

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title	Funding Code	Type of engagement	Duty Station:
National Consultancy – Review Roles and Responsibilities of Village Officials	N/A	Individual consultant	Phnom Penh, Cambodia
<p><b>Purpose of Activity/Assignment:</b></p> <p>Cambodia Decentralization and De-concentration (D&amp;D) reform began in 2001 following the adoption of the law on election of Commune/Sangkat councilors and Commune/Sangkat administrative management. The first election of Commune/Sangkat (CS) councils, the lowest tier of sub-national administration, was held in 2002, making a significant turning point of reform from deconcentration to D&amp;D reform. Many procedures and guidelines including capacity building were issued to implement the law and in support of the elected Commune/Sangkat councilors. Building on the success of this, Law on the Administrative Management of Capital, Provinces, Districts, Municipalities and Khans was adopted in 2008. The law requires the establishment of National Committee for Sub-National Democratic Development in the same year. To guide the D&amp;D reform, the committee adopted the first National Programme for Sub-National Democratic Development (NP-SNDD) 2010-2019. One of the main achievements in the first NP is the transfer of functions from line ministries to sub-national administration particularly the devolvement of 55 functions of 20 ministries to districts, municipalities and khans and others to provincial/capital administrations i.e. provincial health departments.</p> <p>To pursue the D&amp;D reform, the Royal Government adopted the NP-SNDD phase 2 2021-2030. The goal of D&amp;D reform is to move decisions in service delivery closer to the people and promote the quality and effectiveness of basic public service delivery to the people through gradual transfer of powers, responsibilities, functions, and resources from national level to sub-national administration. It is expected that SNAs be more responsive, more efficient, and better accountable to the citizens that elected them. The main objective of the D&amp;D reform is to establish a democratic culture at the local level that promotes the participation of people, the delivery of public services, and local development to respond to the needs of the people in each locality. This will eventually improve the quality of life and contribute to the reduction of poverty of the people in a socially inclusive and equitable fashion.</p> <p>Since the establishment of Commune/Sangkat administration, line ministries/agencies have delegated or assigned functions to them in addition to their mandatory or obligatory function. Following the adoption and implementation of the National Social Protection Policy Framework 2016-2025, the role of Commune/Sangkat administration and village level has become increasingly more important in ensuring the successful implementation of social protection programmes. To support the CS in implementing the transferred functions, the Ministry of Interior (Mol) issued Prakas #3840 in 2020 to consolidate those functions (obligatory, delegated or assigned) under the umbrella of the Commune/Sangkat Committee for Women and Children into 10 thematic functional areas. In 2023, the Royal Government of Cambodia adopted sub-decrees on allotment of Commune/Sangkat Fund 2024-2028 and District and Municipality Fund 2024-2028. The two sub-decrees disaggregated the funds into three components: administration, social service, hygiene and environment, and development. The sub-degree requires the Ministry of Economy and Finance and Ministry of Interior to issue inter-ministerial guidelines for the implementation of social services, sanitation and hygiene budget envelopes.</p> <p>As required in the law on administrative management of Commune/Sangkat, Mol issued guideline #004 dated 17 March 2006 on procedure and process for recruitment, appointment, and replacement of village officials, appointment of village chief assistants and roles and responsibilities and working modality of village, each village has three officials: village chief, deputy village chief, and village members of which deputy village chief and village member are assistants to the village chief. This guideline has been implemented without any adjustment or update since then. The roles and responsibilities of village officials have increasingly become more important to translate the transferred functions above into service delivery at communities and to perform as bridge and liaison between the people and Commune/Sangkat councils. Given that there is an increasing transference of functions from national level to Commune/Sangkat level and the needs to adapt the roles and responsibilities of village officials to these</p>			

functions, and the changing needs of socio-economic development of Cambodia, there is a need to revisit guideline #004 and to develop standard terms of references (ToR) for village officials.

UNICEF will provide technical support to the Ministry of Interior in this review exercise. Therefore, this ToR is developed to recruit a national consultant to conduct this very important assignment.

**Purpose of the consultancy:**

The consultancy seeks to review and develop new guidelines on the management of village officials under Commune/Sangkat administration.

**Objective of the consultancy:**

To achieve the above purpose, the consultancy shall address two key objectives:

1. Document and conduct mapping of roles and responsibilities performed by village officials
2. Develop new guidelines on the management of village officials

It is expected for the result of the exercise to be used by MoI and line ministries in the consideration of institutionalizing roles and functions of village officials in response to the current needs at community level.

