

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	International Consultant on National Land Transport Policy Formulation Assistance
Cluster/Project:	SUMAI
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home-based with missions to Phnom Penh
Contract Duration:	60 (Sixty) working days from 21 st of November 2019 to 30 th of April 2020

2. Project Description

Transport drives development, links people, connects local communities to the world, builds markets and facilitates trade. In turn, sustainable transport drives sustainable development, fundamental to meeting the needs of people in their personal and economic lives, while respecting the ability of future generations to meet their needs.

Transport is not an end in itself, but rather a means allowing people to access what they need: jobs, markets, social interaction, education, and a full range of other services and amenities contributing to healthy and fulfilled lives. The report moves away from a focus on providing mobility based on individual motorized transport and improved traffic speed, to the idea of access through transport, prioritizing people and their quality of life, with strong attention to safety and social equity. The 2030 Agenda for Sustainable Development charts this kind of course. Through sustainable transport, we can make significant progress on the Sustainable Development Goals and the Paris Climate Agreement, improving the lives of billions of people around the world.

In some cases, other means of access are available— telecommuting, remote education and health consultations, e-commerce, and perhaps in the near future, 3-D printing, can all make some transport less necessary or at least change the tempo and nature of the demand. In addition, compact, well-planned cities and towns can offer people the ability to access what they need without long trips.

Nonetheless, moving people and freight over short and long distances remains vital to Cambodia development. Transport connects the hinterland to urban centers. Road, rail and inland waterway transit corridors crossing national borders, maritime shipping, and air freight routes all enable trade, which, in turn, fosters development.

The key is meeting the needs of people in their personal and economic lives while respecting the ability of future generations to meet their needs: the essence of sustainable development.

Economic diversification is necessary for establishing more economic pillars to underpin growth aimed at expanding export or increasing value-added to the existing economic activities to maintain high growth in the medium and long terms. Cambodia Economic diversification focuses on four inter-related and complementary priorities: 1) Improving the logistics system and enhancing

transport, energy, and digital connectivity; 2) Developing key and new sources of growth; 3) Readiness for the digital economy and the Fourth Industrial Revolution; and 4) Promoting the development of the financial and banking sector.

The Royal Government has striven to improve the infrastructure through enhanced transport connectivity and internal integration, and the expansion of the coverage of energy and digital connectivity. The main goal of this connectivity is to build a vibrant logistics system for linking key economic poles and contribute to enhancing competitiveness and diversification of economic growth base.

Based on this, the priorities of the Royal Government in the sixth legislature include those critical reforms:

1. Approving and implementing the Master Plan for Multi-modal Transport and Logistics to accelerate integration, connect the main economic poles and develop key economic corridors to be more competitive in the region and the world.
2. Increasing investment budget and mobilizing financing to rehabilitate, build and develop physical infrastructure, including roads, bridges, railways, waterway and airway as well as expressways, to respond in terms of quantity, quality, safety and resiliency aspects to the demand of national development along with the improvement in inter-institutional coordination mechanisms.

Through the SUMAI project, UNDP aims to support Cambodia to reinforce the conditions for increased investment in sustainable transport and governance. Sustainable transport is defined as the provision of services and infrastructure for the mobility of people and goods in a manner that is safe, affordable, accessible, efficient, and resilient, while minimizing carbon and other emissions and environmental impacts.

Within this framework, UNDP is providing support to the Ministry of Public Works and Transport (MPWT) in formulating a National Land Transport Policy (2020-2025). The policy would provide a unique platform for promoting and adopting sustainable transport principles and solutions.

3. Scope of Work

Duties and Responsibilities of the International Consultant

- The Lead international consultant will spearhead the National Land Transport Policy design process, maintaining overall responsibility for the technical quality, efficient coordination, and timely completion of the draft policy.
- The lead international consultant will conduct a structured, comprehensive desk research aimed at mapping the land and urban transport ecosystem, leading to preliminary diagnostics and understanding of the challenge and opportunities for a sustainable land and urban transport policy that is human centered.
- This will be captured via a concept note, developed by the consultant and to be validated by the MPWT and UNDP, and will also highlight the technical approach and outline of the policy.
- The Consultant will also take charge of coordinating and managing a national consultant engaged to support the assignment.

