

**KINGDOM OF CAMBODIA  
NATION RELIGION KING**



**MINISTRY OF INTERIOR  
LIVELIHOOD ENHANCEMENT AND ASSOCIATION OF THE POOR PROJECT  
(LEAP)**

**Terms of Reference**

**Project Title** : Livelihood Enhancement and Association of the Poor (LEAP) Project  
**Position** : Skills Development Advisor (International)  
**Location** : Project Coordination Office (PCO), Ministry of Interior (MOI), Phnom Penh  
**Duration** : Intermittent—120 working days over a 3-year period (2019-2021).  
**Basis** : Individual Consultancy Contract

**I- BACKGROUND**

The Royal Government of Cambodia (RGC) through the Ministry of Economy and Finance has received a Credit from International Development Associate (IDA) to fund the Livelihood Enhancement and Association of the Poor (LEAP) Project. The project is a 5- year funded by the World Bank with IDA Credit number 5960-KH with the project code P153591. The project has a total budget of SDR 15,100,00, approximately USD 20,170,000 and became effective on May 26, 2017 and has a closing date of November 30, 2022.

The project development objective (PDO) is to improve access of poor and vulnerable households in selected communities to financial services, opportunities for generating income, and small-scale infrastructure, and to provide immediate and effective response in case of an eligible crisis or emergency. This would be achieved through the: (a) establishment of self-help groups (SHGs), savings and credit groups, producer groups, agricultural cooperatives and other peoples groups/organizations; (b) provision of capacity building and training to beneficiaries to improve their income generation opportunities; (c) establishment of private sector linkages to improve and expand market opportunities; and (d) identification and provision of community-based social and economic infrastructure to help improve livelihood and economic productivity of the poor.

The project is divided into four components. These are:

**Component 1: Improving Livelihoods for Rural Poor and Vulnerable Households**

Sub-Component 1.1: Building and Strengthening Institutions of the Rural Poor

Sub-Component 1.2: Enhancing Skills and Employment Opportunities for the Rural Poor

Sub-component 1.3: Improving Basic Services and Community Infrastructure for the Rural Poor

**Component2: Improving Livelihoods for Urban Poor and Vulnerable Households**

Sub-Component 2.1: Enhancing Skills and Employment Opportunities for the Urban Poor

Sub-Component 2.2: Improving Basic Services and Community Infrastructure for the Urban Poor

**Component 3: Project Management, Coordination, and Monitoring &Evaluation**

**Component 4: Contingent Emergency Response**

For Sub-Components 1.2 and Sub-Component 2.1 would provide investments in the development of beneficiary skills (particularly unemployed youth and women from poor households) and the ability to obtain new or improved employment. Activities would include: (a) local labor market surveys and training provider assessments; (b) beneficiary selection; (c) employability training and career counseling; (d) voucher provision and skills training; (e) job placement and employment support, including to engage in partnership with the employers who provide specialized training.

The key beneficiaries of the project would be approximately 20,000 ID Poor and vulnerable households in the target 47 communes in Siem Reap Province and 13 Sangkats in Phnom Penh Capital, respectively. The provision of skills development support aims to reach a total of approximately 2,100 individuals (Phnom Penh: 750 individual and Siem Reap: 1,350 individuals).

The Project Coordination Office (PCO) supports and facilitates executing agencies in their component implementation, and is responsible for project management and coordination, procurement and finance, reporting and communicating with the World Bank and key stakeholders.

It is expected that the incumbent would observe at all times in the highest standard of professional ethics and integrity, and promote results-oriented approach in the area of his/her responsibility and accountability.

## **II- OBJECTIVE OF THE ASSIGNMENT**

The objective of this assignment is to accelerate the implementation of the Sub-Components 1.2 and Sub-Component 2.1, as described above, with a focus on the professional quality and timeliness of activities, so as to generate the program's strategic results. The incumbent is expected to show initiative and provide technical guidance to PCO, Sub-Management Teams (SMTs) in Siem Reap Province and Phnom Penh Capital Hall staff in skills development program components to enable them to achieve the program's objectives. These actions are expected to build the PCO human capacity, through his/her example and mentoring, in fostering interagency cooperation in the implementation of the LEAP's Project Development Objective (PDO).

