

## **TERMS OF REFERENCE Individual Contracor**

**Post Title: International Consultant to Conduct Action Learning on Adaptive Programming:  
Improve the Capacity of UNDP Cambodia to Identify New Signals and Design Solutions for  
Complex Development Challenges Managing Uncertainties**

### **A. Assignment Information**

Project Title: **Strengthening CO Design Capacity/Integrated Approach**  
Cluster/Project: **Executive Office**  
Post Level: **Specialist**  
Duty Station: **Home-based**  
Duration of assignment: **December 2021 to February 2022**

### **B. Project Description**

Before the start of the pandemic, while making positive progress on several human development indicators, Cambodia was facing several challenges which have been exacerbated by the socio-economic impacts of the COVID-19 crisis. These include growing inequality – income disparity, regional disparity between the urban population and the rural poor, and gender disparity. Youth, defined as an age group between 15 and 30 years old, makes up over 60 percent of the population, but many lack required skills for the job market and a large proportion are under- or unemployed.

With the onset of the pandemic, Cambodia is facing crippling socio-economic consequences. There has been significant loss of household income due to shrinking economy and lockdowns leaving families with limited capacities to access health, nutrition, and education. Curfews and lockdown measures have had a direct impact on food security and nutrition at the household level. Like many other countries, Cambodia is possibly witnessing a rise in sexual and gender-based violence affecting women and girls. For the first time since the civil war, both GDP and Human Development are negative, the opportunity to create a more inclusive, green, and resilient recovery has never been more important.

UNDP Cambodia with the government, UN agencies and other development partners, rolled out within a short space of time numerous initiatives to support the Royal Government of Cambodia's response to the COVID-19 crisis, including (1) Conducting critical macroeconomic modelling for informed decision-making on social protection and stimulus packages, (2) Supporting the Government to build and roll out its first social assistance cash transfer system for all Cambodians living below the national poverty line, (3) Providing digital solutions for businesses and smallholder farmers, (4) Developing sanitary protocols to reduce risks in border areas kept open for trade between Cambodia and its neighbouring countries, (5) Producing social media content addressing sanitary behaviour and risk mitigation, countering domestic violence and mental health issues exacerbated by the pandemic, and (6) Procuring more than \$5 million worth of critical emergency medical equipment at the request of the Ministry of Health, financed from concessional loans and grants from the World Bank.

Given uncertainties and complexities brought about by the pandemic, the country office applied an adaptive programming approach to adjust to the changing context and emerging priorities associated with COVID response. This assignment will focus on the application of adaptive programming and will serve as input for the Asia - Pacific initiative "Capacity for Experience Sharing Initiative" (CESI) and generates best practices and lessons learned to inform the implementation of the remaining period of the UNDP Cambodia Country Programme 2019-23 and the strategy for the new country programme cycle. The deliverable will also serve as inputs to the Country Programme Sensemaking exercise.

### C. Scope of Work

Under the guidance of the Resident Representative, the Consultant will work closely with the Deputy Resident Representative, and Policy, Programme and Results-Based-Management (RBM) teams, who will provide input and review deliverables, to apply an action learning approach for analysing the adaptive programming approach applied during the pandemic, namely, reviewing the problem-solving process(es) and the authorizing environment, reflecting on actions taken and results, and codifying the adaptive programming approach for knowledge transfer and replication. The consultant will work closely with RIC, Country GPN focal point and Country Desk support to seek regional support where required.

The deliverables include a summary PowerPoint and a succinct narrative report including as a minimum the following sections: Executive summary, bibliographical review, methodology, observations and findings, recommendations, and annexes. The action learning is expected to:

