

TERMS OF REFERENCE

Developing a strategy and action plan for promoting and implementing functional reassignment and the general mandate

(International Consultant)

1. BACKGROUND AND INTRODUCTION

Cambodia is in the midst of a long-term reform of its local government system. There are three tiers of Sub-National Administration (SNA) in Cambodia, including 25 Provinces and the Capital, 197 Districts, Municipalities and Khan, and 1,633 Communes and Sangkat. The decentralization and deconcentration (D&D) process began in earnest in 2002, with the creation and strengthening of Communes and Sangkat. In June 2005, the Strategic Framework for D&D Reforms outlined a comprehensive policy for sub-national democratic development, which was translated into the Organic Law in 2008. The Organic Law focuses on the two highest tiers of administrations. In May 2010, the National Program for Sub-National Democratic Development (NP-SNDD, 2010-2019) was approved, providing a roadmap for the implementation of these reforms.

Implementation of the NP-SNDD is divided in 3 phases, or "platforms." Each platform is managed through a "strategic plan" called an "implementation plan." The first 3-Year Implementation Plan (IP3) of the NP, which ran from 2010-14, focused on developing SNA operational systems and procedures. The second phase (the IP3-II), which covers the period 2015-2017, aims to apply the new structures, systems and procedures developed during the first phase to improve SNA service delivery and governance. The third phase will be designed during 2017 and is likely to cover the period 2018-20. IP3s focus on strengthening Districts, Municipalities and Khan.

Each year, three year implementation plans are used to develop Annual Work Plans and Budgets (AWPBs). AWPBs typically contain 30-40 outputs and hundreds of activities. During early 2017, based on a mid-term review completed during 2016, an **Addendum to National Program** was completed. This short document revises the vision of the reform and identifies a short list of key priorities.

The National Committee for Sub-National Democratic Development (NCDD) is the inter-ministerial mechanism for promoting democratic development and for coordinating and making key political decisions about Cambodia's D&D reforms. To do so, NCDD has established sub-committees and a Secretariat (NCDD-S) to review policy and to coordinate day-to-day program implementation.

1.1 THE GENERAL MANDATE

The IP3-II focuses on service delivery improvements. Over the last few years the reform program has defined SNAs' right to initiative under the general mandate and important decisions are being made to transfer key functions, to bring decision making and accountability closer to the people.

Essentially the general mandate provides SNAs the freedom, responsibility, and obligation to solve the most pressing needs in their communities. This may involve implementing functions,

services or activities not under the mandate of central government Ministries (in practice there are few cases of “unclaimed” mandates, or permissive functions that have been assigned to SNAs; an example would be community pre-primary education) or working together with central government to provide a service which is a central government mandate (for example building a classroom, purchasing textbooks). It has always been expected that implementing the general mandate and addressing community problems would be done in partnership with civil society, the private sector, and other levels of government.

The objective is to ensure SNAs are implementing a wider range of services, are learning from one another, are making informed decisions, and are comparing all possible options concerning the best use of resources. There is a sense that social service needs of citizens are not being adequately addressed through the general mandate.

General mandate functions are considered permissive in two ways. First, there is no obligation to implement a particular function; it is **discretionary**.

The general mandate is financed through unconditional grants (the Commune-Sangkat Fund or the District Municipal Fund) and through tax-reassignment. It was intended that own-source revenues could be used for this (i.e. local tax and non-tax collection, user fees, etc.) but this source of funding is not available.

In 2014 a Sub-Decree on *the Selection, Management, Arrangement and Execution of Permissive Functions by Sub-National Administration* was approved. Following this a technical document (reference material) was developed to provide key information to SNAs on the nature of the general mandate (the Technical Document on *the Selection, Management, Arrangement and Execution of Permissive Functions for Sub-National Councils*, of December 2015). A wide range of training and capacity development ensued and the general mandate was considered “rolled out.”

