

## **Terms of Reference**

**Position** : Capacity Development Consultant for C/S-SDG Rollout  
**Project Title** : Cambodia Nutrition Project  
**Budget Line** : Credit no. 5807-KH  
**Duty Station** : NCDDS  
**Duration** : 1 year contract (with annual performance review and renewable for up to a total of 5 years)  
**Basis** : Individual Consultancy Contract

### **A. Background:**

The National Committee for Sub-National Democratic Development (NCDD) is an inter-ministerial committee mandated to oversee the policy reforms on decentralization and deconcentration and the implementation of a 10-year national program. The Secretariat (NCDDS) is responsible for facilitating policy formulation and program coordination, implementing the Three-year Implementation Plan (IP3), program management and coordination through its four Divisions: The Policy Development and Analysis Division; the Program Management and Support Division; the Monitoring and Evaluation and Information Division; and the Finance and Administration Division.

NCDDS is the implementing agency (IA) for the Cambodia Nutrition Project, a five-year Multi-donor Grant project (2019-2024). The main development objective (PDO) of the project is to improve utilization and quality of priority maternal and child health and nutrition services for targeted groups in Cambodia.

The project will finance ‘priority maternal and child health and nutrition services’, a subset of interventions drawn from the MOH Investment Case (IC) for Reproductive Maternal Newborn Child and Adolescent Health and Nutrition (RMNCAH-N) in Cambodia. These priority services are aimed at reducing neonatal mortality, improving maternal and child nutrition, and improving routine immunization coverage. The priority services were defined in accordance with the expectation of the Royal Government of Cambodia (RGC) to converge interventions with known effectiveness to increase sustainability and efficiency of RMNCAH-N financing. Targeted groups include pregnant and lactating women and children in the first 1,000 days of life living in Mondulakiri, Ratanakiri, Kratie, Steung Treng, Preah Vihear, Kampong Chhnang, and Koh Kong provinces.

The project has three components: Component 1: Strengthening the Delivery of Priority Health Services; Component 2: Stimulating Demand and Accountability at the Community Level; and Component 3: Ensuring an Effective and Sustainable Response.

Component 1 leverages the HEF and SDG systems—existing results-based health sector platforms—to improve the supply-side delivery of priority interventions. The component will aim to improve the accessibility, affordability, and quality of these priority services. The component has two sub-components outlined below.

Component 2 will finance community-based interventions in the seven priority provinces to stimulate demand, increase utilization of facility-based priority services, and encourage the adoption of improved RMNCAH-N behaviors. Component objectives are to: i) strengthen the links between the sub-national authorities, the public health providers, and the citizens; ii) create demand and increase access to priority health and nutrition services; and (iii) strengthen public sector commitment and accountability to improve the availability and quality of priority health and nutrition services ; and (iv) use performance-based grants to improve (Sub National Authority) SNA delivery and sustainable financing of relevant social service activities linked with the project’s priority services.

Component 3 will finance: i) central level actions needed to enhance the effectiveness and sustainability of project investments; ii) development and delivery of modernized social and behavior change communication (SBCC) campaigns; iii) comprehensive monitoring, evaluation and adaptive learning; and iv) project management.

Component 1 and 3 will be implemented by the Ministry of Health and component 2 will be implemented by NCDD-S.

**B. Implementation of CNP respects the following principles:**

1. Promote good governance and rule of law;
2. Support and strengthen the health reform and decentralization and de-concentration agenda of the Government;
3. Encourage civic engagement;
4. Promote transparency and accountability; and
5. Ensure sustainable growth.

The Implementing Agency for component 2 of the CNP is the National Committee for Sub-National Democratic Development Secretariat (NCDD-S), which has overall responsibilities for operational aspects of the component 2 at the sub-national level including contract administration, financial management and operational monitoring and evaluation, as well as for overseeing implementation within the framework of decentralization and de-concentration reforms. CNP will implement for the period of 5 years (2019-2023) in 7 target provinces such as Mondulkiri, Ratanakiri, Kratie, Steung Treng, Preah Vihear, Kampong Chhnang, and Koh Kong provinces.

**C. Duties and Responsibilities:**

**The Capacity Development Consultant's** primary role is to provide technical support, coaching and knowledge transfer to the Policy and Analysis Development Division (PADD) of NCDDS to help them execute the design, testing and implementation of capacity development interventions/packages under the terms of the CNP. The Capacity Development Consultant will work with the NCDDS team to support development of tools and materials for C/S-SDG operations, training, capacity building and coaching on C/S-SDG Operational Manual and to implement all activities to achieve DLI-A.

