

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

National Consultancy: Finalization of the Organizational Development Plan for NSAF	Funding Code N/A	Type of engagement Individual Consultant	Duty Station: Phnom Penh, Cambodia
<p>Purpose of Activity/Assignment:</p> <p>The National Social Assistance Fund (NSAF) was established on March 31, 2022, through Sub-decree no 68. It serves as the single operator of the Ministry of Social Affairs, Veterans and Youth Rehabilitation and of the People with Disability Fund (PWDF) involving in the implementation of social assistance, as well as the operators of the National Social Security Fund for Civil Servants (NSSFCS) and of the National Fund for Veterans (NFV). The NSAF operates under the technical guardianship of the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY), and the financial guardianship of the Ministry of Economy and Finance (MEF). Sub-decree no 210 on organization of NSAF dated 17 October 2022, Inter-ministerial Prakas no. 194 dated 4 July 2023 and Inter-ministerial Prakas no. 195 dated 4 July 2023 were subsequently issued to establish and govern departments, units, and branches of NSAF.</p> <p>To support the implementation of the sub-decree and Prakas, the NSAF has collaborated with UNICEF and EPRI to develop an organizational development plan. This plan aims to enhance the effectiveness, efficiency, and overall performance of the NSAF. However, due to delays in implementing Prakas 195, the draft plan primarily focuses on the central level of the NSAF.</p> <p>Ensuring the quality of the NSAF's organizational development requires a comprehensive review at the national, capital, and provincial levels. This will ensure that the plan remains dynamic and adaptable to changes in the internal and external environment. The goal is to improve organizational effectiveness, employee engagement, productivity, regularly measuring progress towards the defined goals, and tracking key performance indicators.</p> <p>To achieve this, it is crucial to engage a specialized national consultant. Their expertise in organizational development, change management, and strategic planning will greatly contribute to the quality and finalization of the organizational development plan.</p>			
<p>Scope of Work:</p> <p>The consultancy has the following key assignments:</p> <ol style="list-style-type: none"> 1. Develop Consultancy Workplan, Desk Review of Relevant document: <ul style="list-style-type: none"> • Develop a consultancy workplan • Desk review on draft NSAF's Organizational Development Plan and relevant documents • Conduct Key Informant Interview (KII) with Board Director of NSAF, NSAF's departments and unit, and NSAF'S branches at Capital/ Provincial levels 2. Conduct Consultation and Finalization of NSAF's Organizational Development Plan <ul style="list-style-type: none"> • Internal consultation within key relevant departments: Engaging in discussions and consultations with the key departments within NSAF and its branches to gather inputs, perspectives, and recommendations. • Consultation with relevant stakeholders: Facilitating a consultation workshop involving MoSVY, NSAF, and Capital/Provincial of NSAF to present the final draft of the organizational development plan and gather final inputs. • Consolidation of inputs: Compiling and consolidating inputs received from bilateral consultations and the consultation workshop, analyzing feedback, identifying common themes or suggestions, and integrating them into a cohesive and comprehensive final version of the organizational development plan. • Submission of the final Organizational Development Plan and PowerPoint presentation 			
<p>Child Safeguarding</p> <p>Is this project/assignment considered as "Elevated Risk Role" from a child safeguarding perspective?</p>			

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](#)

Consultant sourcing: <input checked="" type="checkbox"/> National <input type="checkbox"/> International Competitive Selection: <input checked="" type="checkbox"/> Advertisement <input type="checkbox"/> Rosters Single Source Selection: <input type="checkbox"/> (Emergency - Director's approval)		Request for: New Individual Contract
Supervisor: Keo Sovannary	Start Date: November 2023	End Date: January 2024

Work Assignments Overview	Deliverables/Outputs	Delivery deadline	Estimated Budget
Workplan 1: Consultancy Workplan and Desk Review and KII report <ul style="list-style-type: none"> Develop a consultancy workplan Desk review on draft NSAF's Organizational Development Plan and relevant documents Conduct Key Informant Interview (KII) with Board Director of NSAF, NSAF's departments and unit, and NSAF'S branches at Capital/ Provincial levels 	Deliverable 1: <ul style="list-style-type: none"> Report with detailed plan for consultancy, including timeframe Report on desk review and KII 	20 Nov. 2023 (20 days)	40%
Workplan 2: Conduct Consultation and Finalization of NSAF's Organizational Development Plan <ul style="list-style-type: none"> Internal consultation within key relevant departments: Engaging in discussions and consultations with the key departments within NSAF and its branches to gather inputs, perspectives, and recommendations. Consultation with relevant stakeholders: Facilitating a consultation workshop involving MoSVY, NSAF, and Capital/Provincial of NSAF to present the final draft of the organizational development plan and gather final inputs. Consolidation of inputs: Compiling and consolidating inputs received from bilateral consultations and the consultation workshop, analyzing feedback, identifying common themes or suggestions, and integrating them into a cohesive and comprehensive final version of the organizational development plan. Submission of the final Organizational Development Plan and PowerPoint presentation 	Deliverable 2: <ul style="list-style-type: none"> Final NSAF's Operational Development Plan Final presentation of NSAF's Operational Development Plan 	31 January. 2024 (30days)	60%
Total		50 working days	100%

<p>Minimum Qualifications required: <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <ul style="list-style-type: none"> • An advanced University degree (Master’s degree or equivalent, or PhD) in public policy, social policy, development, or related fields • Fluency in English and Khmer 	<p>Knowledge/Expertise/Skills required:</p> <ul style="list-style-type: none"> • Extensive experience in organizational development, change management, and strategic planning. • Proven track record in conducting organizational assessments, designing improvement strategies, and implementing change initiatives. • Strong analytical, communication, and facilitation skills. • Ability to work effectively with diverse stakeholders and teams. • Familiarity with best practices, standards, and methodologies related to organizational development and performance improvement.
<p>Submission of applications:</p> <ul style="list-style-type: none"> ▪ 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. 	
<p>Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance))</p> <p>A) Technical Evaluation (100 points. Weighted score = 70%)</p> <ul style="list-style-type: none"> ▪ Relevant educational background (20 points) ▪ Relevant skill and experience (50 points) ▪ Ability to work effectively with diverse stakeholders and teams. (30 points) <p>B) Financial Proposal (100 Points. Weighted score = 30%)</p> <p>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 70/100 the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.</p> <p>The contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.</p>	
<p>Administrative details: Visa assistance required: <input type="checkbox"/> <input checked="" type="checkbox"/> Home: Based SNAF Office <input type="checkbox"/> Office Based:</p>	<p>If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/></p>

¹ 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.