- The lead international consultant will plan, coordinate and facilitate consultations/workshops (Phnom Penh based), in tandem with the Land Transport Department of MPWT and the national consultant, involving a broad range of national stakeholders covering the land and urban transport ecosystem.
- The consultant will also hold bilateral discussions to ensure the inclusive participation across the stakeholder base.
- The lead international consultant will undertake brief site-visits outside Phnom Penh, to regional locations to interview regional stakeholders and conduct data collection/analysis in order to supplement the inputs received through the Phnom Penh based consultations.
- The Lead International Consultant will be responsible for the overall coordination, preparation, editing, and validation of the executive Summary, draft narrative, action matrix leading to the final draft policy document based on inputs from all relevant stakeholders.
- The Lead International Consultant will be expected to prepare and conduct the presentations for the Inter-Ministerial Working Group and the Sub-Steering Committee on Logistics and Transport.
- The lead international consultant will provide periodic inputs (per request of MPWT and UNDP) that will be used for press releases related to the consultations, strategy updates, and other communication purposes.
- The Lead international consultant will also be responsible for sharing and/or transferring his/her knowledge and expertise to the national team, technical advisers as required during the course of the policy formulation process.

4. Expected Outputs and Deliverables

Deliverable 1: Concept Note Formulation

- Conduct comprehensive desk review involving relevant reports, strategies, development plans, recent/ongoing development projects, leading to an initial human centered diagnostic of the land and urban transport situation in Cambodia;
- Develop a Policy concept note containing a structured outline of the table of contents, the approach and the business case (including proposed timeline for the formulation process); and
- Present the draft Policy Concept Note at the inter-ministerial working group.

Deliverable 2: Policy design

- With assistance from MPWT and the national consultant, develop a detailed stakeholder mapping of Cambodia's transport ecosystem listing stakeholders including public sector (ministries, line agencies and working groups), private sector, civil society, development partners, national/international investors, who will be consulted during the strategy formulation process;
- Facilitate a startup/inception workshop to present the technical approach and initial diagnostics included in the concept note. Workshop participants (a subset of the stakeholder mapping conducted above) will include key public sector (and select

private sector) stakeholders who will provide feedback aimed at refining the approach;

- Facilitate a series of workshops/focus group discussions in Phnom Penh to conduct detailed analysis on the key components related to the Land Transport sector; and
- Formulate the first draft based on the inputs received through the workshops and fact-finding missions and submit to MPWT for an iterative round of comments, which will result in a final draft version ready for broader validation with sector stakeholders.

Deliverable 3: Policy finalization

- Facilitate validation workshop(s) with key public and private stakeholders leading to the development of a pre-final draft submitted to MPWT for approval. Incorporate final comments and finalize the Policy; and
- Participate in the launch workshop and prepare subsequent dissemination documents.

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required <i>(Indicate designation of person/team who will review outputs and confirm acceptance)</i>	Payment Amount
1	Upon signature of the contract and submission of the approach and tentative work plan for the assignment	5 Days (home-based)	21 Nov 2019	Reviewed by Policy Analyst and DG of MPWT and approved by ARR - Policy	10%
2	Deliverable 1: Concept Note for National Land Transport Policy formulation	10 Days (home-based) 10 Days (in-country)	20 Dec 2019	Reviewed by Policy Analyst and DG of MPWT and approved by ARR - Policy	30%
3	Deliverable 2: Draft National Land Transport Policy	20 Days (in-country)	28 Feb 2020	Reviewed by Policy Analyst and DG of MPWT and approved by ARR - Policy	30%
4	Deliverable 3: Final Draft Land Transport Policy	10 Days (home-based) 5 Days (in-country)	30 Apr 2020	Reviewed by Policy Analyst and DG of MPWT and approved by ARR - Policy	30%
Total:		60 Days			100%

5. Institutional Arrangement

The International Consultant will be based in Land Transport Department, at MPWT while she/he is in the country. She/he will work under the overall supervision of the UNDP Policy Analyst in charge of private sector and with general direct guidance of the Director General of the General Department of Land Transport. The consultant will work closely with a working group from the Department of Land Transport to conduct the assignment.

