

## Terms of Reference

### International Consultancy for the facilitation and finalisation of the CPMP 2024-2028 process

**Contract modality:** Consultant contract

**Section:** Management

**Duty station:** [Phnom Penh, Cambodia] ☐ , home-based ☒ , or hybrid ☐

**Duration:** From April to August 2023

#### 1. Background

UNICEF Cambodia is currently in the last year of its current country programme 2019-2023 and preparations for the new country programme 2024-2028 are underway. The UN Country Team, in 2022, had also started the process to develop the new UN Sustainable Development Cooperation Framework (UNSDCF) 2024-2028 in support of RGC's national plans to address challenges and identify opportunities for implementing social and human capital development and economic growth policies and programmes. UNICEF Cambodia prepared a roadmap for the development of the new country programme that is fully synchronized with the timelines for developing the Cambodia UNSDCF.

The UN in Cambodia held a Visioning and Strategic Prioritisation Retreat in November 2022 where the key outcomes for the new UNSDCF were identified in discussion with govt and development partners. UNICEF also provided substantive technical and coordination support to the development of the theory of change and results framework for the UNSDCF in partnership with other UN agencies.

The UNICEF Office in Cambodia held an internal strategic prioritization meeting from 22-23 Feb 2023 to examine the findings and recommendations from the UNDAF and UNICEF Country Programme evaluation as well as reflect on the achievements, bottlenecks and lessons learned during the course of the current country programme. It is expected that the strategic focus and priorities for the new country programme will soon be finalized, as well as how UNICEF's work will support and complement the contribution of the UN in addressing human capital and economic development, environment risks, and to build cohesive and inclusive society that can reach the most vulnerable and marginalized.

The planned programme budget for the Country Programme 2024-2028 will thereafter be determined. It is expected that the budget from Regular Resources will be significantly reduced. As an indication, the current programmable level of funds stands at approximately USD 137m for CP 2019-2023. The current organizational structure consists of a total number of staff of 112, including JPOs and UNVs. There are 22 international positions, 52 National positions, 35 General Services.

The development of the new country programme presents an opportunity for Cambodia Country Office to review the staffing structure. Cambodia Country Office will need to achieve the results of the programme - whether these will be regular staff, or human resources contracted through other modalities, size, functions, and skills that are required for the office to be fit for purpose and effectively deliver results for children with due consideration of the current and anticipated trajectory of financial resources for the country programme. The CPMP guideline, developed by the CPMP Task Force, will be developed as an overall guidance for designing and mapping the office structure with the 2024-2028 Country Programme structure. It will lay out the common grounds for assessing and defining the human and financial resources required by each sector for achieving the planned programme results reflected in the Results Framework of the CPD.

## 2. Purpose

The UNICEF Cambodia Country office is seeking the services of a senior consultant experienced with strategic reviews, country programme management plan documents, and results-based management in a development setting, to guide the Country Office in developing the Country Programme Management Plan for 2024-2028.

The consultant will provide technical advice and support to the country team in the development of a staffing structure that is fit for purpose to deliver results for the new Country Programme. That would include Human Resources (HR) analysis of the office and staff supporting the implementation of UNICEF supported activities analysis and advice on how to propose a concrete, creative structure, matrices, and costed scenarios to address the HR capacity needs. The new ways of working should incorporate the concept of Design Thinking, which are human-centered, commercially disciplined, iterative, and experimental in nature.

The deliverables of this consultancy will feed into the development of the Country Programme Management Plan (CPMP) and submission for Programme Budget Review by the UNICEF Regional Office. The consultant will work under the overall oversight of the Country Representative and under the supervision of the Deputy Representative Operations and in consultation with the CPMP Task Force.

## 3. Work Assignment

The Consultant for the Country Programme Management Plan for 2024-2028 will:

- ☐ Be based on the draft CPD, Explanatory Notes and various minutes of staff consultations, identify meaningful opportunities to engage and consult key stakeholders in the review process.
  - Support full review of all programmes/sections, cross-sectoral programmes/sections, and operations sections
  - Support the review of field offices and analyze their structure within the CPD direction <sup>1</sup>
  - Support and engage in review process of a workload and affordability analysis of each section/programme.
  - Support the office in assessing and determining the human resources capacity (structure, size, and skills) that is needed to deliver planned CPD results.
  - Work with each section and gather their inputs needed as per the CPMP guidelines/requirement.
  - Work closely with the CPMP Task Force.
- ☐ Produce a draft CPMP document to be endorsed by the CMT.

