

**National Committee for Sub-National Democratic Development Secretariat (NCDDs)
Cambodia Nutrition Project (CNP)**

TERMS OF REFERENCE

Short Term Consultancy

Designing and production of C/S-SDG informational materials, job aids and coaching tools for C/S distribution to support NCDDs

Project Title : Cambodia Nutrition Project (CNP)
Project No. : P162675, IDA Credit 6394-KH
Duty Station : Base in Phnom Penh
Duration : 1 to 1.5 years contract
Basis : Firm/NGO 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 de-concentration 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 Analysis and Development 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) of 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 Mondul Kiri, Ratanak Kiri, Kratie, Stung 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 (C/S-SDGs) 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.

Commune/Sangkat (C/S) Service Delivery Grants (C/S SDGs) for Women and Children

The C/S-SDG are performance-based grants provided to C/S to deliver the commune program for women and children (CPWC) package of health and nutrition, and HEF promotion activities. The grant adapts the successful MOH SDG system and applied the principles to the subnational administration. C/S-SDG will provide discretionary support to communes over and above the C/S Fund to ensure the delivery of activities according to the CPWC guidelines. The role of the district municipal administration and provincial administration is to conduct the C/S-SDG assessment process using checklists. The C/S-SDG assessment process builds upon experience of the operational district (OD) assessment of health centers and referral hospitals under H-EQIP as well as the citizen monitoring using community scorecards under the Implementation of Social Accountability Framework.

The NCDDS is preparing for the roll-out of C/S-SDG system. A key function of NCDDS will be to build capacity of PA/DMA on the C/S-SDG Assessment Tools and procedures, as well as, support DMA to sensitize C/S on the assessment process and criteria to achieve results. The overall approach for the Commune and Sangkat Service Delivery Grant Process is to use regular assessments on quality of Commune/Sangkat to deliver the community health and nutrition

platform. District and Provincial administration teams will have a crucial role in both the quality assessments and the coaching to strengthen results. The District Municipal Administration (DMAs) and Commune/Sangkat (C/S) will be under performance frameworks to strengthen their functions. A pay-for performance assessment mechanism will be used. This mechanism will be applied to each performance contract (local administration or local community actors). A system of internal assessments will validate results before payment. A third-party mechanism will be engaged to ensure validity of the results through a mix of systematic random sampling and risk-based approaches.

The NCDSDS seeks a firm/NGO that can develop informational materials, job aids, coaching tool to train Commune and Sangkats on service delivery grants tools and processes (C/S-SDG).

Implementation of CNP respects the following principles:

- Promote good governance and rule of law;
- Support and strengthen the health reform and decentralization and de-concentration agenda of the Government;
- Encourage civic engagement;
- Promote transparency and accountability; and
- 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 (2019-2024) in 7 target provinces such as Mondulkiri, Ratanakiri, Kratie, Steung Treng, Preah Vihear, Kampong Chhnang, and Koh Kong provinces.

B. Team Composition

The key staff to be proposed by the consulting firm/NGO will include:

- Team leader 1 person
- Training and coaching specialist 1 person
- Teaching aids development specialist 1 person
- Designer or materials development 1 person
- Admin Assistance 1 person

The consulting firm/NGO may propose a variation to this team composition, with justification. The team composition may vary from time to time based on tasks requirement. However, the inclusion of a suitably qualified and experienced Team Leader for the full duration of the assignment is essential.

C. Timing and Duration

The assignment should commence based on signed agreement between NCDDs and the consulting firm/NGO.

The total key experts' inputs required for the consulting firm/NGO are estimated to be 299 (two hundred ninety-nine) person-days for a period of 1 to 1.5 years.

D. Responsibilities of client

The NCDDs will be responsible for securing the administrative approvals for the assignment from the local authorities and will also ensure close support to the assignment by the sub-national authorities.

The consulting firm/NGO will be fully responsible for all costs of expert's travels, accommodations, office supplies, communications, equipment, tax, and insurance.

E. Objective:

The objective of this assignment is to design and produce C/S-SDG informational materials, job aids and coaching tools in both Khmer and English for Commune and Sangkat, distribution that can support NCDDs with implementation of DMA-SDG and C/S-SDG rollout. The Firm will support capacity building of NCDDs that is implementing the DMA-SDG, C/S-SDG process and capacity building at sub-national level of CNP component 2 NCDDs project implementation. NCDDs has conducted a training needs assessment for CNP implementers in the SNA. The firm will be expected to reference the main findings and training needs in execution of these terms of reference.