The consultant is contracted as an output-based contract with a period of a maximum of six months to produce a full-written National Land Transport Policy and complete some necessary tasks required by UNDP's and MPWT's management. The International Consultant will be provided with 3 missions and DSA as per UNDP policy and regulations.

6. Duration of the Work

The assignment is for a total of 60 working days from **21st November 2019 – 30th of April 2020**.

7. Duty Station

The international Consultant will be home-based with at least 3 missions to Phnom Penh (total of 35 days in Phnom Penh).

Selected individual contract(s) to undertake the assignment in the country (Cambodia) is required to undertake the *BSAFE Training* through: <https://training.dss.un.org/course/category/6> prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge.ⁱ

8. Minimum Qualifications of the Individual Contractor

Education:	Advanced university degree (Master's degree or equivalent) in transport, economics, management, law or related area is required. A relevant first-level university degree in the above fields in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.
Experience:	<ul style="list-style-type: none"> ▪ A minimum of 10 years of progressively responsible experience in policy analysis and research, as well as formulation of policy recommendation on sustainable development in transport or transport related field is required. ▪ Experience in formulating and supporting ASEAN countries in promoting sustainable transport. ▪ Experience in intergovernmental processes/meetings is highly desirable. ▪ Experience in designing and supervising multi-disciplinary cross-sectoral research or technical assistance projects is desirable. ▪ Experience in managing people in a multi-cultural environment is an asset.
Competencies:	Professionalism: <ul style="list-style-type: none"> ▪ Professional expertise and knowledge of issues related to

	<p>transport. Solid understanding of key or new/emerging policy, planning and institutional, regulatory and technical issues related to transport;</p> <ul style="list-style-type: none"> ▪ Ability to produce reports and papers on technical issues and to review and edit the work of others; ▪ Ability to apply UN rules, regulations, policies and guidelines in work situations; Demonstrates professional competence and mastery of subject matter; <p>Creativity:</p> <ul style="list-style-type: none"> ▪ Actively seeks to improve sustainable transport; offers new and different options to solve problems or meet stakeholders' needs; ▪ Promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks "outside the box"; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches. <p>Judgement/Decision-making:</p> <ul style="list-style-type: none"> ▪ Identifies the key issues in a complex situation, and comes to the heart of the problem quickly; gathers relevant information before making a decision; considers positive and negative impacts of decisions prior to making them; takes decisions with an eye to the impact on others and on the Organization; proposes a course of action or makes a recommendation based on all available information; checks assumptions against facts; determines the actions proposed will satisfy the expressed and underlying needs for the decision; makes tough decisions when necessary.
Language Requirement:	Fluency in written and spoken English

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

Technical Evaluation Criteria	Obtainable Score
Advanced university degree (Master's degree or equivalent) in transport, economics, management, law or related area is required. A relevant first-level university degree in the above fields in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.	20
A minimum of 10 years of progressively responsible experience in policy analysis and research, as well as formulation of policy recommendation on sustainable development in transport or transport related field is required.	40
Experience in formulating and supporting ASEAN countries in promoting sustainable transport.	20
Experience in designing and coordinating intergovernmental	20

processes/meetings is highly desirable.	
Total Obtainable Score:	100

ⁱ POPP: <https://intranet.undp.org/global/popp/cap/Pages/administration-of-travel-of-ic.aspx>