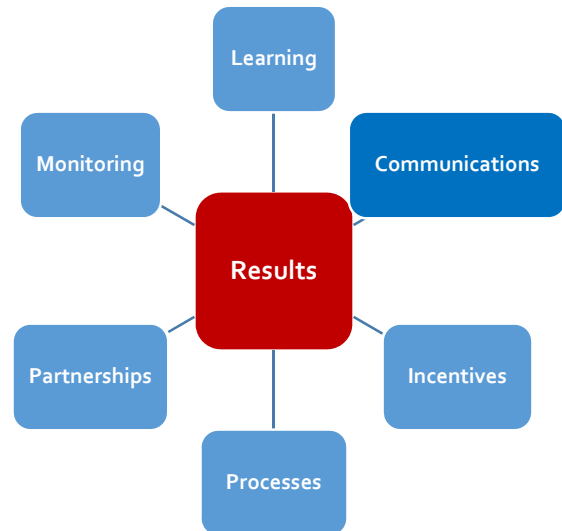
Despite this effort to clarify permissive functions and the general mandate, several key constraints remain. First, DMs remain under-funded in terms of the general mandate. Second, just describing what the general mandate is, without facilitating a step-by-step process to promote it is unlikely to lead to the identification of; to some extent a USAID pilot is testing a facilitated process. Third, information, communication and practical guidance has probably been insufficient. Related to this, there is no learning program so that SNAs can copy and imitate innovative successes from other SNAs. Fourth, there may be regulatory constraints which inhibit SNAs from undertaking a wider range of activities; these may concern procurement and budgeting rules, the planning process and so forth.

The second IP3 describes a theory of change whereby the promotion of the general mandate leads to SNAs providing more social services and providing new and innovative services. SNAs are expected to replicate successes of other SNAs and services are expected to be increasingly provided through partnerships with the private sector and with CSOs. Relevant IP3-II indicators are reproduced below.

Table 1: Expected achievements resulting from the general mandate

RESULT	Actual 2015	Target 2015	Target 2016	Target 2017
1. % increase of CS fund expenditures on social services from 2014	---	50%	150%	300%
2. Number of never tried before services produced using CS and DM Funds	N/A	2	10	25
3. Number of cases of SNAs replicating other SNA success stories	0	2	10	50
4. Value of service delivery partnerships signed by CSs and DMKs with central government, CSOs and the private sector (\$US Millions)	0	0.5	3	9
5. % of citizens satisfied with the delivery of new, innovative services	0	50%	50%	50%

Several internal documents have been prepared arguing for the possibility of “projectizing”¹ the promotion of the general mandate. For real results to be achieved, a wide range of activities need to be implemented. These activities are diverse, and include policy work, capacity development, and monitoring, evaluation and learning. As depicted adjacently, work is required in terms of learning, communications, incentives (and risk reduction), processes and procedures, encouraging partnerships, and monitoring. A possible list of activities would include:



- Identify innovative activities that work; learn
- Communicate simple principles to SNAs
- Provide SNAs lists of innovative activities as a reference book
- Develop a clear facilitation process to promote the general mandate
- Facilitate SNAs to undertake problem analysis with the constituencies and develop simple solutions
- Develop a policy and procedures for partnerships with central government, the private sector and SNAs
- Facilitate partnership arrangements
- Develop and implement incentives to innovate
- Learn, monitor, and evaluate innovative activities; provide guidance based on fact
- Assess and identify constraints to innovation and social service delivery
- Revise the regulatory framework to remove constraints

1.2 FUNCTIONAL REASSIGNMENT

Functional transfer changes service delivery responsibility from one type of organization to another, in our case, from Ministries to SNAs (DMs). A transfer of functions is accompanied by the transfer of staff and resources. Functional transfer and decentralization aim to improve service delivery (see Figure 1).

In a delegated (principal-agent) system, the center sets standards, providing SNAs extensive day-to-day operational autonomy. In this model Ministries are responsible for establishing a clear policy and vision for their sector. They describe what the priorities are, what needs to be done, and how each service will be provided. They are responsible for creating rules and incentives that enable SNAs to provide high quality, reliable services. In a decentralized model the Ministry no longer provides the service directly. In this system, Ministries are responsible for setting and enforcing standards, providing technical support, monitoring, and financing the sector. They remain ultimately accountable for service delivery quality, efficiency and effectiveness.

¹ For the purpose of this document, a project is considered a group or bundle of different activities that typically: (i) aims to achieve a common and clearly stated goal; a project is purposeful; (ii) is time bound, with a clear start and finish dates; (iii) introduces change; develops a new product or service, but has a clear path towards sustaining activities into the future; (iv) involves a wide range of activities and actors; (v) adds focus to the uniqueness of the activity and stresses the learning of lessons; (vi) often has distinct, separate management and governance set-ups, accesses multiple funding sources and implementers and has a clear formulation, appraisal, documentation, implementation and evaluation cycle

In the long run, it is expected most executive functions currently implemented by Ministerial District Line Offices will be transferred to DMs. DMs are expected to be the main sub-national service provider. A transfer of functions changes lines of accountability with staff formerly accountable to line Ministries (through a rather long chain of command) accountable, ultimately, to locally elected Councilors.

