

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	Result Based Management and Capacity Development Specialist
UNDP Practice Area:	Programme Results Unit
UNDP Cluster/Project:	Project to Support the Leading the Way for Gender Equality Program (LWGE)
Location:	Phnom Penh
Type of Contract:	Individual Contractor (IC)
Post Level:	Specialist
Language Required:	English and Khmer
Contract Duration:	100 working days between 15 May 2020 and 20 December 2020

2. Program Description

The 'Leading the Way for Gender Equality' (LWGE) program (2017-2020) is a program of the Ministry of Women's Affairs of Cambodia (MoWA) whose overall objective is "Enabled environment for gender equality, women's empowerment and feminist leaderships in Cambodia through enhanced capacities of the Gender Machinery." The LWGE program is supported by the Swedish International Development Agency (Sida) and UNDP through the Project to Support the Leading the Way for Gender Equality Program, and by Oxfam.

The program is focused on three outcomes: 1) More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls; 2) Promotion of behavioural change in favour of gender equality among the public and young Cambodians; and 3) Increase number of and capacities of women in decision-making positions and strengthen feminist leaderships.

In mid-2019, the programme conducted the mid-term review (MTR), and one of the key recommendations is for the project to provide tailored assistance to MoWA units on the integration of the RBM approach. To respond on this, the program will focus on the capacity development of the MoWA Units by using the Capacity Development (CD) Framework as a guiding document to improve the capacity of MoWA officials including the senior management from each Unit so that they have the capacity to implement the program effectively and efficiently. The project is looking for an expert, RBM and Capacity Development Specialist,

to support MoWA to implement the above recommendation and ensure the CD framework is well implemented. The specialist will also work closely with the MoWA team and M&E and Reporting Advisor to develop, improve, and operationalize results-based planning, implementation, monitoring, and reporting across the entire LWGE program. S/he will provide technical leadership and support on the effective implementation of RBM and of the capacity development framework which will focus on 4 levels: individual, program, institutional and network-stakeholders levels.

3. Scope of Work

The assignment aims to assist the Ministry of Women's Affairs with providing a coherent framework for strategic planning and management based on learning and accountability. Introducing a results-based approach, the project aims to improve management effectiveness and accountability by "defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance while the effective ways of providing capacity development to MoWA team are in place and attached to the RBM approaches and methodologies". The Specialist will also work closely with the M&E and Reporting Advisor and National Consultant on Gender Policy to provide input and support related to strategic and policy direction and capacity development.

The specialist will be expected to perform the following:

- Provide critical support to pilot departments and unit of MoWA¹ and the General Secretariat of CNCW in result-based management and coaching in priority outcomes of the program in 2020.
- Develop and operationalize the specific tool and system to monitor and follow up progress of the implementation of capacity development framework at different level, esp. of MoWA staff involved in the LWGE program.
- Provide technical support to the program management team to implement and monitor key measures of the Capacity Development Framework within MoWA and program area including strengthening the capacity and system to develop workplan and reports for MoWA and the program in following the result-based approaches.
- Provide training and coaching in results-based concepts to 30 senior officers of MoWA at Director General level and from different departments to become RBM focal points for the program and MoWA, including program management team:
 - 20 members of pools of the gender transformative trainer and expert in key sectors
 - 10 members as coach and mentor group
- Provide guidance and coach MoWA experts to enable them to provide technical support to selected line ministries and institutions (*Ministry of Education, Youth and Sport, Ministry of Civil Service, Ministry of Information, Ministry of Culture and Fine Art, Secretariat of National Committee for Sub-National Democratic Development*) to implement gender mainstreaming within these line ministries. Specifically, the technical supports from MoWA staff to line ministries include support to review gender related actions or activities plan of line ministries, identify challenges in the implementation and suggest areas of improvement.
- Develop a brief final assessment informing on progresses, challenges, lessons learnt and recommendations for the way forward in capacity building of MoWA and the program.

¹ MoWA: Gender Equality Department, Women and Education Department, Information Department, Young Professional Network and Secretariat of TWG-G.

- Participate at the monthly meetings of the LWGE management team and MoWA pilot departments to inform on status of Capacity Development Framework's implementation and provide necessary advice.
- Guide and coach the project team to document good practices, case studies and success story of activities related to capacity development in terms of knowledge management sharing.
- Provide technical guidance to the project team to organize and facilitate workshops, meetings and trainings as required.
- Perform other tasks as requested by the project team as required.

4. Expected Outputs and Deliverables

No	Outputs/Deliverables	Estimated Duration of Works	Target Due Dates	Review & Approval
1	<p>Inception report that includes detailed methodology and workplan in response to scope of work and a rapid assessment of current RBM capacities and management practices of the program management team.</p> <p>This report also includes mentoring milestones to the management team, MoWA units, and pilot ministries from May to December with breakdown plan into two phases from 15 May to 30 June and from 1 July to 20 December with clear capacity development activities in each phase. The plan must be informed by the Capacity Development Framework and rapid assessment.</p>	5	25 May	<ul style="list-style-type: none"> • H.E The Chhunhak, Project Coordinator • Ms. Mao Meas, Programme Analyst • Ms. Rany Pen, Head of Programmes
2	<ul style="list-style-type: none"> • Provide critical support to pilot departments and unit of MoWA and the General Secretariat of CNCW in result-based management and coaching in priority outcomes of the program in 2020. • Develop and operationalize the specific tool and system to monitor and follow up the multi-levels of capacity development framework for MoWA staff involved in the LWGE program • Provide technical support to the program management team to implement and monitor key measures of the Capacity Development Framework within MoWA and 	40	30 July	