**Scope of the consultancy:**

The scope of this consultancy is limited to village officials and village health support groups only. The assignment will seek to conduct three main tasks:

- 1- List all roles and responsibilities performed by the village officials in the past 12 months
- 2- Document the roles and function performed by village health support groups who are not village officials and define standard incentive for functioning of VHSG who are not under the payroll of the Commune/Sangkat
- 3- Assess whether there are spaces for the village official to undertake additional functions needed by their communities.

The consultant shall conduct desk review and use mixed data collection methods (quantitative and qualitative) at central ministries and sub-national administrations. At central level, the exercise will involve key informant interviews with relevant social ministries which include but are not limited to the Ministry of Interior, the Ministry of Health, the Ministry of Social Affairs, Veteran, and Youth Rehabilitation, the Ministry of Women's Affairs and the Ministry of Education, Youth and Sports. At sub-national level, focus group discussions with village officials shall be conducted in 36 Commune/Sangkat with consideration of rural and urban communities in 18 district/khan/municipality from 6 capitals/provinces. Specific locations will be determined at the commencement of the exercise and during the inception phase.

**Work Assignment:**

In consultation Social Policy and Health sections of UNICEF, the consultant will carry out the review exercise to meet the purpose and objective of this assignment. Key assignment include:

Inception Phase:

- Conduct desk review on relevant policies, strategy and guideline on D&D and social service functions rendered at local communities by village officials especially in the area related to health and nutrition, water and sanitation, education, child protection, and social protection listed in the MoI Prakas on Roles and Responsibilities of Commune/Sangkat Committee for Women and Children.
- Consult with key ministries such as MoI, MEF, MoH to clarify objectives, expected deliverables, methodology and time frame.
- Produce draft inception report indicating proposed methodology, workplan and interview guides adaptive to diverse needs of users.
- Provide presentation of the inception report to UNICEF and MoI.

Field interviews:

- In consultation with UNICEF and Mol, plan for field work FGD and develop data collection instruments which include logistic plan, interview protocol, and question guides for diverse groups of respondents.
- Consult with key ministries (Mol, MEF, MoH, MoSVY, MoWA, MoEYS) and selected sub-national administration to clarify the, confirm, and adjust key questions to ensure the interview instruments could be used to gather responses that feed the objective the exercise.
- Test question guides for its validity, coherence, compatibility with the target groups, and make adjustment where needed.
- Execute field interview, and ensure that all FGD are recorded, and accurately summarized.
- Produce first draft of report of field data collection and prepare draft updated guideline for management of village officials inclusive of standard ToR and relevant template and seek feedback with UNICEF, Mol, and key ministries.

#### Reporting

- Produce second draft report and second draft updated guideline for management of village officials based on comments/inputs from relevant stakeholders.
- Provide two presentations to UNICEF, Mol, key ministries and selected sub-national administration to validate the result of the review.
- Finalize report and guidelines based on comments/inputs from relevant stakeholders.

#### Child Safeguarding

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

☐ YES ☒ NO If YES, check all that apply:

**Direct contact role** ☐ YES ☒ NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

**Child data role** ☐ YES ☒ NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

<b>Budget Year</b>	<b>Requesting Section/Issuing Office:</b>	<b>Reasons why consultancy cannot be done by staff:</b>
2025	Policy and Public Finance for Children	The assignment requires extensive field data collection and assistant in recording/transcription which make it more effective to outsource the services.
<b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:		
<p>Key Intervention 2.3: Increased capacity of MEF and sub-national administration in monitoring and implementing a transparent, participatory, result oriented and risk-informed sub-national budgeting for disability inclusive and climate resilient social services and social assistance programmes to address multi-dimensional child poverty</p> <p>Activity 3: Provide technical support to MEF and MoI in finalizing and disseminating disability inclusive and climate resilient inter-ministerial guideline on implementing CS and District/Municipality budget threshold for social service, environment and hygiene focusing on disability, social assistance programmes (costing of family package operation at SNA), and costing of positive parenting, early childhood education, and nutrition</p>		
<b>Consultant sourcing:</b> <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both		
<b>Competitive Selection:</b> <input checked="" type="checkbox"/> Advertisement <input type="checkbox"/> Roster <input type="checkbox"/> Informal Competitive Process		
<b>Single Source Selection</b> <input type="checkbox"/> (Emergency - Director's approval)		
<b>Supervisor:</b>	<b>Start Date:</b>	<b>End Date:</b>
Chea Kimsong	24 March 2025	31 July 2025

