

National Committee for Sub-National Democratic Development Secretariat (NCDDS)

Integration of Social Accountability into National and Sub-National Systems Project

Terms of Reference

Position: National Consultant to Review and Revise ISAF Supply-Side Operational Guideline

Duty Station: NCDD Secretariat, Phnom Penh, Cambodia

Duration: 45 days

Basis: Short-Term Individual Consultancy Contract

1. BACKGROUND

➤ *National Program on Sub-national Democratic Development*

The Royal Government of Cambodia has committed to improve Sub-national Democratic Development (SNDD). The National Committee for Sub-National Democratic Development (NCDD) was established by a Royal Decree to coordinate and take lead the implementation of the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, the Law on Administrative Management of Communes/ Sangkats and the Decentralization and Deconcentration Policy. To implement these legal documents, NCDD developed a 10-year National Program on Sub-National Democratic Development (NP-SNDD) from 2010-2020 which was divided into 3 phases, or platforms. The First Phase Implementation Plan (IP3-I) of the NP, which ran from 2011-14, focused on developing Sub-National Administration (SNA) operational structures, systems and procedures. The second phase implementation plan (the IP3-II), which covered the period 2015-2017, aimed at to applying the new structures, systems and procedures developed during the first and second phase in order to improve SNA service delivery, local development and governance. The third phase implementation plan (the IP3-III), which covered the period 2018-2020 focused on key priorities wish to achieve in this final phase of the NP and included continuing to strengthen the transfer of functions and increase financial resources to SNAs. The National Program phase II from 2021-2030 is under designed, aimed to further strengthening service delivery and local development at SNAs through reorganization and establishment of effective, accountable and modern SNAs with capable human resource and sufficient financial resources to perform their functions, roles and responsibilities.

➤ *Social Accountability*

Social accountability is an essential component for improving SNA service delivery and governance. Therefore, the Social Accountability Strategic Plan was formulated and approved by NCDD on July 11, 2013. To implement this Strategic Plan, Implementation of the Social Accountability Frameworks (ISAF) have been developed and approved: ISAF-I (2016-2018) and ISAF-II (2019-2023). The Strategic Plan and its frameworks have been implemented under overall management of the Implementation Social Accountability Framework Partnership Steering Committee (ISAF-PSC) and in close cooperation between development partners and civil society organizations in order to enhance the constructive engagement between citizens and government as an integral element of governance arrangements—through which public decision-making and action takes place. It includes all those activities in which citizens and their representatives can advocate for their interests (voice) and thereby check the performance of officials and service providers (accountability) as they make, implement and enforce public decisions (collective choices) relating to rights, regulations, investment/resources and service delivery.

The I-SAF represents an integral component of the NP-SNDD. The both phases of I-SAF specify activities to be undertaken by the demand side – led by civil society organizations and the supply side-by government entities at national and sub-national level. During I-SAF Phase II, World Bank through multi-

donor trust fund on Social Accountability and Service Delivery (SASD-TF) has designed two projects as following: (i) Integration of Social Accountability into National and Sub-National Systems Project which NCDDS is the implementing agency to coordinate and support I-SAF supply side and (ii) Engaging Citizens to Improve Service Delivery Through Social Accountability Project which World Vision International-Cambodia is the implementing agency to coordinate and support I-SAF demand side. These two projects have been implemented since earlier 2020.

➤ *NCDDS Structure*

The NCDD Secretariat (NCDDS) established to assist NCDD and responsible for coordinating, managing and implementing the National Program for Sub-National Democratic Development (NP-SNDD) and its implementation plans in close collaboration with ministries, institutions, SNAs, DPs, CSOs, private sector and other relevant stakeholders. NCDDS is comprised of four divisions as follows: The Policy Analysis and Development Division (PADD); the Program Management and Support Division (PMSD); the Monitoring and Evaluation and Information Division (MEID); and the Finance and Administration Division (AFD). The responsibility for coordination and management of the ISAF has been mainly assigned to the MEID under the leadership of the ISAF PSC.

➤ *ISAF Operational Guideline for Supply Side*

During ISAF Phase I, the ISAF operational guideline for supply side was drafted base on the ISAF Phase I. During ISAF Phase 2, the ISAF has been piloting on DMK Administration Service. So, this guideline needs to be updated including DMK Administration Service. NCDDS, therefore, is seeking for a short-term consultant to review, update and finalize this existing guideline for NCDD approval. This guideline has to be aligned with ISAF Phase II, National Program Phase II and recent context in Cambodia.

2. OBJECTIVES OF THE CONSULTANCY

The main objectives of this consultancy are as followings:

- To review, revise and finalize the operational guideline on ISAF supply side to ensure an increased inclusiveness, efficiency and effectivity of ISAF as per the objectives of ISAF Phase II including 1) Strengthen performance of service providers; 2) Promote responsive citizen necessary needs by service providers; 3) Enhance citizens and stakeholder's engagement in I-SAF monitoring process; 4) Promote citizens empower to engage with service providers.
- Based on existing ISAF pilot at DMKs, review, develop and include ISAF DMK Administrative Service in the ISAF supply side operational guideline,
- Develop and include ISAF at Sangkat in the guideline.
- To review and update ISAF training program and curriculum according to the revised operational guideline.
- Review and provide recommendation to ensure sustainability of the self-assessment process.