In this model Provinces support DMs. They will not be managing services on behalf of a District. They will have new responsibilities to assure quality and to inspect service delivery on behalf of each Ministry. Provinces will be responsible for training DM staff on technical matters and DMs are expected to seek the assistance of Provinces whenever problems arise.

The Organic Law (2008) established the general framework for functional transfer. The process of transferring functions is considered a “whole of government” approach, with the participation of all relevant Ministries. Historically, four broad strategies have been employed:

- **Technical Analysis:** this was used during the IP3-I (from 2011-14). It included the development of a sub-decree on the process to be used followed by the implementation of a functional mapping and review. The process was very slow and Ministries identified small and generally irrelevant functions to transfer.
- **Piloting:** this has been done with rural sanitation and rural water for several years, but has not resulted in the Ministry of Rural Development to transferring any of these functions
- **Negotiation:** This consisted of dialogue at political and technical level. It was realized the NCDs already knew what functions are typically under local governments in other countries. The aim was to strengthen ownership, then agree on which functions and what the timeline for transfer was with each Ministry,

Figure 1: How decentralization can improve service delivery

- Accountability is stronger, closer and more direct
- Decisions can be made locally, more quickly, with less bureaucracy, and with more direct interaction between SNAs, citizens, and citizens' representatives
- Local decision makers understand their jurisdictions better; this will better align services to local conditions.
- Once SNAs have multiple service delivery responsibilities, like health and agriculture, they can better coordinate and link these sectors “under one roof”
- Ministries will focus on their policy and regulatory functions; decision making is spread out, reducing the risk of conflict of interest and abuse of power.
- Decentralization may spur innovation and risk-taking

Figure 2: Transferring District Functions

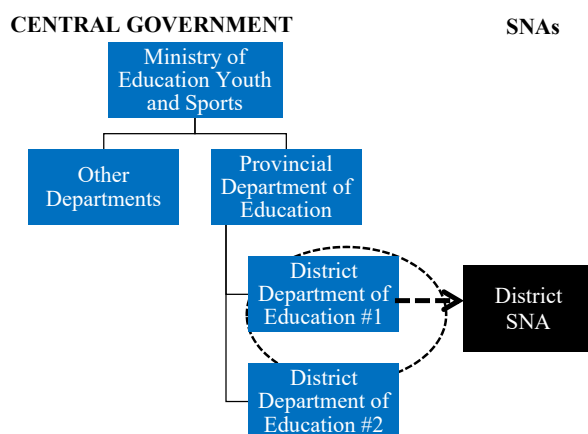


Figure 3: Agreed Functions to Transfer

HEALTH: (1) management of Provincial Health Department and its health services; (2) management of District operational health services; **PUBLIC WORKS & TRANSPORT:** (3) management of national roads and provincial road sides located in provincial towns (4) construction, repairing and maintenance of provincial, municipal and rural roads (5) management of vehicle cleaning garages (6) vehicle registration; (7) vehicle driving license test; (8) management of vehicle repair garages; (9) vehicle technical checking; (10) boat registration; **ENVIRONMENT & AGRICULTURE:** (11) management of national resource protected areas and natural resource communities; (12) protection of the environment; (13) sustainable environmental development; (14) environmental awareness raising; (15) management of forests; (16) management of fisheries; (17) management of agronomy, soil and cultivation; (18) management of agro-industrial cultivation; (19) management of animal health and production **RURAL DEVELOPMENT:** (20) rural sanitation services; (21) rural clean water supply; (22) rural road development; **SOCIAL AFFAIRS:** (23) management of state orphan centers; (24) monitoring of NGO orphan centers; (25) management of community orphan centers; **TOURISM:** (26) management of the tourist industry (hotel guesthouse, clubs, etc.); (27) development of tourist sites; **WATER:** (28) management of irrigation systems

generally in the form of a sub-decree. Some progress was made using this approach, but in general, many Ministries remain resistant

- **Top Down approach:** a list of proposed functions was developed by NCDDS; these were debated and agreed during an NCDD meeting and have been forwarded to Cabinet for final discussion. The list can be found in Figure 3

Progress to date can be summarized as follows:

