

Individual Consultancy (National):  
To develop guidelines for Implementation of  
Safe Village, Commune- Sangkat Policy



UNICEF Cambodia

## 1. Background

Informed by pilot/ experiment programme (known as Seila programme) implemented from 1996 to 2000, Decentralization and De-concentration (D&D) reform began with the development of the first Organic Law on Commune/ Sangkat (CS) Administrative Management in 2001, followed by the first elections of CS councils, the lowest tier of local government conducted in 2002. The second Organic Law on Capital and Provincial (CP), District, Municipal and Khan (DMK) Administrative Management developed in 2008 paved the way for elections of councils at CP and DMK levels conducted in 2009.

To advance the D&D reform, a ten-year National Programme for Sub-National Democratic Development (NP-SNDD) for 2011-2020 was prepared and implemented. Currently, the second ten-year national programme - NP2 for 2021- 2030 is being finalized for the next ten years' implementation.

The goal of the reform is to create new Sub-National Administrations (SNA) and systems that are situated closer to the people, equipped with new functions, personnel and resources to take charge of the development of their locality. It is expected that new SNAs are more responsive, efficient, and accountable to the citizens that elected them. It is also expected that line ministries would transfer functions, human and financial resources to SNA to deliver services, and the role of national ministries would be shifted to formulating sector strategies, setting standard and procedures, building SNA capacity and carrying out inspection of compliance.

In order to establish and guarantee security and public order within villages and communes, the Ministry of Interior announced the Safe Village, Commune -Sangkat Policy as a priority policy for the Kingdom of Cambodia. The policy urged authorities at the commune level to ensure that communities are safe from crime and that they are able to adequate plan for and address the social development, including through improved administrative services and social and protection services. In 2021, the Policy received a relevant enhancement as peace, political stability, security, and public order were deemed crucial to maintain and strengthen favorable economic and social development, while addressing the impact of emergencies.

The Safe Village-Commune-Sangkat policy follows some rigorous criteria, which defines its objectives. First of all, the delivery of public services, especially administrative services with quality and credibility. In this regard, Policy promotes thorough and timely measures to improve the provision of administration

services, public social services and local development in all sectors at all levels of administration to better meet the needs of the citizens in terms of quantity, quality, efficiency, transparency. The Policy sets out objectives linked to prevention of crime and protection of women and children including prevention of offences including robbery and illegal gambling will be tolerated; Maintenance of public order; No trafficking in persons, domestic violence and gangsters; Addressing disputes with quality and efficiency. Additionally, the Policy sets Sanitation and environmental objectives while promoting timely and effective response to disasters and devastating epidemics.

Peace and political stability are deemed key factors conducive to socio-economic development and to the progress in other sectors aligning with the political programs and the strategy of the Royal Government of Cambodia (RGC). In addition to peace and security, public well-being and the delivery of essential public services remains a top priority for the RGC that requires constant focus to establish a better society for everyone.

More recently, the Royal Government of Cambodia has decided to revise the criteria of the Safe Village-Commune Policy and elevated it to the governmental level including new objectives and recommendations, including: (1) continue building and strengthening security and social order while promoting sanitation, environment and the public wellbeing. (2) Building a consolidated strength, measures and means to implement the Safe Village-Commune Policy through enhanced public sector, the private sector, all relevant stakeholders, and the citizens across the country.

## **2. Purpose**

### **The purpose of the consultancy:**

This consultancy is to provide technical support to MOI to roll out implementation the Safe Village, Commune- Sangkat Policy through:

- Preparation of the Policy implementation guidelines
- Development of results/ M&E framework of the Policy
- Support development of the training approaches and materials for the training delivery to all levels of SNA.

### **Expected outputs:**

The selected consultant is expected to work with MOI, relevant line ministries, selected SNA and UNICEF staff to:

- Develop Result/ M&E framework for the policy
- Draft manual/ guidelines for policy implementation and mainstreaming policy actions into SNA planning and budgeting process
- Prepare training materials
- Conduct training of trainers (TOT) for MOI national level and 25 Capital and Provincial Administrations

## **3. Work Assignments**

The consultant is expected to carry out the following activities:

### **3.1 Inception meeting and inception report (5 days)**

- Inception meeting with MOI leaders and various departments
- Preparation of the Inception Report
- Presentation to MOI and UNICEF for inputs

### **3.2 Desk review of safe village, commune- Sangkat policy (4 days)**

- Review of key expected results, required actions (focus on services) and actors involved in policy implementation
- Present a concise findings/ results to MOI and UNICEF for comments and inputs

### **3.3 Based on the desk review findings and inputs received from MOI and UNICEF, draft of results/ M&E framework of the policy (8 days)**

- Draft results/ M&E framework that highlight expected changes and results (impact, outcomes, outputs), key activities, indicators, data sources and frequency of reporting
- Facilitate consultation with MOI, line ministries and selected participants from SNA

