

## **TERMS OF REFERENCE**

### **Short Term Consultancy**

**Position** : Program Operation Advisor (POA)  
**Project Title** : Support to the Direct Access Entity in Cambodia to meet accreditation Conditions  
**Project Number** : KHM-RS-005  
**Duty Station** : NCDD Secretariat  
**Duration** : 24 months

#### **A. Background**

The National Committee for Sub-National Democratic Development (NCDD) is an inter-ministerial committee established in 2008 to implement the Law on administrative Management of the Capital, Provinces, Municipalities, Districts and Khans (2008), Law on Administrative Management of Commune/Sangkat and D&D reform policy through formulation of the national program on sub-national democratic development.

NCDD Secretariat (NCDDS) established in 2009, assists NCDD in day-to-day management and implementation of the National Program in close collaboration with ministries, institutions, SNAs, DPs, CSOs, private sector and other relevant stakeholders.

The NCDDS is structured into four divisions:

1. Policy Analysis and Development Division (PADD)
2. Program Management and Support Division (PMSD)
3. Monitoring, Evaluation and Information Division (MEID) and
4. Administration and Finance Division (AFD)

The NCDD is the first Direct Access Entity (DAE) accredited for Cambodia in November 2019 to Green Climate Fund (GCF), with an essential role to channel climate change grants to sub-national level (provinces, districts and communes) and the Accreditation Master Agreement (AMA) between the NCDD and GCF was signed on 8 May 2020.

The capacity analysis done during the accreditation process has highlighted some remaining gaps and the accreditation is conditional on addressing these remaining gaps. In this regard, NCDDS has allocated some of its own resources and with financial support from some development partners such UNCDF and World Bank to overcome some specific issues of accreditation conditions.

As a part of the Stage 2 accreditation review assessment, the GCF Accreditation Panel (GCF AP) reviewed NCDD documents and identified the following areas for improvement such as NCDD policies and procedures fully or partially met the GCF basic fiduciary standards, but the capacity to implement its policies and procedures is not demonstrated. Many of the governance structures described in the Operations Policies and Procedures (OPP) Manual need to be implemented and their effectiveness demonstrated. Based on these findings, the GCF AP laid out conditions for NCDDS, including periodic (semi-annual) verifications by an external auditing firm on NCDDS' capacity and performance. This external audit is needed to verify:

- Whether the execution of the 'Implementation Plan' and the implementation of the actions contained in the 'Roadmap for enhancing NCDDS to manage funding from Green Climate Fund' are appropriate, and
- Whether the Audit and Ethics Committee functions effectively
- The GCF AP refers this Implementation Plan as detailed implementation plan with specific milestones and implementation dates for all the policies and procedures contained in the applicant's Operational Policies and

Procedures Manual, the Internal Audit Manual, the project risk management framework, the Monitoring and Evaluation Manual and the Manual for Performance-Based Grants to Sub-National Administrations.

The goal of the readiness support is that NCDDS meets the accreditation conditions and fully performs its role and responsibilities as DAE and to produce a high-quality pipeline for GCF.

Specifically, the objectives of the readiness proposal are:

- (i) addressing some key remaining conditions required under the conditional accreditation of NCDDS as a direct access entity,
- (ii) developing NCDDS staff capacity to implement the new policies and procedures and
- (iii) developing an initial pipeline of project proposals for NCDDS. stakeholders.

The main beneficiaries of the readiness proposal are NCDDS staff, selected SNAs and relevant stakeholders.

To addressing the conditions recommended by the GCF by further improving or developing any related policies procedures and competencies, NCDDS has developed a details workplan and road map for the implementation with supporting provide from technical expert.

In this context, NCDDS is seeking to recruit a potential candidate suited to the post of **Program Operation Advisor (POA)**.

## **B. Principle to Follow in Implementation of Project**

NCDDS assists the NCDD on day-to-day management of the national program on sub-national democratic development aimed to promote democratic development at sub-national administrations in accordance with the principles determined in the Organic Law (2008) as followings:

- Public representation
- Local autonomy
- Consultation and participation
- Responsiveness and accountability
- Promotion of quality of life of local population
- Promotion of gender equity
- Transparency and integrity and
- Measures to fight against corruption and abuse of power.

NCDDS is also facilitating and developing policies on climate change and disaster and e-governance. These policies and regulations serve as core values and principles for NCDDS in managing and executing the national programs and programs and projects under its coordination and management.

- Good governance
- Transparency and accountability
- Gender equity
- Sustainable Development

As part of facilitating the Climate Change activities, NCDDS was accredited by the Green Climate Fund (GCF) Secretariat through the GCF Board Decision B.24/11 on 14 November 2019. The Readiness Proposal was later formulated and approved to support NCDDS to meet GCF accreditation conditions and fully perform its role as DAE.

## **C. Duties and Responsibilities**

The advisor shall closely work with the Finance and Administrative Division and Internal Audit team of NCDDS to implement a detailed work plan and roadmap to enhance the NCDDS ability to manage funds from the GCF. To achieve the desired results, the advisor shall carry out the following tasks:

1. Provide technical input in preparation of the implementation of a detailed work plan and roadmap to introduce and implement all policies and procedures contained in the OPP Manual and Internal Audit Manual. The OPP manual consists of 4 main parts of policies and procedures: Human Resources Management, Finance &

Accounting, Procurements and Administration. This should be done in compliance with the detailed work plan and roadmap, and utilize specific milestones and deadlines.

