on past publications, desktop research, stakeholder consultations and a review of MoE 5-year strategic plan, strategic framework and Cambodian's national development plan.

- Title page
- Publication & contact information etc
- Table of contents
- Forward (from the minister)
- Forward (from Secretary of State)
- The challenge for the future (Key issues to be addressed)
- MoEs approach to overcoming challenges (summary) that includes:
 - Visions statement
 - Mandate
 - Mission
 - Values
 - Principles
- Accomplished by building on the strengthen
 - achievements so far
- Our opportunities

- List most promising opportunities – relate to National development plan i.e. tourism
- And overcoming our weaknesses
 - List weakness (these relate to programmes to address weakness)
- To focus on our Goals, Programmes and desired Results (indicators)
 - State of Environment Information
 - Environmental Education
 - Environmental Geospatial Portal
 - Environmental Impact Assessment
 - Air and Water Quality Protection
 - Solid Waste Management
 - Hazardous Substance and Hazardous Waste Management
 - Environmental Quality and Effluent Standards
 - Pollutant Release and Transfer Register (PRTR)
 - System Integrity
 - Community Collaboration
 - Cultural Heritage Conservation and Protection
 - Eco- and Cultural-Tourism
 - Capacity
 - Compliance Promotion
 - Enforcement
 - Inspection
 - Compliance Monitoring
 - Communications
 - Planning and Management
 - Human Resources
 - Financing and Support

The final booklet will be approximately 30-40 pages. The publication must be developed to be somewhat timeless to ensure the product remains relevant for the next 5 years.

2. NCSD Communications booklet

The National Council for Sustainable Development booklet will require the same level of effort as detailed in item (1) above. However, this booklet will address the overall achievements, vision and way forward of NCSD.

It is likely the NCSD booklet will cover the following “Goals”.

- Policy Coherence and Alignment
- Strategic Environmental Assessment
- Devolution of Responsibilities and Authorities
- National Strategy and Planning
- Awareness and Knowledge
- Financing
- National Policy
- Critical Species Conservation and Protection

- Information and Awareness
- Sustainable Energy
- Sustainability of Consumption and Production
- Sustainable Cities
- National Research Agenda
- Services and Technologies
- Knowledge Building
- Council Operations
- Communications
- Planning and Management
- Human Resources
- Financing and Support

The final booklet will be approximately 30-40 pages. The publication must be developed to be somewhat timeless to ensure the product remains relevant for the next 5 years.

3. Environment Code Booklet

This task will require the IC transform the draft of the Environmental Code i.e. a national environment law, (currently 350 plus pages) into a highly illustrative communication piece. The overall objective of the booklet is to raise awareness on key environmental messaging.

The environmental code currently consists of 12 books. These are as follows:

Book 1: General Provisions

Book 2: Environmental Assessment and Monitoring

Book 3: Environmental Management and Sustainability Mechanisms

Book 4: Sustainable Management of Nature Resources

Book 5: Culture and Natural Heritage Conservation and Management

Book 6: Waste and Pollution Management

Book 7: Environmental Education, Research and Awareness

Book 8: Economic Measures, Accounts, Fees, and Funds for the Environment

Book 9: Environmental and Natural Resource's Compliant Resolutions Procedure

Book 10: Penalty Provisions

Book 11: Transitional Provisions

Book 12: Final Provisions

The IC will need to review the current version of the environment code (version 12) to identify and summarize key environmental messaging from the various books (chapters). It is anticipated the booklet will be approximately 30 pages.

4. MoE and NCSD communication action plans

Review the institution(s) communication strategies (to be supplied) and assist with 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 firm 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	3	Nov 2018
2	a. MoE communication booklet	20	Dec 2018
3	a. NCSD communications booklet	20	Jan 2019
4	a. Environmental code communications booklet	20	Feb 2019
5	a. MoE Communications action plan b. NCSD Communications action plan	10	11 th Mar 2019
Total		73	

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 11th of March 2019. The total amount of working days for this assignment is 73 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 mostly home base, however a mission to Phnom Penh, Cambodia may be required (approx. 5 working days). The contract will be lump-sum based, all related cost incurred for the firm to deliver this assignment is under the consultant's responsibility.

9.1.1.1.1 Minimum Qualifications of the Individual Contractor

Education:	Master's in communications (journalism or related field)
Experience:	<p>7 years' professional experience in communications</p> <p>Experience in developing different types of communication products</p> <p>Experience in developing communication action plans</p> <p>Experience working in Asia, particularly in Cambodia is a strong asset</p> <p>Experience working with multi-stakeholders including government agencies, development agencies, and private sector is a strong asset.</p>
Competencies:	<p>Multitasking across activities to deliver quality products</p> <p>Good communicator</p> <p>Ability to build relationships</p> <p>Good attention to detail</p> <p>Effective time management skills</p>

Language	Good command of written and spoken English
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10 Criteria for Evaluation of Technical Compliance of Contractor

Technical Evaluation Criteria	Obtainable Score
7 years of experience in the communications profession	30
Experience in developing different types of communication products	30
Experience in developing communication action plans	20
Experience working in Asia, particularly in Cambodia is a strong asset	10
Experience working with multi-stakeholders including government agencies, development agencies, and private sector is a strong asset	10
Total Obtainable Score:	100

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	10%
2	Upon satisfactory completion of output 2	Dec 2018	30%
3	Upon satisfactory completion of output 3	Jan 2019	20%
4	Upon satisfactory completion of output 4	Feb 2019	20%
5	Upon satisfactory completion of output 5	11 th Mar 2019	20%

14 Approval

Signature: _____

Name: **Rany Pen**

Title: Head of Programme

Date: _____