

National Consultancy:

Institutional organizational development of the National Social Assistance Fund (NSAF), Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY)



UNICEF Cambodia

1. Background

The National Social Protection Policy Framework (NSPPF) 2016-2025 has two main pillars: Social Security and Social Assistance. Cash transfer programme for pregnant women and children under 5, scholarship programme for primary and secondary students, cash transfer programme for people with disability and supporting programme for elderly people were included as part of the Social Assistance component of the NSPPF. The Royal Government of Cambodia (RGC) launched the national Cash Transfer programme for pregnant women and children up to the age of 2 years in June 2019 under the policy oversight of inter-ministerial coordination by the National Social Protection Council and Social Assistance Sub-Committee; and leading the implementation by the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY). NSPPF envisages an integrational approach to social assistance to increase coverage, effectiveness and efficiency and foresees unification of services through an integrated Family Package of cash transfers delivered through a single service operator.

To achieve the above objectives, the Family Package and the establishment of National Social Assistance Fund (NSAF) are now under design and development. The NSAF is a public administrative entity established under the technical guardianship of the Ministry of Social Affairs, Veterans and Youth Rehabilitation, and the financial guardianship of the Ministry of Economy and Finance. The NSAF is established to manage and administer the social assistance programmes. The SNAF is established as the operator of the components of the Rehabilitation and People with Disability Fund (PDF) relevant to social assistance sector. And is a responsible operator for the Pension Fund for Retired Civil and Veterans Fund of the National Social Security Fund (NSSF) and the National Veterans Fund (NVF).

The NSAF is headed by the Board of Directors, which is the highest governing body, and is mandated to direct the performance and oversee the NSAF's operation as defined under regulatory framework of its founding sub-decree and in accordance with other relevant laws and regulations. MoSVY is the Chair of the NSAF's Board of Directors with a primary role to ensure

oversight and coordinate the functioning of the NSAF as the operator of the social assistance and other programmes and funds. The implementation of this role by MoSVY will require a strengthened institutional structure, capacities and performance of MoSVY in general, its departments assigned the functions under SNAF and its technical departments.

2. Purpose

The purpose of this short-term consultancy is to develop the proposal for the institutional structuring and organizational development of NSAF under auspices of MoSVY.

Specific objectives under the assignment include:

- Develop a clear outline of the NSAF organizational structure required to support the NSAF function
- Develop required documentation in support of the institutional structuring and organizational development of SNAF.

3. Work Assignments

The key assignments for the consultancy include:

- Develop detailed inception report and project workplan. It should describe the way the consultant will work with the MoSVY, describe theoretical framework for analysis and development of the institutional structuring and organizational development plans, while detailing the timeline for project execution, including dates, resources, dependencies and a plan for communications/issue resolution with the project team, in line with the Terms of Reference.
- Conduct desk review of relevant documents such as draft sub-decree on the establishment of the NSAF as a public administrative establishment, inter-ministerial Prakas on establishment and functioning of NSAF and document relevant to the establishment of Rehabilitation and People with Disability Funds (PDF), social assistance sector, Pension Fund for Retire Civil and Veterans Fund of National Social Security Fund (NSSF) and National Veterans Fund (NVF). Desk review will include the review of the existing practices of establishing similar mechanisms in Cambodia and selected best-practice countries.
- Develop the draft outline of the proposed organizational structure of NSAF, including its structures at national and sub-national level, and coordination, linkages and relationship with relevant other institutional actors.
- Assess institutional and human resource capacity of the existing structures of the institutions that will be integrate in the new structure of NSAF against the new roles of the NSAF institution and its operational units.
- Develop/draft the key normative documents regulating operation and performance of the NSAF and its institutional and organizational structure including key work/business process, roles and accountabilities, and job descriptions for each proposed post of the new structure.
- Develop capacity building plan for strengthening the organizational and functional capacity of the NSAF institution, focusing on the capacities for the implementation of the new integrated social assistance programme “Family Package”.
- Prepare Institutional Organizational Development report and other relevant documentation.

4. Qualifications or Specialized Knowledge/Experience Required

Qualifications and Experience

- Academic qualification at University level in business administrative, human resource development, and other relevant subjects
- At least 8 years of professional experience in development of organizational institution, human resources development
- At least 5 years of progressive experience working with human resource, operations and institution management

Knowledge and Skills

- Proven ability to manage development of institution and organizational structure
- Proven knowledge and understanding of social protection system, particularly social assistance Programme
- Proven experience on development of capacity plan of the institution and performance management
- Knowledge about development of job descriptions for the posts of organizational structure.

Competencies of Successful Candidate

- Communication
- Working with people
- Drive for results
- Applying technical expertise

Languages

Fluency in spoken and written Khmer and English

5. Location

The consultant is expected to work in country and full-time and be based in the MoSVY Office.

6. Duration

The consultant is expected to work for a period of 80 working days, expected start date **1 August to 31 November 2021**. The indicative schedule of the work assignments with specific timelines is mentioned in “Deliverables Section.”

