TERMS OF REFERENCE
Individual Contractor

1. Assignment Information

<table>
<thead>
<tr>
<th>Assignment Title:</th>
<th>Consultant, Mid-Term Review (MTR) of the National Strategic Development Plan 2019-2023 (Open both National and International)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster/Project:</td>
<td>Policy and Innovation Unit</td>
</tr>
<tr>
<td>Post Level:</td>
<td>Senior Specialist</td>
</tr>
<tr>
<td>Contract Type:</td>
<td>Individual Contractor (IC)</td>
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<tr>
<td>Duty Station:</td>
<td>Home-based</td>
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<tr>
<td>Expected Place of Travel:</td>
<td>Phnom Penh (if possible)</td>
</tr>
<tr>
<td>Contract Duration:</td>
<td>40 working days, and from July 2021 to December 2021</td>
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2. Project Description

The Royal Government of Cambodia (RGC) launched its ambitious National Strategic Development Plan 2019-2023 (NSDP) in 2019. The NSDP 2019-2023 is a supreme national policy guideline laying out the action plan for the implementation of the RGC’s Rectangular Strategy Phase IV by specifying clear development indicators, timeframes, relevant government counterparts, result-based M&E framework, estimated budgets and fiscal space. The strategic priorities are envisioned to assist Cambodia in meeting the target of being an upper middle-income economy by 2030 and a high-income economy by 2050.

The NSDP 2019-2023, prepared through intense and close consultation with all stakeholders, is a live document to be constantly and continuously updated and adjusted based on progress made and emerging realities. It envisages regular monitoring and reporting of progress. The Ministry of Planning (MOP) is responsible for the preparation and monitoring of progress of the NSDP 2019-2023. The MOP has decided in consultation with the other central agencies (Supreme National Economic Council (SNEC), Ministry of Economy and Finance (MEF), Cambodia Rehabilitation and Development Board/Council for the Development of Cambodia (CRDB/CDC)) that, in lieu of the Annual Progress Report, an Mid-Term Review 2021 of the NSDP 2019-2023 be conducted and prepared, *inter alia*, for the following reasons:

- 2021 is the mid-term for the NSDP 2019-2023, so an MTR 2021 will be instrumental in assessing the progress of the implementation of the NSDP 2019-2023, together with the challenges encountered during the implementation and providing strategic recommendations as a way forward.
- Covid-19 outbreak has complicated many development plans under the NSDP 2019-2023 and progresses made in recent years and into the future.
- General Election for the National Assembly are due to be held in Cambodia in mid-2023, and a new government will get into place for a new term and would announce its major policy agenda for the next five years.
The MTR 2021 is a major exercise almost similar to the tremendous consultative effort which went into the preparation of the next NSDP. The process will include individual consultations with the RGC’s individual ministries and agencies of the Royal Government, inter-ministerial meetings, as well as consultations with Development Partners and organizations representing civil society organizations.

3. **Scope of Work**

The International Expert will assist MOP’s officials in all aspects of preparation of the MTR 2021 including:

- conceptualizing the format, structure and contents of the MTR 2021;
- collecting the data and inputs from line ministries and agencies and development partners including civil society organizations;
- organizing consultations with line ministries and development partners both individually and collectively;
- ongoing and constant contact with central agencies like SNEC, CRDB/CDC and MEF;
- preparing the first draft of the MTR 2021 by mid-October 2021 so that further consultations could be held;
- Revising the draft MTR 2021 based on the comments and suggestions made in the consultations; and
- finalizing the draft of MTR 2021 for submission to the Council of Ministers (COM) by the end of 2021;

The MTR 2021 should include all developments over the past two years since the beginning of 2019 till mid-2021 on matters relating to:

- Major political and governance background and developments (including the General Elections in mid-2018)
- Major laws, regulations, rules, decrees adopted
- Major policy pronouncements or changes (including major policy pronouncements or agenda announcements, such as the Rectangular Strategy Phase IV)
- Progress made on various fronts
- Deficiencies or shortfalls in anticipated achievements
- Strategic recommendations for implementation for the remaining term of the NSDP 2019-2023
- Forecasts of targets, goals and financial requirements