1. Identify and assess the tools and processes that the CO used to identify signals and new 'normals' that informed conceptualization and execution of the adaptive response, factoring complexities and uncertainties. (What were the signals? How were they picked up and incorporated in the design? Did they change during implementation? How were adjustments made?)
2. Critically analyse new ways of working across the different teams and thematic expertise for the definition and delivery of results (Collaborative work, collective intelligence, co-creation?).
3. Critically assess the role of the CO Accelerator Lab and its contribution to introducing new tools to leverage collective thinking and analysis, and collaborative approaches for horizon scanning, sensemaking identification and experimentation, new data sources, solution mapping and facilitation of scaling up, and collective learning.
4. Assess the authorizing environment in terms of fast-track operational and programming processes, partnerships, and flexible accountability system (Results-Based Management? Other? How was progress assessed? How did the CO balance transparency-accountability-flexibility-nimbleness?).
5. Codify the experience, draw key lessons and recommendations for strengthening CO's design capacity and adaptive programming, innovation, and risk management in an everchanging complex context.

The consultant is expected to use a variety of approaches ranging, for illustration, from desk review of bibliography and documentation, bilateral interviews, and focus groups.

### D. Expected Outputs and Deliverables

Deliverables/ outputs	Estimated Duration to Complete	Indicative timeline	Review and Approvals Required ( <i>Indicate designation of person who will review output and confirm acceptance</i> )
<b>Inception Report</b> with detailed work plan/ timeframe, conceptual framework, outline of methodology and list of stakeholders (5 pages maximum, excluding annexes)	5 days	6 days after signing of contract	Resident Representative
<b>Draft Action Learning Report</b> submission (20 pages maximum, excluding annexes, executive summary, etc)	20 days	21 working days after approval of inception Report	Resident Representative
<b>Action Learning Report</b> incorporating additions and	15 days	15 working days after	Resident Representative

comments provided by UNDP country office, and <b>Power Point Presentation</b> of key findings, insights, and recommendations		receipt of comments on the draft report	
<b>Estimated total days</b>	<b>40 days</b>		

### E. Institutional Arrangement

This is a home-based assignment. The Consultant will be working under the overall direction of the Resident Representative. The deliverables will be reviewed by the Resident Representative, Deputy Resident Representative, the Policy, RBM and Programme team leads as well as relevant technical leads. The Head of Policy Team will act focal point for liaising with the Consultant on regular basis. The consultant will work closely with the Regional Innovation Center (RIC), Country Global Policy Network (GPN) focal point and Country Desk support to seek regional support where required.

### F. Duration of the Work

This assignment shall be carried out between December 2021 and February 2022. The Consultant is expected to produce deliverables based on the timeframe set below.

### G. Duty Station

This is a home-based assignment.

### H. Qualifications of the Successful Individual Contractor

#### Academic Background

- Advanced university degree (Masters or higher) in political science, anthropology, social sciences, development studies, economics, management, or related field.

#### Experience

- At Least 7 years of progressive relevant experience conducting action learning and action research, systems thinking, innovative approaches to programming, adaptive management, or other areas relevant to scope of TOR.
- Excellent technical skills and rigorous analysis of contemporary development context and complexities.
- Previous experience with UN/ UNDP or other development actors producing reports or other documents that are structured and succinct.
- Previous experience in the social, political, and economic situation in Asia, and particularly in Cambodia is an asset.
- Experience of working with UNDP Country Office, governments and/or other development partners.

#### Languages:

- Excellent written and spoken English.

### I. Scope of Price Proposal and Schedule of Payments

Proposals must be expressed in *Lump Sum Amount* that is “all-inclusive<sup>1</sup>”. Contract price is fixed regardless of changes in the cost components. This is a home-based assignment. No travel cost is involved.

#### Timeframe and Payment Schedule

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<sup>1</sup> Same as above

DELIVERABLES/OUTPUTS	ESTIMATED # OF DAYS OF Work	INDICATIVE TIMELINE	RESPONSIBLE PARTY
Pre-assignment briefing	-	1 working day after signature of contract	Policy Team Lead to organize 1 <sup>st</sup> payment: 10% at signature of contract
Desk review, research design, conceptual framework, outline of methodology, and updated workplan including the list of stakeholders to be interviewed.  Submission and satisfactory acceptance by UNDP of <b>Inception Report</b> with detailed timeframe and methodology (5 pages maximum, excluding annexes)	5 days	3 days after submission of inception report	2nd payment: 20% upon approval of Inception Report
Submission of <b>Draft Action Learning Report</b> submission (20 pages maximum, excluding annexes, executive summary, etc)	20 days	21 working days after approval of inception Report	Consultant 3rd payment: 30% of the budget upon submission of Draft Report
Finalization and submission of the Action Learning Report incorporating additions and comments provided by UNDP country office, and <b>Power Point Presentation</b> of key findings, insights, and recommendations	15 days	5 working days after submission of final report and PowerPoint presentation	Consultant Final payment: 40% upon approval of the Final Report
<b>Estimated total days</b>	<b>40 days</b>		