Work Assignment Overview	Deliverables/Outputs	Delivery deadline	Estimated Budget
<b>Deliverable 1: Inception Phase</b> <ul style="list-style-type: none"> <li>Conduct desk review on relevant policies, strategies, guidelines, plans and reports on D&amp;D and related services render at communities.</li> <li>Consult with relevant department/institution of MoI, MEF, MoH, MoSVY and other key ministries to finetune the objective, scope of the exercise, key deliverable and timeframe.</li> <li>Draft inception report which includes proposed mythology, interview protocol and question guides adaptive to diverse needs of line ministries and different group of respondents.</li> <li>The exercise will involve field work to conduct interview and FGD at 6 provinces at an estimated 20 working days at the field.</li> </ul>	Inception report, FGD protocol based on the review of document and preliminary interview with key informants.	04 April 2025 6 days	10%
<b>Deliverable 2: Testing of data collection instruments</b> <ul style="list-style-type: none"> <li>In consultation with UNICEF and MoI plan for field work interview, FGD and develop data collection instruments which include logistic plan, interview protocol, and question guides.</li> <li>Consult with key ministries and selected sub-national administration to clarify the, confirm, and adjust key questions to ensure the interview instruments could be used to gather responses that feed the objective the exercise.</li> <li>Test questionnaire for its validity, coherence, compatibility with the target groups, and make adjustment where needed.</li> </ul>	Finalized interview protocol, workplan, and semi-structure question guides.	25 April 2025 5 days	15%
<b>Deliverable 3: Data collection including Key informant interview and FGD in 6 provinces</b> <ul style="list-style-type: none"> <li>Conduct key informant interview with relevant stakeholders determined by preliminary discussion with key ministries.</li> <li>Carry out 36KII and focus group discussion with village officials in 6 provinces.</li> <li>Provide two presentations to UNICEF and MoI on result of field data collection and proposed draft guideline for management of village officials</li> </ul>	Field report on data collection and draft updated guideline for management of village official	14 June 2025 25 days	45%
<b>Deliverable 4: Final reporting and guideline</b> <ul style="list-style-type: none"> <li>Produce final report and final draft guideline on management of village official based on comments/inputs from relevant stakeholders.</li> <li>Provide two presentations to UNICEF, MoI and, key ministries and sub-national administration to validate the result of the review.</li> <li>Finalize report based on comments/inputs from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Final report on the review exercise</li> <li>Final draft guideline on management of village official</li> <li>Two presentations to key ministries and relevant stakeholders.</li> </ul>	11 July 2025 10 days	30%

Minimum Qualifications required:	Knowledge/Expertise/Skills required:
<input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other <ul style="list-style-type: none"> <li>Advanced University degree (Master's degree or equivalent, or PhD) in economics, public policy, sociology, development, public health or related fields.</li> <li>Excellent interpersonal, facilitation and communication skills.</li> <li>Computer literacy</li> <li>English literacy</li> </ul>	<ul style="list-style-type: none"> <li>At least 8 years of evaluation/ research and/or technical experience with an excellent knowledge of qualitative and quantitative methods and development guidelines or policy documents</li> <li>Solid expertise and experience in local governance and decentralization reform.</li> <li>Possess community development and change management work experience is an asset.</li> <li>Good communication, advocacy, and people skills and the ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form; and</li> <li>Excellent communication and report writing skills.</li> </ul>
<b>Evaluation Criteria (This will be used for the <a href="#">Selection Report</a> (for clarification see <a href="#">Guidance</a>))</b>  A) Technical Evaluation (100 Points): Weight 70% <ul style="list-style-type: none"> <li>- Relevant educational background (30 points)</li> <li>- Relevant skill and experience (40 points)</li> <li>- Proven quantitative survey reports and statistical applications (30 points)</li> </ul> B) Financial Proposal (100 Points): Weight 30%  The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum of 70 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.  The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.	
<b>Administrative details:</b> Visa assistance required: <input type="checkbox"/>  <input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:	<b>If office based,</b> seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>

<sup>1</sup> Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

**Text to be added to all TORs:**

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.