F. Main duties and responsibilities:

The consulting firm/NGO will work closely with the NCDDs CNP team to:

1. Design and produce C/S-SDG informational materials (*deliverable schedule within 61 person-days*)

- Review the health SDG materials as a guide to developing the C/S-SDG informational materials to be distributed to Commune and Sangkats.
- Interview Quality Assurance Officers and other implementers to receive feedback on lessons learned from current health SDG materials and use learnings in the development and production of C/S-SDG information materials.
- Design user friendly tools and materials for C/S-SDG based on key concepts and content on C/S-SDG (ex. C/S-SDG Manual and C/S-SDG Implementation Guidelines) provided by NCDDs, including but not limited to: posters and other visual materials to display in C/S and DMA offices and elsewhere; infographic; handouts/brochures; digital information to be shared through social media platforms, etc.
- Develop a common branding and design theme across all developed C/S-SDG materials.
- Work with NCDDs to test C/S SDG informational materials developed and revise materials based on outputs from testing.

2. Review and refine the training package for C/S-SDG assessors and C/S-SDG implementers to be user friendly (*deliverable schedule within 32 person-days*)

- Review and refine the training package for C/S-SDG assessor training and C/S-SDG implementer training into user friendly tools that clearly outlines the methodology,

curriculum, certification process such as session plan, power point presentations for the master training course which is intended to be interactive and participatory.

- Develop tools and materials to ensure effective transfer of knowledge.
- Participate in master training of C/S-SDG assessors and ensure certification of team as assessors
- Support NCDDDS in the execution of assessor training and delivery of high-quality trainings

3. **Creation of job aids** (*deliverable schedule within 46 person-days*)

- Create jobs aids to help the implementer to i) remember relevant information or adapt actions in a particular context, ii) to deal with a problem or resolve a challenge, and iii) support a change in process.¹
- Create jobs aids for each C/S-SDG implementer (ex. Assessors (PA/DMA), C/S chief, WC-FP, C/S clerk, VHSG etc.), such as matrix, tutorials form, cue cards and other innovative tools to support with the implementation and increase effectiveness.
- Support NCDDDS to introduce job aids to C/S SDG implementers at PA, DMA and C/S level.
- Field testing of C/S-SDG materials, job aids and coaching tools in coordination with NCDDDS to garner feedback from relevant stakeholders on ease of use, effectiveness and clarity in communication prior to production.

4. **Development of C/S-SDG coaching tools** (*deliverable schedule within 100 person-days*)

- Literature review on evidence for effective coaching methods for low resource settings.
- Develop C/S-SDG coaching guideline/booklet with modules integrating best practices from literature review and field practices.
- Develop interactive coaching methodology and tools to complement coaching booklet for PA/DMA assessors to coach Commune/ Sangkat on i) assessment process; ii) routine C/S-SDG checklist; iii) scoring; iv) verification process; v) quality improvement plans; vi) citizenship engagement; vii) CPWC activities planning and budgeting; viii) financial management processes; ix) CPWC activities implementation and VHSG management; x) data tracking, reporting and data management; and xi) stakeholder coordination platforms.
- Pretest guideline and tools and refine tools and materials based on feedback and inputs from the field.
- In coordination with NCDDDS, support with periodic training needs assessment to identify gaps in performance as it relates to the implementation of C/S-SDG.
- Support NCDDDS with roll-out and training of the developed tools at the field level as requested.

¹ <https://thrcs.com/essential-skills/wp-content/uploads/2015/03/Tips-for-developing-Job-aids.pdf>

- Work with NCDDS team to periodic field visits to measure effectiveness of the tools and gather inputs from stakeholders on how to improve the training, tools, and materials for C/S-SDG.

5. **Citizen engagement** (*deliverable schedule with in 60 person-days*)

- Conduct analysis on capacity of the C/S-SDG process to encourage and improve citizenship engagement.
- Develop strategies and recommendations on how to improve citizen engagement and how to mainstream through government C/S-SDG process.
- Create tools and materials that can support NCDDS in achieving its goals to improve citizen engagement.
- Work with NCDDS to test civic engagement tools and make revisions as needed.
- Introduce these tools to implementers at C/S, DMA, and PA levels, ensuring that implementers and assessors are aware of their use and purpose.