3. SCOPE OF WORK

The consultancy is expected to carry out the following tasks. This list is not limitative and additional points may deserve a review.

3.1 Transparency and Access to Information and Budgets

- Review and provide recommendation on Supply Side's current I4Cs dissemination process
- Review and update indicators in I4Cs and Post-On for DMK administration service
- Additional activities, approaches and/or information should be added to or removed from the ISAF model to ensure that an increased transparency
- Simplify I4Cs to enable more understanding of national standards and budget information by citizens
- Review and update the flow of data entry that service providers at urban context are able to entry by themselves.

3.2 Citizen Monitoring

- Review and provide recommendations including outline for the self-assessment process of service providers for sustainability.
- This point will part of the progress report of this assignment.

3.3 Implementation of Joint Accountability Action Plans (JAAP)

- Review and update the process of JAAP integration into CIP and DIP aligning with the guideline on CDP and CIP development process
- Review and update the existing members, roles and responsibilities of JAAPC at Commune/Sangkat
- Design format of JAAP for DMK Administrative Service
- Provide recommendations on JAAPC member selection and their role and responsibilities for DMK Administrative Service
- Suggest the activities to mobilize other resources to support JAAP implementation.

3.4 Training, Capacity Development, and Communication

- Review current capacity development process of the ISAF focal points
- Recommend activities that can help to provide a good coaching and technical support to the SNA and implementing partners
- Accessibility and inclusiveness be strengthened through modifications of the training modules and the capacity development approach
- Update training program and curriculum in this Supply side operation guideline.

3.5 Program Management, Monitoring and Evaluation

- Review the current program management including monitoring and evaluation and provide recommendation whether additional M&E tools and program management instructions/guidelines needed for both National and SNAs.

4. DESK REVIEW AND INTERVIEW

The consultant will conduct a quick desk review of the relevant literature and documents useful to complete the objectives of the review. This will include documents related to Strategic Plan on Social Accountability for Sub-National Democratic Development, ISAF Phase I, 5 years implementation plan for ISAF Phase II, National Program, relevant database systems, a joint concept note for additional financing, etc.). The desk review will also cover relevant literature related to other countries (such as operational manual and tools used in similar project in other countries, reports and final evaluations from these projects, relevant pieces of research, etc.). NCDDES will provide the consultant with an initial list of documents.

The consultant shall conduct interview with stakeholders and field visit to collect necessary information to incorporate with desk review.

5. OUTPUTS OR DELIVERABLE SCHEDULE

The following deliverables are expected to be developed by the consultant:

- ISAF supply side operational guideline: revised and final version of guideline in both English and Khmer Including ISAF at DKM administration service, ISAF at urban (Sangkat), and training program and curriculum (updated and improved version of the existing training documents).
- Final report which includes recommendation on self-assessment process.
- This consultancy is expected to take place between February 2022 to end of April 2022 with a maximum of 45 days. The latest submission date is scheduled 30 April 2022 (negotiable depending on starting date). The workplan along with specific timeline will be clarified during the design phase.

6. PAYMENT

The payment will be made on the basis of a daily fee to be determined based on qualifications and World Bank pay scales.

7. REPORTING

The Consultant will work under the overall supervision of the Head of the NCDDS and direct supervision of ISAF Project Manager. The Consultant will work closely with the ISAF Project Coordinator and other ISAF consultants, SNAs, relevant line ministries, and other relevant agencies following consultation and advice of the Project Manager.

The consultant will provide report:

- 1) Inception Report
- 2) Draft Guideline including ISAF at DMK administration service, ISAF at Sangkat and progress report of the assignment
- 3) Final draft guideline and
- 4) Final report including recommendation of self-assessment process.

8. QUALIFICATIONS AND EXPERIENCES

The consultant will have a track record of the following qualifications and experiences:

- Master degree or higher in public administration, planning, social sciences or a related field.
- Extensive, relevant professional experiences in the areas of social accountability, local governance, policy analysis and / or advocacy.
- Proven knowledge and understanding of Implementation of the Social Accountability Framework (I-SAF) and Decentralisation and De-concentration reforms in Cambodia.
- Proven experience in developing policies, regulations, programs, projects, manuals and guidelines related to D&D reform and local development,
- At least 10 years' experience in working with national institutions and local governments in D&D reform,
- At least 10 years' experience in coordinating and cooperating with DPs, IOs and CSOs,
- At least 10 years' experience in planning, M&E and reporting,
- At least 10 years' experience in service delivery and local development projects including projects related to social services and climate change at sub-national administrations especially at commune level,
- Experience with development and review of (inclusive) training curricula and (inclusive) technical guidance documents for development and civic participation projects. Experience in capacity development a plus
- Critical thinking skills, initiative and creativity.
- Strong understanding of human rights, right based approach, disability rights and of how discrimination based on gender, disability and belonging to other minority groups reinforce one another.
- Possession of strong verbal and written communication with internal and external stakeholders in both Khmer and English.

.....