Table 2: Status

MINISTRY	STATUS
Ministry of Environment	<ul style="list-style-type: none"> • Transferred solid waste management, climate change, protected areas, and environmental awareness • Prepared guidelines on how to implement solid waste management • Provided funding to Municipalities for solid waste management • Is developing an Inter-Ministry Prakas on fees / rates for solid waste management: this is drafted, signed by MOE but awaits MEF, then MOI signatures • Amending the Protected Area Management Law: this is drafted and being discussed by NCDDS and MOI • Implementation has not fully begun
Ministry of Education, Youth & Sport	<ul style="list-style-type: none"> • Agreed to a sub-decree to decentralize non-formal, pre-primary and primary education • Completed a Training needs assessment and CD plan to support decentralization. It is not clear whether key functions will be decentralized as the Ministry wants to transfer District Offices but not schools (which would be under the Province) • Discussions with MOI, MOEYS and the Prime Minister are underway to resolve the issue • Implementation has not yet started
Ministry of Social Affairs, Veterans & Youth Rehabilitation	<ul style="list-style-type: none"> • Issued and implemented a Prakas to delegate state orphanage management (PCs), oversight of NGO managed child care centers (DMs) and the management of child victims and vulnerable children (CSs) in Battambang; this was implemented in Battambang • Is extending coverage nationwide through another sub-decree
Ministry of Health	<ul style="list-style-type: none"> • Agreed to transfer Provincial Departments of Health to Provincial SNAs and Operational Districts to District SNAs (this covers health centers, hospitals and MCH) • Plans to be implement in 3 Provinces (Phnom Penh, Takeo, and Kampot), in Districts where there is overlap between ODs and administrative boundaries • The Ministry is at an initial stage of preparing a sub-decree • Implementation has not yet started
Ministry of Rural Development	<ul style="list-style-type: none"> • Implemented functional transfer pilots: rural sanitation (in 10 districts) and rural water supply (7 districts); agreed to expand to more districts • Discussion is ongoing on rural road maintenance • Has not been willing to transfer the functions
Ministry of Agriculture, Forestry and Fisheries	<ul style="list-style-type: none"> • Amending Forestry and Fisheries Laws

Several problems have been encountered in facilitating Ministries to make decisions to decentralize service delivery. Some decision makers do not understand what decentralization implies and what the role of Ministries would be with devolved service delivery. In other cases, decision makers see decentralization as a reduction in their powers, rather than an opportunity to apply their powers in a different way. Once decisions are made, other issues have arisen. Ministries have not developed comprehensive plans to implement the transfer of functions and have not allocated resources to do so. Decentralization is not a key component of sector support programs, which focus on technical issues. Once there is a decision to transfer functions a wide range of activities are envisioned, including:

- Create awareness within the Ministry, Province and District
- Develop a sub-decree and subsidiary regulations on HR management and conditional grants
- Develop the monitoring and reporting role of communes; determine how feedback can be given
- Develop Council procedures to incorporate education
- Strengthen the role of Provinces (to monitor, supervise, develop capacity)
- Review and revise Ministerial standards; develop inspection procedures and performance agreements
- Restructure SNAs
- Train/develop the capacity of educational staff on local government; develop capacity of local government to oversee education; strengthen management capacity of sector staff that were transferred
- Review allocations of staff and responsibilities between provincial and district levels
- Implement a communications campaign to encourage citizen feedback

2 IP3-III FORMULATION

This assignment is part of the overall IP3-III formulation process, which is described in more detail in the TOR for the team leader of the formulation process. In brief, the NCDDS began the process by developing a short zero draft version of the IP3-III. This draft included:

- Essential background, challenges and achievements
- The vision of the decentralization reforms
- Key priorities as described in the addendum to the NP²
- Expected outcomes and key changes anticipated
- Quantitative targets (and theories of change or the assumptions used to derive them)
- Risks and mitigation efforts
- Implementation principles

The first draft is a discussion document, an input into a detailed appraisal and revision process. Debate and scrutiny will be independently led by the team leader and deputy team leader of the IP3 formulation team. He/she will be assisted by a consultant responsible for integrating social equity and inclusiveness. As mentioned earlier, several **supporting documents** will also be produced, and these too need to be integrated.

