

# Terms of Reference

Consultant to Develop Award and  
Recognition Programme for Sub-National  
Administration Social Service Delivery



## 1) Background

Decentralization and De-concentration (D&D) reform in Cambodia started in 2002 marked by establishment of lowest tier of local governments, Commune/ Sangkat Administrations through direct elections. District/ Municipal (second tier) and Capital/ Provincial Administrations (third tier local governments or called regional Governments) were created in 2009.

These Sub-National Administrations (SNAs) receive inter-governmental transfer on yearly basis for its operations and development purpose. So far, SNAs use most of the fund for infrastructure development projects and leave very little space for provision of social services.

Implementation Plan Phase III (IP3-3) 2018-2020 of the National Programme for Sub-National Democratic Development (NPSDD) of 2011-2020 sets to promote local development and social service delivery by increasing amount of fund to be transferred to SNA, to expedite functional and resource transfer from national ministries and building SNA capacity to plan, budget and implement both transferred and permissive functions to serve the people as specially the poor and vulnerable people.

In line with the above reform goal, UNICEF has been working with Ministry of Interior (MOI), Ministry of Economy and Finance (MEF), Ministry of Planning (MOP) and National Committee for Sub-National Democratic Development Secretariat (NCDDS) to build SNA capacity for planning, budget formulation and execution and implementation of permissive functions, focusing on social service delivery.

In 2017, MOI General Department of Administration (GDA) with participation of MEF General Department of Sub-National Administration Finance (GDSNAF) representatives conducted assessment of bottlenecks in CPA planning, budget formulation and execution and implementation of social services. Findings and actions were discussed and agreed to address the identified bottlenecks. Key bottlenecks identified are:

- Lack of alignment and linkage of planning and budgeting in both timeline and content
- It is more challenging for SNAs to plan, budget and execute social budget due to lack of understanding about importance, lack of guidelines/ procedures and incentives. This resulted partially from slow progress in functional and resource transfer from line ministries so SNAs
- In some cases, SNAs are still with perception that social service delivery is the responsibility of line ministries (through their provincial departments)
- Lack of coordination and coherence in provision of guidance, orientation and capacity building from central ministries to SNAs about social service planning, budgeting and execution
- Lack of mechanism for monitoring and assessment of SNA performance as well as award and recognition for high performed SNAs

The agreed actions include but not limited to:

- Promote alignment of SNA planning and budgeting process through adoption of an inter-ministerial planning and budgeting calendar,
- Develop and issue guidance including training/ capacity building for SNA in a coordinated manner among central ministries (MoI, MEF, MoP),
- Establish national coaching team that could conduct joint visits (of MOI, MEF and MOP) and provide timely coaching or technical advice to SNA on planning, budgeting and implementation of social services.
- Establish M&E mechanism to track social spending at provincial level and **provide award and recognition mechanism for SNAs which achieved strong results in social development**

This consultancy is to support MOI to develop award and recognition programme for SNA social service delivery with an objective to incentivize SNAs to invest more in children and women, to identify and share good practices by SNAs in planning, budgeting and social service delivery promote peer learning.

## 2) Purpose of the assignment

Purpose: Consultant will design an award and recognition programme for SNAs for their good performance in planning, budgeting, monitoring and social service deliveries.

The guidelines will enable identification and recognition of high performed SNAs at all 3 levels (CP, DMK and CS), documentation of good practices and use to promote peer learning related with planning, budgeting and implementation of social service projects for the benefits of the poor and vulnerable children and women.

## 3) Work Assignments

Specific tasks leading to design an award and recognition mechanism include:

- Undertaking literature review on good practices in country, in the region and from other parts of the world (e.g. award and recognition programmes for local governments in the Philippines, Brazil and Columbia, Child Friendly City Initiative, etc.) as well on D&D reform in Cambodia, budget allocation and execution of SNAs, etc.
- Join the learning mission to Philippines with the government partners to learn how recognition mechanism has been developed and operationalized fully supported by the government
- Conduct interviews with key informants at national and subnational levels to identify potential areas for recognition at each SNA level and ideal award mechanism
- Based on findings, draft a design the award and recognition programme for Cambodian SNA for social service delivery
- Holding consultation meeting with stakeholders at national and sub-national levels on key elements of the programme design as per above format. Stakeholders at national level include central ministries i.e. ministry of Interior, Ministry of Economy and Finance, ministry of planning and NCDD secretariat and social ministries such as ministries of health, education, women affairs and social affairs. At sub-national level, stakeholders include Capital and provincial, district and municipality, commune and Sangkat administration leaders and professional staff.
- Write up design document and manual for implementation
- Submit draft design and draft manual for review by UNICEF and central ministries (MOI, MEF, NCDD)
- Based on comments received, finalize and submit final draft design document and manual to UNICEF and MOI.