Detail in Annex 1.

#### J. Recommended Presentation of Offer

For purposes of generating Offers whose contents are uniformly presented and to facilitate their comparative analysis, potential consultants are requested to submit the Offer which include the following:

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology is recommended for intellectual services, but may be omitted for support services [*Note: this is optional for support services*];
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

#### K. Criteria for Selection of the Best Offer

The evaluation of the Offer will be done using Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%.

The technical proposal that should respond to the scope of work and will be vetted against the following criteria:

<b>Technical Evaluation Criteria</b>	<b>Obtainable Score</b>
Previous action learning experience	5 points
Previous experience in designing and/ or implementing development programmes in Asia, and Cambodia	5 points
Previous experience of working with UNDP regional/ Country Office	5 points
Detailed action learning methodology customised to the context mentioned above and use of innovative approaches and tools in carrying out the assignment	30 points
Collaborative consultation and engagement strategy for the main stakeholders, internal and external as needed	10 points
Analysis approach for assessing the use of innovation as a critical design principle for programming in uncertain and complex contexts	15 points
Analysis of system thinking or potentials for adaptation - thematic integration vs. system thinking	20 points
Sample report writing	5 points
Smooth flow and logical sequence of the proposal	5 points
<b>Total</b>	<b>100</b>

#### **L. Annexes to the TOR**

Existing literature or documents that will help Offerors gain a better understanding of the project situation and the work required should be provided as annex/es to the TOR, especially if such literature or documents are not confidential.

1. Detailed activity plan

Annex 1: Detail activity plan

ACTIVITY	ESTIMATED # OF DAYS OF Work	INDICATIVE TIMELINE	RESPONSIBLE PARTY
Pre-assignment briefing	-	1 working day after signature of contract	Policy Team Lead to organize 1 <sup>st</sup> payment: 10% at signature of contract
Sharing of the relevant documentation with the consultant	-	At signature of contract	Policy Team Lead to consolidate
Desk review, research design, conceptual framework, outline of methodology, and updated workplan including the list of stakeholders to be interviewed.	5 days		Consultant
Submission of the <b>Inception Report</b> with detailed timeframe (5 pages maximum, excluding annexes)	-	6 working days after signature of contract	Consultant
Comments and approval of Inception Report	-	3 working days after submission of Inception Report	UNDP CO 2nd payment: 20% upon approval of Inception Report
Consultations and meetings, in-depth interviews, and focus groups including online or in person surveys for feedback.	10 days	10 working days after approval of Inception Report	
Preparation of Action Learning Report (20 pages maximum, excluding annexes, executive summary, etc)	10 days	20 working days upon approval of Inception Report	Consultant
<b>Draft Report</b> submission	-	21 working days after approval of inception Report	Consultant 3rd payment: 30% of the budget upon submission of Draft Report
Consolidated comments on the draft report	-	5 working days after submission of draft report	UNDP CO
Clarifications meeting after receiving comments from UNDP		7 working days after submission of draft report	Policy Team Lead, and Consultant
Finalization of the Action Learning Report incorporating additions and comments provided by UNDP country office, and <b>Power Point Presentation</b> of key findings, insights, and recommendations	15 days	15 working days after receipt of comments on the draft report	Consultant
Submission of the <b>Final Report</b> , and power point presentation to UNDP country office		5 working days after PowerPoint presentation	Consultant Final payment: 40% upon approval of the Final Report
<b>Estimated total days</b>	<b>40 days</b>		