7. Deliverables

<i>Deliverables</i>	<i>Timeframe Due date</i>	<i>Payment (including business travel fee)</i>
<u>Deliverable 1: Preparation of workplan and desk review</u>	31 August 2021 (20 working days)	15%

<ul style="list-style-type: none"> □ Develop detailed inception report and project workplan. It should describe the way the consultant will work with the MoSVY, describe theoretical framework for analysis and development of the institutional structuring and organizational development plans, while detailing the timeline for project execution, including dates, resources, dependencies and a plan for communications/issue resolution with the project team, in line with the Terms of Reference. □ Conduct desk review of relevant documents such as draft sub-decree on the establishment of the NSAF as a public administrative establishment, inter-ministerial Prakas on establishment and functioning of NSAF and document relevant to the establishment of Rehabilitation and People with Disability Funds (PDF), social assistance sector, Pension Fund for Retire Civil and Veterans Fund of National Social Security Fund (NSSF) and National Veterans Fund (NVF). Desk review will include the review of the existing practices of establishing similar mechanisms in Cambodia and selected best-practice countries. 		
<p><u>Deliverable 2: Preparation of Inception Report and assessment of mapping of current relevant structure with the new structure of NSAF</u></p> <ul style="list-style-type: none"> □ Develop the draft outline of the proposed organizational structure of NSAF, including its structures at national and sub-national level, and coordination, linkages and relationship with relevant other institutional actors. □ Assess institutional and human resource capacity of the existing structures of the institutions that will be integrate in the new structure of NSAF against the new roles of the NSAF institution and its operational units. 	<p>30 September 2021 (20 working days)</p>	<p>40%</p>
<p><u>Deliverable 3: Institutional organizational structure, human resource needs and capacity development plan</u></p> <ul style="list-style-type: none"> □ Develop/draft the key normative documents regulating operation and performance of the NSAF and its institutional and organizational structure including key work/business process, roles and 	<p>31 October 2021 (20 working days)</p>	<p>30%</p>

<p>accountabilities, and job descriptions for each proposed post of the new structure.</p> <p><input type="checkbox"/> Develop capacity building plan for strengthening the organizational and functional capacity of the NSAF institution, focusing on the capacities for the implementation of the new integrated social assistance programme “Family Package”.</p>		
<p><u>Deliverable 4: final report of the assignment</u></p> <p><input type="checkbox"/> Prepare Institutional Organizational Development report and other relevant documentation and present to MoSVY’s management team</p>	30 November 2021 (20 working days)	15%

8. Reporting Requirements

This assignment requires the Consultant to produce work plans for each deliverable output and progress reports (maximum three pages) in English against the above objectives and activity plan, and submit them to MoSVY and UNICEF

9. Payment Schedule linked to deliverables

Payment terms in relation to key deliverables are specified in “Deliverables section”. The payment is made on deliverable output basis upon the submission and approval of the progress report and workplan of the next deliverable output.

10. Administrative Issues

- Access to UNICEF office and internet will be provided by UNICEF.

11. The Paid Time Off (PTO)

The Paid Time Off (PTO) benefits apply to individual contractor and consultants who work on time-based contracts on an ongoing and full-time basis with a minimum contract duration of one calendar month (hereafter the "individual Contract").

Entitlement: The individual contractor will receive PTO credit at the rate of one-and half days (1.5 days) for each full month of service, to be credited on the last calendar day of the month, and up to 17 days for a maximum of 11.5 months contract.

Utilization: PTO may be taken in units of days and half days. In calculating the PTO to be charged, any absence of more than two hours but less than four hours (excluding lunch hour) is counted as half days; similarly, any absence of more than four hours (excluding lunch hour) is counted as one day.

Unused Paid Time Off: PTO is a benefit that must be used during the time of the contract. Any unused PTO cannot be carried to future contract and any accumulated PTO will be forfeited at the end of the contract.

12. Contract supervisor

The consultant will work under the supervision of the Social Policy Specialist. Compliance with the ToR and timely delivery of the expected deliverables will be closely monitored. Upon the completion of work assignments, the supervisor will evaluate the consultant's work, certify relevant documents and process/follow-up on the payments.

13. Nature of 'Penalty Clause' to be Stipulated in Contract

Unsatisfactory performance: In case of unsatisfactory performance the contract will be terminated by notification letter sent five (5) business days prior to the termination date in the case of contracts for a total period of less than two (2) months, and ten (10) business days prior to the termination date in the case of contracts for a longer period

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

14. Submission of applications

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

- Letter of Interest (cover letter)
- CV or Resume
- Performance evaluation reports or references of similar consultancy assignments (if available)
- Financial proposal: All-inclusive lump-sum cost including travel and accommodation cost for this assignment as per work assignment.

The deadline for applications 26/April/2021.

15. Assessment Criteria

A two-stage procedure shall be utilized in evaluating proposals, with evaluation of the technical proposal being completed prior to any price proposal being compared.

Applications shall therefore contain the following required documentation:

- a) Technical Proposal: Containing a cover letter, updated CV or resume, and copies of 2 relevant performance evaluation reports or references of similar consultancy assignments conducted by the consultant.

b) Financial Proposal: Lump-sum offer with the cost breakdown of consultancy fee.

**No financial information should be contained in the technical proposal.*

For evaluation and selection method, the Cumulative Analysis Method (weight combined score method) shall be used for this recruitment:

a) Technical Qualification (max. 100 points) weight 70 %

- Academic qualification at the Master's level in the relevant fields (20 points)
- Professional experience in organizational development and social protection (50 points)
- Knowledge, skills, competencies and languages (30 points)

b) Financial Proposal (max. 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 technically qualified candidates who have attained a minimum 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 a candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.