#### 4) Expected Deliverables

Below are specific deliverables and timeline (3 months: April to June 2019):

No.	Deliverable	Reporting Requirements for each deliverable	Number of Working Days	Date for submission
1.	Inception Report with a detail work plan and methodology for producing and delivery of results	Word file in English, approximately 20 pages long, accompanied by PowerPoint files	5	22 April 2019
2.	Draft summary report of study visit that capture key elements of Philippines incentive system for local Governments	Word file in English, approximately 3 to 4 pages long, accompanied by PowerPoint files	5	29 April 2019
3.	Draft literature review report	Word file in English, approximately 40 pages long, accompanied by PowerPoint files	10	12 May 2019
4.	Draft report of findings from interviews with stakeholders at national and sub-national levels on preferred elements of award and recognition system for Cambodian SNA social service delivery	Word file in English, approximately 10 pages long, accompanied by PowerPoint files	12	30 May 2019
5	Draft design of award and recognition programme for SNA social service delivery	Word in English and Khmer, accompanied by PowerPoint files	5	10 Jun 2019
6	Draft manual for implementation of award and recognition programme	Word in English accompanied by PowerPoint files	15	20 June 2019
7	Final literature report, design of award and recognition programme and implementation manual	Word in English and Khmer, accompanied by PowerPoint files	5	30 June 2019

Proposed format or content of document:

- Purpose of award and recognition system
- Forms or types of award and recognition e.g. certificate of excellence, medal or fund for specific projects (so award / recognition may be presented in form of financial and non-financial incentives depending on final choices in design process)
- Structure and roles and responsibilities of key actors e.g. the selection body (or bodies) and award providers
- Criteria and threshold for assessing and selection of award winners
- Process of assessment and selection including data sources and data collection tools

- Calendar and forum at which award and recognition will be announced and presented to winners, high performed SNAs
- Guidance on sharing of best practices that promote learning and application of best practices
- Costing

## 5) Reporting Requirements

Under supervision of UNICEF Social Policy Specialist, consultant work closely with relevant leaders and professional staff of MOI, MEF, MOP and NCDDS.

## 6) Location and duration

The Consultant shall be based at UNICEF Cambodia with frequently visit to the Ministry of Interior.

This consultancy is expected to start assignment on 25 March and end on 15 Jul 2019.

Travel: Consultant is expected to participate in a study tour to the Philippines (international travel paid by UNICEF) and to provinces (local travels to be reimbursed based on actual location and correspond UNICEF DSA rate) for around 10 days to consult with local government leaders and professionals on draft design and needs.

## 7) Qualifications or Specialized Knowledge/Experience Required

### Qualifications and Experience

- Advanced University degree (Master's degree or equivalent, or PhD) in economics, public policy, social policy, international development, or similar field
- Minimum of 8 years professional experiences on decentralization and local capacity system building, preferably in countries with similar socio-economic context with Cambodia
- Experiences in design of award and recognition programmes for local Governments

### Knowledge and Skills

- Possess technical knowledge of decentralization and local government systems including award and recognition programme design
- Excellent interpersonal, facilitation and communication skills
- IT literacy (Use of MS Word, Excel, PowerPoint)

### Competencies

- Possess good team working spirit
- Good leadership skills
- Technical knowledge and skills in decentralization and local government systems
- Good communication skills

### Languages

Fluency in written and spoken English

## 8) Payment Schedule linked to deliverables

The payment is made in five instalments:

<i><b>Deliverables</b></i>	<i><b>Payment</b></i>
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	<b><i>(including business travel fee) be directly linked with satisfactory deliverables</i></b>
Inception Report with a detail work plan and methodology for producing and delivery of results (deliverable 1)	15% of the total consultancy fees
Draft study tour report and literature review report (deliverable 2 and 3)	20% of the total consultancy fees
Draft report of interview with key informants at national and sub-national levels, design of award and recognition programme for SNA social service delivery (deliverable 4 and 5)	20% of total consultancy fees
Draft manual for implementation of award and recognition programme (deliverable 6)	25% of total consultancy fees
Final literature report, design of award and recognition programme and implementation manual (deliverable 7)	20% of total consultancy fees

*\* The fees shall be calculated based on the days estimated to complete the assignment in the Terms of Reference and shall be considered the maximum compensation as part of a lump sum contract and agreed on a work plan for submission of deliverables. No additional fees shall be paid to complete the assignment. Payment will be made upon delivery of all final products and full and satisfactory completion of the assignment.*

## **9) Penalty for underperformance**

Payment of fees to the Contractor under this contract, including each instalment or periodic payment (if any), is subject to the Contractor's full and complete performance of his or her obligations under this contract with regard to such payment to UNICEF's satisfaction, and UNICEF's certification to that effect.

Performance indicators: Consultants' performance will be evaluated against the following criteria: timeliness, quality, and relevance/feasibility of recommendations for UNICEF Cambodia.

## **10) Termination of Contract**

This contract may be terminated by either party before its specified termination date by giving notice in writing to the other party. The period of notice shall be five (5) business days (in the UNICEF office engaging the Contractor) in the case of contracts for a total period of less than two (2) months and fourteen (14) business days (in the UNICEF office engaging the Contractor) in the case of contracts for a longer period; provided however that in the event of termination on the grounds of impropriety or other misconduct by the Contractor (including but not limited to breach by the Contractor of relevant UNICEF policies, procedures, and administrative instructions), UNICEF shall be entitled to terminate the contract without notice.

## **11) Submission of applications**

Interested candidates are kindly requested to apply and upload the following documents to: <http://www.unicef.org/about/employ/>

1. Letter of Interest (cover letter) with indication of applicant's ability and availability

2. CV or Resume with explaining how your background and experience are relevant to the consultancy work assignment and the qualifications, competencies, knowledge and skills
3. Example of applicant's performance evaluation reports or references of similar consultancy assignments (if available)
4. Your fee proposal or price proposal by indicating daily/monthly rate (in US\$) to undertake the terms of reference above, including travel costs and accommodation related to the 7 days-travel to the provinces in Cambodia. Applications submitted without a daily/monthly rate will not be considered.

The deadline for applications is 13 March 2019