He/she has primary responsibility to support NCDDS in organizational development and individual technical and administrative capacity development assigned to the NCDDS; and to assist the PADD to develop and deliver capacity development for provincial and district assessors, relevant focal points, and commune staff in the implementation of CNP.

**The main tasks of the Consultant are:**

Provide technical assistance, coaching, and capacity building to PADD to enable NCDDS to deliver CNP capacity development activities, including:

**1. Supporting Preparation and Planning**

- Assisting PADD in developing plans for subnational capacity building and monitoring for DMA SDG, C/S SDG
- Supporting alignment of capacity development for CNP – component 2 with the National Capacity Development Framework;
- Organizing orientation training of all NCDDS team members and focal points for CNP;

**2. Supporting Capacity Development**

- Support PADD in the execution of a staffing assessment for NCDDS to document the ability to develop and execute the DMA SDG, C/S-SDG program
- Develop the capacity of PADD staff to conduct project related trainings; work with PADD staff to conduct training on DMA SDG, C/S SDG manual, operation manual, FM manual, M&E manual and other manual and guidelines
- Support PADD to conduct training need assessments (TNA) for NCDDS and SNAs especially for PA/DMA focal points and C/S to identify capacity gaps to roll out DMA SDG, C/S-SDG,
- Work with PADD to develop specific CD interventions based on the output of the CD assessments to include in annual work plan and budget plan (AWPB) for CNP-Component 2;
- Development of subnational capacity building plan/activities to train on DMA SDG, C/S-SDG Operational Manual, in coordination with local/international experts;
- Develop, test, and revise the training program and specific CD interventions for key staff of CNP and SNAs including training materials on DMA SDG, C/S-SDG Operational Manual, other manuals and guidelines issued, and capacity gaps identified in TNA results;

- Deliver CD interventions and required training to relevant stakeholders including SNA level;
- Monitor adherence to CD plans and propose course correction efforts as necessary to meet CD targets.
- 3. Assist NCDDS to develop tools and materials for DMA SDG, C/S-SDG operations including:**
  - Carry out activities to achieve DLI-A on subnational capacity building and roll-out of DMA SDG, C/S-SDG system;
  - Develop DMA SDG, C/S-SDG checklists and readiness guidelines and distribute guidelines to all C/S and PA/DMA in target provinces;
  - Contribute to development of CPWC guidelines in coordination with NCHP; Development/update Project Operational Manuals Volume 2 for NCDDS, DMA SDG, C/S-SDG Operational Manual, and other manual and guidelines as needed;
- 4. Support Strategy Development for CD**
  - Assist M&E team to establish a monitoring and evaluation (M&E) system to measure effectiveness of CD under the CNP;
  - Work with PADD staff to continuously adjust CD interventions based on M&E results;
  - Ensure that all capacity development materials adhere to the project's social and environmental safeguards and gender requirements;
- 5. Assist PADD in project review tasks including:**
  - Supporting the development of reporting templates and maintenance of accurate records; report on the progress and achievement of CD initiatives and related activities, including for semi-annual reports and annual project progress reports; annual DLI achievement reports, end of Project implementation completion report, and others as needed;
  - Preparation of joint implementation support missions and mid-term review, and
  - Perform other tasks as requested.

**D. Supervision and Reporting**

The Capacity Development Consultant reports directly to the Project Manager and work closely on a day to day basis with the staff of the Policy and Analysis Development Division of NCDDS, especially with CD team. The Capacity Development Consultant will prepare and submit monthly progress reports and quarterly report on the tasks performed by him/her including upcoming monthly and quarterly plan.

**E. Qualifications Required**

The minimum qualifications required for the post of Capacity Development Consultant are as follows:

- At least post-graduate university degree in relevant field (local governance, human resource development, health sciences, social sciences or related)
- At least five years progressive experience in the design and delivery of capacity development for both individual and organizational development, especially capacity development for government officials at national and SNA, and for community
- Proven understanding and experience in capacity development strategies, methods, and participatory learning processes, visual aids development and coaching
- Good knowledge and understanding of D&D reforms, structure and working procedure of SNA including C/S level
- Understanding of and ability to work within government systems
- Ability to cooperate and work with other Consultants and team
- Ability to network with a range of agencies/stakeholders on capacity development related issues
- Ability to work effectively in a team
- Ability to work with the minimum guidance, take initiative, and follows through with all tasks
- Knowledge of use of desktop computers, word processing and power point applications.
- Proven experiences in health system and understanding on public health in Cambodia is an advantage.
- Excellent Khmer and English writing, speaking and communication skills.