2. Develop effective training materials and guidelines in coordination with the NCDDS Finance and Administrative Division and the internal audit team. Arrange to conduct workshops/training on policies and procedures contained in the OPP and the Internal Audit Manual follows detailed workplan and roadmap.
3. Coordinate with the NCDDS Finance and Administrative Division and the Internal Audit team to provide effective training/workshops on OPP and Internal Audit Policies to all related staff and officers, in compliance with the detailed work plan and roadmap utilizing specific milestones and deadlines.
4. Perform assessments to identify training needs, determining areas where staff or departments need to improve or strengthen their skills or knowledge of all policies and guidelines. Provide support to build/strengthen NCDDS staff capacity in line with the policies and guidelines contained in the OPP and the internal audit manual.
5. Provide support in capacity building and implementation to the staff in Administrative and Finance Division and Internal Audit office on the NCDD Operation Policies and Procedures (OPP) and internal audit policy.
6. Provide support to make sure that all governance structures, as described in the OPP and the Internal Audit Manual, are effectively put into place at national and sub national levels, including oversight function of the Audit and Ethics committee.
7. Assure that the operation of the NCDD at National and sub national levels adheres to the OPP manual. Minimize the fiduciary gap in relation to the implementation and demonstration of policy, procedure and the basic fiduciary standards on transparency and accountability.
8. Provide support to ensure that the performance of the Internal Audit team follows the Internal Audit Policies and procedure, including: meeting the purpose of the Internal Audit, adherence to the code of ethics, integrity, independence, objectivity and impartiality, professional secrecy and competence, systematic reporting and that all recommendations are followed-up.
9. Further develop and update all policies, procedures and formats contained in the OPP and the Internal Audit Manual to fully meet any fiduciary requirements set by the GCF. Once it approved, arrange introduce and put in place for implementation.
10. Coordinate with a selected audit firm to perform an assessment of NCDDS in implementing detailed workplan and roadmap every 6 months, review all progress and provide response.
11. Coordinate with internal audit group to conduct internal audit of financial statements relating to NCDDS managed projects utilization of donor funds. Make sure the internal audit procedures contained in internal audit manual are followed.
12. Coordinate with the Finance and Administrative Division and Internal Audit office of NCDDS to perform other tasks in related to GCF's requirements.

#### **D. Supervision and Reporting**

During the contracted period, the advisor shall work closely with staff in the Finance and Administrative Division and the Internal Auditor of NCDDS to provide training and mentoring to enable them to work independently and efficiently in order to meet the conditions and basic fiduciary addressed by GCF.

The selected advisor will work full time on a daily basis under the supervision of the Head of the NCDDS via the director of the Administration and Finance Division and Head of Internal Audit Group, who will facilitate contacts with concerned stakeholders and make arrangements for meetings, training workshops and consultations. He/she will report to the head of the NCDDS/Project Manager.

The Administrative and Finance Division will provide office space, transportation arrangement and process payment relate to services provided. Access is available to office utilities.

#### **E. Deliverables**

The advisor is expected to deliver key outputs as follows:

1. NCDDS staff including contract staff and advisors and officials of relevant NP2 implementing agencies at national and SNA level with improved capacity and skills on OPP, Internal Audit Manual and other systems and procedures related to financial management of the program,

2. All policies and guidelines contained in the OPP (HR, Finance, Procurement and Admin) and Internal Audit Manual were introduced and effectively put in place for implementation,
3. Governance structures and mechanisms contained in the OPP and the Internal Audit Manual are formed and with clear roles and responsibilities and function effectively and accountably,
4. Budgets of Readiness Support implemented and managed in an effective, transparent and accountable manner,
5. Annual Procurement plan of Readiness Support and projects under NCDDS management formulated and implemented in an effective, transparent and accountable fashion,
6. Financial reports of the Readiness Support and projects under NCDDS management prepared as schedule and on time,
7. Annual internal audit workplan on Readiness Support and projects under NCDDS management prepared and implemented,
8. Internal audit reports of Readiness Support and projects under management prepared as schedule and on time for NCDDS management,
9. Ensuring that the NCDDS adheres to the policies and guidelines containing in OPP manual and the internal audit team functioning with adherence to its own manual,
10. Support NCDDS to perform biannual verification by independent auditor to the GCF.

## **F. Qualifications Required**

- **Experience**

- At least a graduate degree in finance, accounting, or business administration or related field, with at least 7 years of experience with programs or projects funded by international development partners.
- Professional experience in working at managerial level relating to: Human Resources, Financial Management, Procurement & Administrative, and internal auditing.
- Experience in working as an auditor and a knowledge of auditing policies and guidelines.
- Experience in capacity development for public entities, including training needs assessment, development of training material and conducting training.
- Specific knowledge/experience related to the GCF's fiduciary requirements would be a strong asset.
- Experience in the development of policies and guidelines and good English communication skills.

- **Language**

- A good level of written and spoken English is essential.

- **Competency**

- Organization – proven ability to bring a highly organised approach to complex tasks. Work prioritization and ability to multi-task;
- Ability to maintain a high level of accuracy and confidentiality,
- Result oriented – proven ability to effectively deliver program/project activities on-time;
- Excellent interpersonal skills; shares knowledge and experience;
- Teamwork – proven ability to work effectively as part of the team and develop constructive working relationships with stake holders, positive, constructive attitude;
- Ability to work and act under pressure with discretion in politically sensitive environment with a minimum of comfort;
- Ready to work independently, under tight deadlines;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to work in a multi-cultural team environment with a positive attitude

## **G. Application**

The candidate who is interested in performing this assignment, please submit his/her document containing a cover letter briefly describing and justifying how they meet the above-mentioned requirements, an updated CV, and financial offer, in separate files and PDF format, with email subject.

**Female candidates are encouraged to apply**