² These were: (i) Increase the level of discretionary resources available to DMs to use for public infrastructure and service delivery; (ii) promote CSs and DMs to take initiative, to be innovative, and to take the lead in service delivery improvements; (iii) transfer functions, staff and resources from Ministerial District line offices to DMs; (iv) promote SNA compliance with service delivery standards, laws and regulations; (v) decentralize HR Management functions and strengthen staff accountability to SNAs; (vi) empower councilors, focusing on their oversight and representational roles; (vii) refocus CD to facilitate specific work tasks, change attitudes, and spur competition

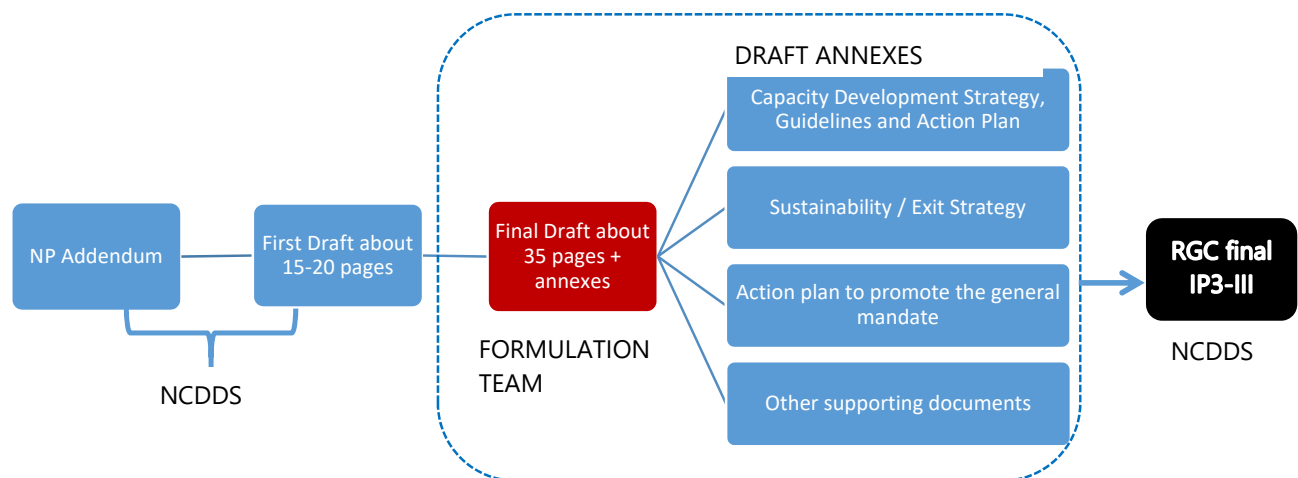


Figure 4: IP3-III Documents

Although the formulation team will **independently appraise**, expand and revise the draft, based on extensive stakeholder participation, the NCDDS remains responsible for the final product.

2.1 QUALITIES OF THE SUPPORTING DOCUMENTS

Supporting documents will be produced through a process of consultative, strategic thinking, with consultants identifying options and facilitating decision makers to make important choices concerning the direction they will take during the IP3-III. All supporting documents produced as part of the IP3-III formulation process will have the following qualities:

1. Be written in simple language that all implementers and leaders at national and sub-national levels can understand
2. Be based on a process where a wide range of options were developed and debated
3. Be based on extensive consultation which outlined concepts, options, etc.
4. Has incorporated analytical work and international best practice into the design of the strategy and action plan; has been evidence based
5. Clearly and simply defines all relevant concepts and the scope of the strategy
6. Has identified constraints, issues and problems which the strategy aims to overcome
7. Has a clear vision, goals, and/or objectives as well as expected changes and outcomes; has a clear hierarchical structure and reasoning related to cause (problem) and effect (objective)
8. Has a small (minimum) set of SMART, realistic and quantitative targets (and theories of change or the assumptions used to derive them) which are agreed by stakeholders;
9. Contains clear outputs and activities, with their time line for implementation and with costs broadly budgeted for and which does not exceed 1 page
10. Contains a clear budget and costing, as well as expected sources of funds; defines the TA and HR resources needed to achieve the envisioned results
11. Is clearly prioritized, with priorities well-documented, clearly reasoned and realistic
12. Has described risks and mitigation efforts, where appropriate
13. Incorporates relevant projects and programs; takes into account other national reform efforts

2.2 GENERAL METHODOLOGY FOR IP3-III FORMULATION

The methodology used for formulating the IP3-III is intended to foster increased ownership and participation and to create a more simplified, prioritized, and results-based plan. In the case of gender, social equity and inclusiveness it will be essential to clearly and simply explain the main concepts. To do so, **a facilitated, workshop based approach** will be used to encourage extensive consultation and a strategic planning method will be used which begins with identifying, quantifying, and agreeing upon challenges and then creating objectives and priority targets to be realized by the end of the phase.