### **3.4 Based on the findings of the desk review and the results/ M&E framework, develop manual and guidelines for policy implementation (15 days)**

- Draft guidelines for policy implementation that provide policy background, objectives, result/ M&E framework, key actions and actors and how to include/ mainstream policy actions into SNA planning and budgeting process. The guideline shall include hands-on tools for planning at CS and village level that ensure linkage of this policy implementation with all other public services' planning and implementation.
- Facilitate consultations with MOI, relevant line ministries and selected participants from SNA

### **3.5 Prepare training materials (5 days)**

- Draft training materials for SNA training
- Present to MOI and UNICEF for comments/ inputs

### **3.6 Conduct TOT for national team and 25 Capital/ provinces (5 days)**

- Undertake training of trainers for national team and 25 capital/ Provincial Administrations

## **4. Qualifications or Specialized Knowledge/Experience Required**

### **Qualifications and Experience**

- Academic qualification at the master's level in the relevant fields such as social sciences, political science, economics etc.
- At least 8 years of professional experience in capacity development, research and decentralization reform
- Proven experience in working with national and local government (D&D reform)
- Previous work experience with international development organizations is an advantage

### **Knowledge and Skills**

- Demonstrated knowledge of capacity building
- Proven knowledge and understanding of the Cambodian D&D reform context
- Excellent management, interpersonal, planning and coordination skills
- Demonstrated ability to work in a multi-cultural environment and establish harmonious and effective working relationships

### **Competencies of Successful Candidate**

- Communication
- Working with people

- Drive for results
- Relating and networking
- Formulating strategy and concepts

### **Languages**

- Fluency in spoken and written Khmer and English

## **5. Location**

The consultant can work remotely from home when not in field work. S/he can have access to UNICEF or seek access to MOI when in need. This part of the consultancy is subject to adjustment depending on the changing situation of Covid-19 restriction measures put in place by Cambodian authority.

## **6. Duration**

The consultant is expected to work for 42 working days over a period from 15 November 2021 through 30 March 2022. This includes in-country travel for a total of 10 days to conduct key informant interviews and focused group discussions in Siem Reap, Kratie and Takeo provinces (if restrictions of movement lifted). The indicative schedule of the work assignments with specific timelines is mentioned in “7. Deliverables.” The timelines are negotiable.

## **7. Deliverables**

<b><i>Reporting Requirements for each deliverable</i></b>	<b><i>Number of working days</i></b>	<b><i>Due date</i></b>
Deliverable 1: Inception report	5 days	22 November 2021
Deliverable 2: Summary of desk review findings	4 days	30 November 2021
Deliverable 3: Draft policy result/ M&E framework	8 days	17 December 2021
Deliverable 4: Draft policy implementation guidelines	15 days	14 January 2022
Deliverable 5: Training material	5 days	28 January 2022
Deliverable 6: TOT conducted for national team and 25 provinces	5 days	30 March 2022
<b>Total</b>	<b>42</b>	

## **8. Reporting Requirements**

Reports and documents to be prepared during the contract duration include, but are not limited to:

- One inception report: A maximum of 10 pages in Khmer and English
- Monthly update of progress for MOI and UNICEF (2 pagers max.) in Khmer and English
- Final report of assignment (5 pagers max.) in Khmer and English
- Guideline for policy implementation in Khmer and English
- Policy result/ M&E framework in Khmer and English
- Training material and lesson plan for training in Khmer and English

All working documents and the final products shall be submitted electronically, produced with a high quality, delivered in an engaging and accessible format, and be guided by the guidelines set forth in the UNICEF Style Book. The deadlines for submission of each document is specified in the table above in “7. Deliverables.” The contents of each document are also described in “3. Work Assignments.”

## **9. Payment Schedule linked to deliverables**

In consideration of consultancy deliverables, below is schedule for payment:

20% upon satisfactory completion of deliverables 1&2

50% upon satisfactory completion of deliverable 3&4

30% upon satisfactory completion of deliverable 5 & 6

*\* 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.*

## **10. Administrative Issues**

- The consultant shall be required to include the cost of accommodation and transportation when conducting in-country travel in the financial proposal. Costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).
- Consultant will use ITC equipment such as computer, printers and office space may be provided by UNICEF or MOI upon request and space availability.

## **11. Contract supervisor**

The consultant will work under:

- Overall supervision of Chief of Social Policy Section of UNIEF
- Direct supervision of Social Specialist, Social Policy Section, UNICEF

## **12. 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.

## **13. 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, health insurance and accommodation cost for this assignment as per work assignment.

## 14. 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, including consultancy fee, in-country travel costs for a total of 10 days, per-diem to cover lodging and meals during in-country travel and any other cost required for this consultancy.

*\*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 with the capacity building, national and local government (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.