## **III- SCOPE OF THE CONSULTING SERVICES**

The Skills Development Advisor (SDA) will work remotely and be based in the Project Coordination Office (PCO), Ministry of Interior (MOI). While working in-country, she/he will work under the supervision and guidance of the LEAP Project Manager and work in close collaboration with the National Skills Development Specialist (NSDS) for most of the tasks. She/he will be supported by Human Resource Development Facilitators (HRDFs), Human Resource Development Specialist (HRDS) and other team members working on the skills components of the project. The SDA will have the following functions:

1. Collect, review and analyze all the necessary documents and current operation procedures (guideline, process, templates, forms, and M&E system etc.) to fully substantiate all stages of implementation on skills development activities and to prepare and recommend additions and specific revisions to improve the quality of documentation and the clarity of procedures.
2. Work in close collaboration with the National Skills Development Specialist (NSDS) to lead the local labour market assessments in Siem Reap and Phnom Penh, including (i) Survey employers about jobs that are in high demand and jobs with skills gap; (ii) Compile a list of local training providers; and (iii) Compile a list of sources for job placement and employers recruit workers (formal job boards, NEA referrals, local recruiters). With the supported by the NSDS and other skills development team members, the SDA will be responsible to (1) Develop methodology of the assessment—(Mid-November); (2) Draft survey instruments (December 1<sup>st</sup> week); (3) Pilot and tailor the instruments (December 3<sup>rd</sup> week pilot and finalize by end December); (4) Train enumerators (Jan 1<sup>st</sup> week); (5) Conduct data collection (Jan 2<sup>nd</sup> week); (6) Data entry (soon after data collection completion); and (7) Analysis of data and assessment report (End February).

3. To take lead in preparing the TOR for tracer study consultant (Early 2020); develop the methodology of the Tracer study (2<sup>nd</sup> half of 2020); Draft and finalize instruments (2<sup>nd</sup> half of 2020); and develop outline of the tracer study report.
4. Provide technical assistance in order to facilitate efficient and expedited implementation of the skills development components of the project. This will include:
  - a) Review current process and practices for conducting various activities and propose modifications or feasible alternatives to achieve the results more effectively and efficiently. The proposed modifications or alternatives will be discussed with the relevant staff and the World Bank team.
  - b) Prepare detailed and practical steps (local labor market surveys and training provider assessments; beneficiary selection; employability training and career counseling; voucher provision and skills training; and job placement and employment support) to be included in the update to the PIM and COM.
  - c) Prepare detailed and practical guidelines on implementation of other activities that may not be included in the PIM and COM. Provide necessary advice, support, mentoring, and capacity building to relevant staff in the PCO and SMTs to implement the activities.
  - d) Provide timely assessment of progress, identify and resolve bottlenecks in the implementation of activities.
5. Review and contribute to skills development sections of semi-annual project reports and other M&E documents and the MIS system to ensure that the information shared about skills development activities is clear and accurate and clearly capturing the results of the project.
6. Advise the Project Manager on various ways to strengthen the effectiveness of the skills development activities of the project.
7. Perform other duties relating to skills development operation as requested by the Project Manager.

#### **IV- EXPECTED DELIVERABLES/OUTPUTS**

In specific terms, the consultant appointed is expected to ensure the successful delivery of the following Outputs:

<b>No</b>	<b>Outputs Description</b>
1	Prepared an “inception report” proposing his/her 6-month work program priorities and working methods for the whole contract assignment, after about 3 weeks after signing of contract.
2	Completed the local labour market assessments survey, and produced the assessment report to highlight (i) the key messages and detailed recommendation on how to use the information generated by the assessment for other activities; (ii) compile a list of local training providers; and (iii) compile a list of local resources for job search support (online, government related, private job search agencies, individual and informal recruiters).
3	Prepared a draft TOR for tracer study consultant/firm, develop technical note with the outline of the methodology for the tracer study, and develop the outline of the structure of the tracer study report.

4	Provided technical assistance to strengthen the implementation of skills development activities including (i) proposing modifications to the processes and practices, (ii) updating the Project Implementation Manual (PIM) and Community Operations Manual (COM) with all revisions incorporated—document with detailed guidelines for activities not covered by the PIM and COM; and (iii) regular progress updates which summarizes the advice and support provided, capacity building activities proposed/conducted, bottlenecks identified, solutions proposed for future improvement to the PCO and SMTs.
5	Working closely and directly with the NSDS to strengthen the staff capacity development, particularly to ensure that a comprehensive knowledge transfer to skills government officials (PCO and SMTs) and other skills development team members effectively and ensure all standards and procedures are fully understood.
6	Once it is functional, review and advise on the design of the MIS regarding skills development activities and recommend improvements, as needed.
7	Ensure that the implementation of skills development activities would operate successfully and in line with the expected outcomes and outputs, particularly the sustainability of the Sub-Components 1.2 and Sub-Component 2.1 of the LEAP Project.