	<p>program area. This will include support to strengthening the capacity and system to develop workplan and reports for MoWA and the program in the result-based management principle.</p> <ul style="list-style-type: none"> • Train and coach to 30 senior officers of MoWA. 			
3	<p>Report of the key results of coaching and capacity development support of the phase I workplan and adjust/update the phase II (1 July to 20 December) capacity development and coaching workplan based on lesson learnt from Phase I implementation.</p> <p>This report will include the progress of trainings and coaching sessions: 20 senior officers of MoWA team to become a pool of the gender transformative trainer and expert in key sectors; and to 30 MoWA senior officers and management team on coaching, mentoring, and RBM reporting.</p>	3	02 September	
4	<p>Report of technical and coaching support to the LWGE program/MoWA in organizing a series of trainings to 30 focal points from 04 pilot line ministries and 1 institution in relation to review gender related actions or activities plan of line ministries, identify challenges in the implementation and suggest areas of improvement in results-based concepts</p>	20	30 Oct	
5	<p>At least 15 capacity development and coaching (to individual and group level) tasks completed following phase II workplan – this aim to increase and strengthen the capacity and expertise of MoWA pool of transformative trainer and gender experts to be able and more effective in providing trainings and technical support to pilot ministries on initialization and mainstreaming gender into their institutions, to the program management team to RBM follow-up and reporting</p>	27	20 November	

6	A post capacity development assessment of capacities built with the MoWA team and its staff reflects to the Capacity Development Framework indicators and a narrative report that includes progresses, challenges, lessons learnt and recommendations for the way forward in the implementation of the Capacity Development Framework with them.	5	20 Dec	
Total		100 days		

5. Institutional Arrangement

The Specialist will be directly supervised by the Project Coordinator and Programme Analyst of UNDP Cambodia, under overall guidance from UNDP Cambodia's Programmes Unit. S/he will also work closely with relevant departments of MoWA and government officials from line ministries, UN agencies, CSOs and other development partners to ensure the M&E and reporting tools and methodologies of capacity development are consistent and friendly to use.

Payments will be released based on confirmation of satisfactory outputs from the Project Coordinator and Programme Analyst and Head of Programmes. Meetings and appointments during consultant's mission will be coordinated and responsible by the consultant.

6. Duration of the Work

The consultancy will be given a period of total 100 working days spreading over from 15st May 2020 to 20th December 2020.

7. Duty Station

The duty station of the assignment is Phnom Penh with expectation to travel to provinces for some missions. The travel related expenses of the Specialists to the provinces will be covered by the PSLWGEP project and, hence, should not be included in the price proposal.

Selected individual contractor is required to undertake the *Basic Security in the Field (BSIF) training* (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>). CD ROMs must be made available for use in environments where access to technology poses a challenge.

8. Minimum Qualifications of the Individual Contractor

Education:	Master's degree in social sciences, gender, human resource management, development studies, or another relevant fields.
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Experience:	<ul style="list-style-type: none"> ▪ Minimum 5 years of relevant professional experience in capacity development and gender mainstreaming. ▪ Strong knowledge and experience in the promotion of gender equality and women's empowerment. ▪ Strong experience in monitoring and evaluation particularly in result-based management ▪ Strong experience in providing training to different level of Cambodian government staff ▪ Professional experience in international and/or national development organizations and in building capacities of Cambodian government staff.
Competencies:	<ul style="list-style-type: none"> ▪ Ability to provide coaching and mentoring effectively to Cambodian government staff ▪ Good facilitation and presentation skill. ▪ Strong interpersonal skills, ability to work with people from different backgrounds to deliver quality products within short timeframe. ▪ Be flexible and responsive to changes and demands. ▪ Be client oriented and open to feedback. ▪ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability. ▪ Proven ability to set priorities and manage time effectively ▪ Excellent computer literacy.
Language Requirements:	Fluency in English and Khmer (written and spoken)

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

Technical Evaluation Criteria	Obtainable Score
Minimum 5 years of relevant professional experience in Capacity Development and RBM.	50
Strong experience in the promotion of gender equality and women's empowerment and knowledge on gender sensitive M&E and reporting.	30
Professional experience in international and/or national development organizations and in working with Cambodian government staff.	20
Total Obtainable Score:	100

10. Payment Milestones

The consultant will be paid on a lump sum basis under the following installments:

No	Outputs/Deliverables	Payment Schedule	Payment Amount
1	Upon satisfactory delivery and acceptance of Output 1		15%
2	Upon satisfactory delivery and acceptance of Outputs 2&3		30%
3	Upon satisfactory delivery and acceptance of Output 4		30%
4	Upon satisfactory delivery and acceptance of Outputs 5&6		25%

11. Approval


Signature:

Name:

Rany Pen

Title/Unit/Cluster:

ARR- Programme Unit

Date:

April 6, 2020