In holding consultations, the formulation team will function as facilitators, assisting key stakeholders to make strategic choices based on a careful consideration of evidence and options. The consultant is expected to bring international experience into the decision making process and to attempt to move the general mandate and functional reassignment forward, to provide high quality, evidence based advice for the Royal Government of Cambodia.

The development of the next IP3 will take into account: (i) the political nature of the reform process; (ii) the challenges of developing policy and managing results across several institutions which may have different visions of the reform, (iii) the long time it may take to reach a consensus, to forge ownership, and to develop regulatory instruments in a consultative way, (iv) the need to foster learning, (v) the need to manage risk through piloting or a phased approach to implementation, (vi) the importance of sustainability, integration into government systems, and longer-term solutions, and (vii) the need to clearly prioritize, given the breadth of the decentralization reforms.

3 OBJECTIVES

In working as part of the IP3-III formulation team, this assignment aims to:

- Improve the future implementation of functional transfers, so that functional transfer results in improved quality in the delivery of services and meets the objectives of decentralizing service delivery (see Figure 1)
- Improve the future implementation of the general mandate, so that SNAs implement a wider range of activities, focus more on social services, and more effectively meet the needs of their communities

4 DELIVERABLES

Deliverables for the assignment are as follows:

1. An **inception report**, 7 work days into the design process with any proposed adjustments to the TOR and with a schedule for the remainder of the process. The inception report will spell out, in detail, the methodology, workshop structures, and facilitation materials used to implement this TOR. Based on a careful review of the IP3-II, it will develop an outline or structure (with proposed page limits for each section) of the gender strategy.
2. A **draft strategy and action plan to promote the general mandate**. This will:
 - a. Be contained in a stand-alone strategy (annex) not exceeding 8 pages.
 - b. Meet the general specifications for a supporting document, as described in section 2.1.
 - c. Provide a situation analysis and identification of constraints to promote the general mandate; ensure key stakeholders agree with this analysis of what the problem is

- d. Develop a strategy, action plan and budget to promote the general mandate covering, but not limited to, attitudinal or behavioral change, addressing systematic constraints (for example in procurement and planning), capacity development, communications, a program for intra-SNA learning and innovation, providing incentives for risk-taking, promoting partnership arrangements and any other relevant activity to meet the objectives of the general mandate; the document will describe how each of these interventions is to take place
3. A **draft strategy and action plan to promote and implement functional transfer**. This will:
 - a. Be contained in a stand-alone strategy (annex) not exceeding 8 pages.
 - b. Meet the general specifications for a supporting document, as described in section 2.1.
 - c. Identifies constraints, from the Ministries' perspective on why they are reluctant to transfer functions; identifies which development partners are not in favor of functional reassignment and why
 - d. Review functional transfer in light of international experience, highlighting evidence clearly showing the benefits of decentralizing service delivery
 - e. Develop brief materials clearly describing what is meant by functional reassignment, what functions are, etc.
 - f. Develop communications materials and activities which aimed to convince resistant Ministries and development partners why decentralization is likely to work
 - g. Develop a strategy process to move the functional reassignment forward, both in terms of decision making (agreeing to decentralize) and implementing functional reassignment
 - h. Cost an action plan for a typical Ministry (i.e. develop a template) to implement functional reassignment (i.e. CD, communications, review of standards, etc.)
 - i. Describes how functional transfer will be incorporated into sector reform programs
 - j. Clearly spell out what the main functions are at each level of SNA (provincial, district, commune) describing whether, why and how each level should either specialize in terms of service delivery or have overlapping mandates; for example, should CSs specialize in social services while DMs specialize in infrastructure?
4. A **revised version of #2 and #3** above, addressing comments received and meeting the characteristics above

5 KEY TASKS

Although a detailed work plan will be completed as part of the inception phase, key tasks are expected to include:

- Review all relevant literature to understand the decentralization reform and gender / social equity and inclusiveness strategies to promote decentralization in Cambodia
- Review and appraise the zero draft IP3-III document from a gender / social equity and inclusiveness perspective
- Develop a workshop process and materials to appraise the draft IP3-III from a gender / social equity and inclusiveness perspective and to identify key additional elements of the IP3-III document; the process should ensure ownership, participation, agreement, and debate amongst all key stakeholders, including both men and women, government and

non-government officials, key implementers, and development partners, in the appraisal and formulation of the IP3-III