## V- WORKING METHODS

The consultant will strictly follow the work plan and the time schedule agreed with PCO in undertaking the contract assignment.

- a) An appropriate methodology will have to be determined by the consultant in consultations with the, PCO, SMTs and World Bank;
- b) The consultant will work in close collaboration with the PCO, SMTs and World Bank;
- c) The consultant will undertake collection of all the required data/information from various sources, including Government departments, CSOs, Ministries and other relevant sources;
- d) The PCO and SMTs shall facilitate in collection of the data/information with required official letters and contact with focal person(s) wherever required at the National and Sub-national levels; and
- e) The consultant will undertake review, assessment and judgment of the data/information in close consultation with the PCO, SMTs and World Bank.

## V- CONTRACT TIMING/ DURATION

The duration of the contract is 120 working days over a 3-year period from the contract signing date subject to the annual assessment of the consultant performance, availability of funds and the needs for project. The duration of the contract is based on the below table:

No.	No. Working Days	Year	Remarks
1	20	2019 (Year 1)	December
2	80	2020 (Year 2)	Jan-December
3	20	2021 (Year 3)	January-April
<b>Total</b>	<b>120</b>		

## **VI- REPORTING**

The Consultant will be asked for to provide an “inception report” proposing his/her 6-month work program priorities and working methods for the whole contract assignment, after about 3 weeks after signing of contract.

Thereafter s/he will provide

- Time sheet will be submitted to the LEAP Project Manager, detailing tasks done by the consultant, including achievements, constraints and next activities. If not, activities have taken place during a month, no report is needed.
- Monthly progress reports on inputs provided, results achieved, milestones, bottlenecks and constraints, and put forward optimum way of dealing with those constraints with a view to keeping skills development activities on track.
- Completion report on key achievements, output and constraints comparable to expected deliverables/outputs of skills development indicators. All reports must be submitted to the and the LEAP Project Manager and copied to the LEAP Project Director.

## **VII- SUPPORT FROM LEAP PROJECT**

1. MOI will request, arrange and finance at least two missions to Cambodia per year, in case the consultant is based outside of Cambodia.
2. The consultant will be based in the Ministry of Interior (MoI) with pre-approved visits to the Siem Reap and across Phnom Penh as required;
3. MOI shall make available office accommodation with air conditioning, administrative equipment (printer, photocopier, phone & fax machine, email and internet connection) and office supplies for the purpose of the assignment;
4. MOI will meet all national communications costs associated with the assignment;
5. Make available copies of all files and documents relevant to the project and its proposed interventions;
6. MOI will provide official transportation and translation for official travel/missions during the course of the assignment;
7. Where workshops or presentations are needed as part of the assignment, MOI will provide a suitable venue and reproduce materials for distribution to participants.
8. Provide support staff to enable the effective and efficient operation of the services.

## **VIII- KEY MINIMUM QUALIFICATIONS REQUIRED**

1. Master’s degree (or higher) in a relevant field of study including human resource development, vocational training, rural development and planning, education, and development studies;
2. At least ten (10) years of experience and success in supporting the design and/or implementation of similar projects or programs in another countries, particularly in the areas of active labor market interventions such as skills training and labor market intermediation services;
3. Good knowledge of the international experiences, state of the art approaches and best practices in the specific areas the project and its subcomponents are dealing with;
4. Good analytical skills and effective communication and training skills and competence in handling external relations at all levels;

5. Prior experience designing and conducting rapid assessments, preferably on local labor markets;
6. Prior experience of leading diverse teams across cultural boundaries to achieve program objectives;
7. Team-building capacity including strong personal communication skills, with particular attention to supporting the building of national staff capacities;
8. Relevant regional and international experience will be an added advantage;
9. Prior experience working on a World Bank supported project, particularly on labor markets or jobs will be an added advantage;
10. Ability to work in a team and to motivate other team members and counterparts;
11. Fluency in English, including the ability to write, review, draft and edit required project documentation.
12. Willingness and ability to travel in difficult conditions.

## **IX- PAYMENT PROCESS**

- a) Payment shall be made in United States Dollars to Consultant's bank account not later than 14 days following submission of invoices and time sheet.
- b) The consultant will be offered a lump sum fee inclusive of travel costs (include travel costs and DSA during working in Cambodia).
- c) The payments will be made in installments based upon agreement with the inception plan and subsequent actions plans and actual days worked submitted in time sheet the completed days worked (the consultant can submit individual claims for a minimum of 3 days worked) and upon certification of satisfactory work as per work plan and endorsed by LEAP Project Manager.