4. **Expected Outputs and Deliverables**

<table>
<thead>
<tr>
<th>Deliverables/Outputs</th>
<th>Estimated Duration to Complete</th>
<th>Target Dates</th>
<th>Due</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1: An inception report of maximum 20 pages in English that includes possible modifications to the</td>
<td>5 days</td>
<td>August 2021</td>
<td>UNDP Country Economist</td>
<td></td>
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</table>
### Deliverable 2: A Draft MTR Report of maximum 80 pages including an Executive Summary of 5 pages
- **Duration:** 20 days
- **Deadline:** October 2021

### Deliverable 3: Final Report (in English)
- **Duration:** 10 days
- **Deadline:** December 2021

### Deliverable 4: Workshop presentations during the different phases of the process, including a high-level multi-stakeholder consultation
- **Duration:** 5 days
- **Deadline:** December 2021

**Total # of Days:** 40 working days

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**5. Institutional Arrangement**

In delivering this assignment, the International Consultant works under direct supervision of the Policy Analyst – Social and Economics and overall guidance of the Country Economist, Head of the Policy and Innovation Unit and Senior Management of the General Directorate of Planning (GDP) at the Ministry of Planning. UNDP and GDP teams are to be closely consulted at all stages of the assignment.

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**6. Duration of the Work**

The services of the Expert will require 40 working days distributed in six (6) months, from July to December 2021.

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**7. Duty Station**

The duty stations for this assignment are home country and Phnom Penh, given COVID-19 travel restrictions, virtual delivery would be the norm, however. In the event that travel is required, daily subsistence allowance (DSA), travel, and other related costs of mission will be covered by the project following UNDP scale rate but will be discussed and agreed prior to traveling. The reimbursement of the associated costs will be made through an F-10 reimbursement form.

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the BSAFE training. https://training.dss.un.org/course/category/6 prior to travelling.

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**8. Minimum Qualifications of the Individual Contractor**

The International Consultant, Mid-Term Review (MTR) of the National Strategic Development
Plan 2019-2023 shall meet the following qualifications:

**Education:**
- At least advanced university degree i.e. master's degree in the field of development economics, social science, public policy, development study, and other relevant fields of study.

**Experience:**
- At least 10 years of programme/project management and policy formulation experience or related field.
- Prior projects/programmes/policies evaluation experience is a must. In particular the expert must be fully conversant with Project Cycle Management (PCM) based evaluation work.

**Competencies:**
- Experience of similar assignments in similar international development contexts and extensive work assignments in Cambodia with UN and/or other international organizations.
- Experience in engaging with senior decision/ policymakers, and ability to synthesize and present complex arguments in easily understood terms.
- Superior written/ oral communication skills, with the ability to convey complex development concepts and recommendations.
- Positive and results-oriented attitude, able to meet targets/deadline.

**Languages:**
- Fluency in written and spoken English

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

**International Expert:**

<table>
<thead>
<tr>
<th>Technical Evaluation Criteria</th>
<th>Obtainable Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least advanced university degree i.e. master’s degree in the field of development economics, social science, public policy, development study, and other relevant fields of study</td>
<td>20</td>
</tr>
<tr>
<td>At least 10 years of programme/project management and policy formulation experience or related field.</td>
<td>20</td>
</tr>
<tr>
<td>Experience of similar assignments in similar international development contexts and extensive work assignments in Cambodia with UN and/or other international organizations</td>
<td>20</td>
</tr>
</tbody>
</table>
Experience in engaging with senior decision/ policymakers, and ability to synthesize and present complex arguments in easily understood terms. 20

Superior written communication skills, with the ability to convey complex development concepts and recommendations (assessed by a sample of work provided) 20

Total Obtainable Score: 100

10. **Payment Milestones**

The consultant will be paid on a lump sum basis as per the following milestones:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Target Due date</th>
<th>Payment percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1: Inception report</td>
<td>August 2021</td>
<td>20%</td>
</tr>
<tr>
<td>Deliverable 2: Draft report</td>
<td>October 2021</td>
<td>30%</td>
</tr>
<tr>
<td>Deliverable 3: Final report</td>
<td>December 2021</td>
<td>30%</td>
</tr>
<tr>
<td>Deliverable 4: Workshop presentation</td>
<td>December 2021</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100%</strong></td>
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