The completion of the outlined tasks will require:

- ☐ Familiarization with the UNICEF technical regulations governing the CPMP process
- ☐ Familiarization with the UNICEF Strategic Plan, including the revised goal framework, organizational commitments and core strategies globally embraced
- ☐ Desk Review of key knowledge products established by the Country Office as well as inter-agency documents.
- ☐ Facilitating team discussions – in the country office and two field offices.

### Activity/Expected Outputs:

1. Review the draft country programme document, Explanatory Notes, and interview key staff in the office to understand the context and the vision (10 working days)
2. Develop an office staff skills profile, by agreed dimension, for the next country programme (2024-2028) (6 working days)
3. Conduct a quantitative analysis of current capacity, by agreed dimensions by reviewing Job Description of current office structure and affordability analysis. (6 working days)
4. Synthesize finding on current capacity and future requirements, including any gap identified, and provide recommendations to address the gap including staff development activities (6 working days)
5. Produce a final report in English (7 working days)

Output 1: A suggested office structure to support the new country Programme document implementation.

Output 2: Staff-skills profile needed for the new country programme (the report should thoroughly justify the profiles developed)

Output 3: Current in-house capacity and gaps for the new country programme.

Output 4: Current staff-skills profile for the office, Gap analysis report, Affordability analysis including recommendations

Output 5: Final comprehensive support and CPMP draft document

#### 4. 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):

#### 5. Qualifications or Specialized Knowledge/Experience Required

##### Qualifications and Experience

Advanced University Degree in Management, Human Resources, or related field, with senior level background on Human Resources Management and/or Organizational Development as well as experience in developing staff structures, profiles, and assessments in different environments.

##### Knowledge and Skills

- ☐ A minimum of 10 years’ experience in designing, leading, and managing initiatives that foster intrapreneurship, human resources management, and organizational change and design.
- ☐ Experience and knowledgeable in Design Thinking Concepts.
- ☐ Good understanding of UNICEF’s development role and its position on women and children’s issues is an asset.
- ☐ Good analytical, negotiating and advocacy skills.
- ☐ Excellent facilitation and communication skills.
- ☐ Demonstrated ability to work in a multi-cultural environment and establish harmonious and effective working relationships both within and outside the organization.
- ☐ Previous experience in planning process and practical experience in South-East Asia is an asset
- ☐ Excellent report writing skills
- ☐ Excellent interpersonal skills

##### Languages

Fluency in English, including excellent writing skills

#### 6. Location

The consultant will **work remotely**, adjusting to Cambodia time zone of working during the scheduled meetings and team consultation period.

## 7. Duration

This consultancy will feed into the organizational structure of the new country programme. The timeframe for the consultancy **is from April to August 2023**. The organizational structure prototypes will need to be ready at latest by end of June 2023 to enable the office to complete the PBR administration processes and submit the request to the Regional Office by end of August 2023.

## 8. Deliverables and Payment Schedules

<i><b>Deliverables and descriptions</b></i>	<i><b>Number of working days</b></i>	<i><b>Due date</b></i>	<i><b>Payment</b></i>
1. Review the draft country programme document, Explanatory Notes, and interview key staff in the office to understand the context and the vision and produce an analysis.	10	15 May 2023	25%
2 a) The office staff skills profile is developed, by agreed dimension, for the next country programme (2024-2028) (6 working days) b) A quantitative analysis of current capacity is conducted, by agreed dimensions by reviewing Job Description of current office structure and affordability analysis. (6 working days) c) A synthesis of the findings on current capacity and future requirements, including any gap identified, and provide recommendations to address the gap including staff development activities	18	07 June 2023	30%
3. Final management review report (including documentation on consultation meetings). CPMP report shared.	7	30 June 2023	45%

## 9. Contract supervisor

The consultant will work under direct supervision of the UNICEF Deputy Representative Operations and under overall supervision and guidance of the UNICEF Representative.

## 10. 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.

## 11. Submission of applications

Interested candidates are kindly requested to apply and upload the following documents:

- 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:

- Consultancy daily/monthly fee
- Medical insurance (health and accidental death) for the entire duration of the contract.

## **12. Assessment Criteria**

A two-stage procedure shall be utilised in evaluating proposals, where the evaluation of the technical proposal will be completed prior to any price proposal being reviewed and compared. The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.

The Cumulative Analysis Method (weight combined score method) will be used for evaluation and selection in this process.

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

Degree Education in ..... (30 points)

Knowledge of ..... (20 points)

Experience in..... (30 points)

Quality of past work (e.g., understanding, methodology) (20 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 technical 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.