- Formulate relevant sections for the draft IP3-III document, according to the requirements described above and which can be realistically implemented in order to promote gender equality, social equity and inclusiveness in Cambodia
- Hold regular meeting with key stakeholder to ensure the process is on target
- Report regularly to NCDDS, including early draft materials on key topics

6 MANAGEMENT & INSTITUTIONAL ARRANGEMENTS

The overall formulation will be managed by NCDDS who will appoint a reference group to backstop the work. The reference group may include DPs, civil society, and key implementers. The reference group's main functions are:

- To facilitate contacts between the formulation team, the NCDD-S, other implementers, and key stakeholders
- To ensure the team has access to and has consulted all relevant information sources and documents related to the program
- To define and validate the approach
- To discuss and comment on presentations, notes and reports delivered by the formulation team
- To assist in feedback of the findings, conclusions and recommendations from the team
- To ensure that the recommendations are feasible, useful, and evidence based
- To assure the quality of the work

6.1 FINAL REPORTING

The IP3-III design Team, through the Team Leader, will report to HE Sak Setha, Head of the NCDDS and Secretary of State, Ministry of Interior. On a day to day basis, the work of the design time will be coordinated by HE Ngan Chamrouen, NCDDS Deputy Executive Head. The team leader of the IP3-III formulation mission will review the work of the gender mainstreaming consultant to assure its quality and harmonize it with other work.

6.2 COMPOSITION OF THE TEAM

The review team is expected to consist of 6 members:

MEMBER	RESPONSIBILITIES
1. TEAM LEADER (INTERNATIONAL)	Main document, quality control, harmonization with other reforms, fiscal decentralization
2. GENDER/SOCIAL EQUITY EXPERT (NATIONAL)	Mainstreaming gender, annex of gender, social equity and inclusiveness
3. CD EXPERT (INTERNATIONAL)	CD plan
4. FUNCTIONS EXPERT (INTERNATIONAL)	General Mandate, transferred functions
5. INSTITUTIONAL EXPERT (INTERNATIONAL)	Sustainability/exit strategy, Provinces as regional authorities, implementation arrangements
6. NATIONAL FACILITATOR / GOVERNANCE EXPERT	Facilitation, governance

On a day-to-day basis, the work of the consultant will be coordinated and reviewed by the team leader. The team leader is expected to contribute significantly to this assignment.

6.3 AVAILABLE DOCUMENTS

The NCDDDS will provide all documents requirement, including but not limited to: (i) the National Program and its Addendum; (ii) Previous IP3s; (iii) annual reports; (iv) related programs and projects, such as the EU Budget support document; (v) analytical work and evaluations (governance surveys, capacity assessments, gender audits and other work related to functional transfer and the general mandate; (vi) related strategies and plans (social accountability, communications, (etc.); (vii) all available policies and regulatory instruments; (viii) all relevant materials related to functional transfer and the general mandate (including sub-decrees, reports [like the GIZ report] manuals, technical documents, internal notes and memos, etc.) and (ix) access to all relevant databases.

7 SKILLS AND QUALIFICATIONS OF THE TEAM LEADER

The gender mainstreaming consultant is expected to have the following skills and qualifications:

Table 3: Qualifications of the consultant

Area	Requirements
Qualifications and skills	<ul style="list-style-type: none"> Education: A Master's Degree or higher in Social Sciences, Public Policy or related studies;
Professional experience	<ul style="list-style-type: none"> Minimum of 10 years of extensive relevant experience in functional reassignment, restructuring of government, decentralization or public sector management; Extensive experience in facilitation and participatory planning processes, strategic planning, or rapid results Practical experience in designing and implementing government restructuring, decentralization or functional transfer Extensive experience in program design, monitoring and evaluation Demonstrated drafting skills in English, proven through submission of 2 samples of work Excellent communication skills
Preferred experience	<ul style="list-style-type: none"> Prior experience in Cambodia will be an advantage; Experience in local government reforms

8 INDICATIVE WORK PLAN AND TIME TABLE

The provisional start of the assignment is 22 May 2017. The maximum duration of the assignment is **30 working days**, including revision. The final report will be finished by 30 July 2017.