G. Supervision and Reporting

The consulting firm/NGO reports directly to CNP's component 2 Project Manager under the guidance and direct supervision of the Capacity Development Focal Point. The Firm works closely on a day to day basis with the Policy Analysis and Development Division team as well as CNP/NCDDS team.

H. Outputs/Expected deliverables

The required outputs of the assignment are:

- Firm will prepare and submit inception report, assignment outputs report and final report with acceptance by NCDDS.
- **C/S-SDG informational materials** (see Annex).
- Training package for C/S-SDG assessors and C/S-SDG implementers to be user friendly;
- **Jobs aids for each C/S-SDG implementer:** *Ex. Assessors (PA/DMA), C/S chief, WC-FP, C/S clerk, VHSG etc.* Job aids such as matrix, tutorials form, cue cards and other innovative tools to support with the implementation and increase effectiveness;
- **C/S-SDG coaching methodology, guideline, and tools:** Interactive coaching tools to complement coaching booklet for Commune/ Sangkat on i) assessment process; ii) routine C/S-SDG checklist; iii) scoring; iv) verification process; v) quality improvement plans; vi) citizenship engagement; vii) CPWC activities planning and budgeting; viii) financial management processes; ix) CPWC activities implementation and VHSG management; ix) data tracking, reporting and data management; and x) stakeholder coordination platforms);
- **Citizen engagement strategies and recommendations** on how to improve citizen engagement and how to mainstream through government C/S-SDG process;
- **Capacity Development for NCDDS:** PPT package and report of capacity development activities

- A soft copy in printing form both Khmer and English after each output approved and completed.
- Production of each outputs for implementation (negotiable)

I. Qualifications

A). Minimum qualification for firm:

- Local Consulting Firm/NGO has strong presence in Cambodia
- Local Consulting Firm/NGO has at least 5 years of relevant experience working with international organization and/or development partner;
- Experiences working with government counterparts and understand subnational administration structure and working procedures;
- Experience working in the fields of maternal and child health, nutrition, food security highly or health promotion and decentralization and de-concentration (D&D) reform is preferred;
- Experience in developing policy and/or implementation guidelines and training materials development related to health, community health, village health support group members, and health promotion, provincial administration, district and commune is an advantage;
- Experience in developing behavioral change communication content and materials;
- Demonstrate ability to establish and maintain strong working relationships with colleagues from different sectors;
- Should be able to work in a multicultural and multidisciplinary team environment and with the ability and willingness to travel inside Cambodia, as necessary;
- Local consulting firm must officially register as required by Cambodia law.

B). Minimum qualification core team members:

1. Team Leader	<ul style="list-style-type: none"> • Master degree in related field; • Knowledge in teaching and training methodology; • Experience in developing policy and/or implementation guidelines and training materials development related to health, community health, village health support group members, and health promotion, provincial administration, district and commune is an advantage • At least 5 years working experiences in related work; • Demonstrate ability to establish and maintain strong working relationships with colleagues from different sectors; • Experiences working with government counterparts and understand subnational administration structure and working procedures
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2. Training and coaching specialist	<ul style="list-style-type: none"> • At least Bachelor degree in related field; • Knowledge in teaching and training methodology; • At least 5 years experiences in teaching, coaching and training in related field; • Experiences in developing behavioral change communication content and materials;
3. Coaching specialist	<ul style="list-style-type: none"> • At least Bachelor degree in related field; • Knowledge in teaching and training methodology; • At least 5 years experiences in teaching and training in related field; • Experiences in developing behavioral change communication content and materials; • At least 3 years experiences in coaching
4. Teaching aids development specialist	<ul style="list-style-type: none"> • At least Bachelor degree in related field; • Knowledge in teaching and training methodology; • At least 5 years experience in developing and teaching aids and training materials; • At least 5 years experiences in developing behavioral change communication content and materials;
5. Designer or Material development	<ul style="list-style-type: none"> • At least Bachelor degree in graphic designer; • Familiar with Adopt Photoshop, Adopt illustrator, and other related designing applications; • At least 3 years experiences in graphic designing such as job aids, learning and teaching materials, poster, flyer, leaflet, banners... • Must have good communication and interpersonal skills.