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|  | **UNITED NATIONS DEVELOPMENT PROGRAMME**  **Terms of Reference** |

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| I. Position Information |
| **Job Code Title: Independent Project Review Trade Specialist ( Lead Consultant)** Organization Unit: UNDP Project **Type of contract: SSA**  **Location: Phnom Penh, Cambodia**  **Reports to: Trade Programme Analyst-Aid for Trade Specialist** |
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| **II. Background** | |
| During the last decade, Cambodia has successfully achieved growing rates of poverty reduction. Peace and macroeconomic stability have allowed Cambodia making far reaching reforms to achieve socio-economic development. Within this context, the Royal Government of Cambodia (RGC) has developed the “Rectangular Strategy,” a tool to implement its political platform and to meet the Cambodia’s Millennium Development Goals (CMDGs).  A driving force behind much of the economic growth and poverty reduction that has occurred over the past decade has been trade. Under conditions of peace and stability Cambodia has been able to develop two major sectors, namely garment and tourism that have driven the economy over the past 10 years, both directly and indirectly (through forward and backward linkages). These sectors have created many jobs. Accessing larger markets through trade has contributed to tackle the limitations laid by small domestic markets. It has contributed to the expansion of the production base, through exports, and increased consumer choices through imports. However, the narrow export base and the necessary reforms to generate a better enabling environment for trade and private sector development, as well as the need to further develop the capacity of the key stakeholders involved in trade are remaining challenges for the country.  Cambodia was one of the three pilot countries under the “restructured” Integrated Framework launched in 2000. Further it was the first country to complete a Diagnostic Trade Integration Study (DTIS) under the leadership of the Ministry of Commerce (MoC). This DTIS not only served to organise efforts in critical areas but also identified capacity gaps at the human and institutional level in the area of Trade Sector Development. In 2005, the MoC on its own initiative decided to review the Cambodian DTIS. Following this revision the Government and Development Partners active in the trade sector launched the Cambodia Trade Development Strategy 2007 (a.ka Cambodia Diagnostic Trade Integration Study or DTIS 2007). This strategy aimed addressing two challenged: remaining high levels of poverty and over-dependency on two exports sectors. (Garments, Tourism). The three themes identified by the DTIS 2007 further led the Sub-Steering Committee on Trade Development and Trade-Related Investment, under the chairmanship of the Senior Minister, Minister of Commerce to propose the formulation of three sub-programmes or “Pillars” to implement this Strategy and coordinate development assistance under the framework of a Trade Sector Wide Approach (Trade SWAp). These pillars are:   * Pillar 1: Reforms and Cross-Cutting Issues for Trade Development * Pillar 2: Product and Services Sectors Export Development * Pillar 3: Capacity-Building for Trade Development and for the Management of Trade Development   And the objectives of the Trade SWAp are:  - Identify and promote the development of a set of priority product and service sectors to serve as a basis for strengthening and diversifying Cambodia’s export basket  - Identify, eliminate, and/ or lessen legal, institutional, and human bottlenecks, either common to all priority sectors or specific to each, that are constraining the development of those priority sectors and export development more broadly;  - Strengthen the capacity of the RGC, and MoC in particular, to manage Cambodia’s trade development agenda;  - Gear trade sector development efforts towards increasing their positive contribution to human development and poverty reduction (“mainstreaming.”)  UNDP Cambodia strongly supports enhanced trade integration for Cambodia into global and regional markets. UNDP’s view is that Cambodia’s integration should be part of a sequenced and selective strategy. It should have the sustainable generation of employment opportunities at the centre of its formulation and implementation to reap the most benefit for the poor. This in turn depends on the development of well-functioning private and public sectors with solid regulatory, legal and institutional mechanisms in place.  In this view UNDP's assistance to the Ministry of Commerce from the beginning of the Integrated Framework has focused in developing national capacity to make the best of the benefits that Cambodia's membership of the World Trade Organization offers. It facilitates Cambodia’s integration into global and regional markets by helping to identify strategies that will promote exports most promising for revenue, export diversification and employment generation. By providing the analytical foundation for policy recommendations, facilitating the coordination of trade-related technical assistance (TRTA), by strengthening national policy development, implementation and monitoring capacity the Trade Related Assistance for Development and Equity project reinforces the linkages between trade and human development. The project contributes to the achievement of the overall National Strategic Development Plan (NSDP) and therefore to the socio-economics development of Cambodia. In order to achieve the expected results, the TRADE project (2006-2010) was articulated around 5 components:   1. Pro-poor Trade Strategies; 2. Human Development Impact Assessment; 3. Enhancing National Capacity for Trade 4. Enhancing National Supply Capacity; 5. Support to Private Sector Development.   The project has supported the review of the 2002 DTIS and development of the DTIS 2007, as well as the development of the TRADE SWAp. Currently the project is active in supporting the capacity development efforts from Pillar 3, as well as the Pillar 2, where in fact UNDP together with the MoC have the leadership. | |

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| III. Organizational Context |
| The project is implemented by the Ministry of Commerce (MoC). As implementing partner, the MoC is primarily responsible for the planning and overall management and coordination of the project, including reporting, accounting, monitoring and evaluation.  The MoC is accountable for the production of outputs, the achievement of project objectives and for the use of project resources. The MoC has designated a Secretary of State to serve as the National Project Director. |

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| IV. Objectives, Scope and Expected Outputs of the of Assignment |
| The independent project review and the information gained from it will fulfil the following major purposes:  (i). Assess the level of the project’s progress and achievements against targets as specified in the Results and Resources Framework and respective AWPs. Specifically:   * assess activities implemented to date and the extent to which the planned outputs were attained * assess relevance of the project approach to the planned and achieved results   (ii). Assess the quality of the deliverables and outputs.  (iii). Assess the project’s operational modality, reviewing the effectiveness of the management structure (project board, project manager, project team set up) to produce deliverables and outputs.  (iv). Review the focus of the project and assess the extent to which the project has adapted its goals to the new environment. Specifically:   * assess alignment with the UNDP Strategic Plan 2008-2011 * assess relevance to the dynamic and complex environment of trade, i.e. the Trade SWAp, the Enhanced Integrated Framework and the Aid for Trade initiative * assess its comparative advantage vis-à-vis other UN agencies and Development Partners * provide a comprehensive set of recommendations to guarantee the relevance of the project beyond its scope and timeframe.   (v). Review knowledge generation and management within the context of the project. Specifically:   * assess knowledge generation, validation, codification and dissemination mechanisms * identify key knowledge products (conceptual frameworks, methodologies, tools, lessons learnt, key products/publications) that could be subject to “packaging” for further dissemination, with special focus on South-South Cooperation   The independent project review shall take capacity development and gender as cross-cutting elements.  The information gained from this review will be a key element of the 2009 Annual Project Review, the development of the 2010 Annual Work Plan. Furthermore, it will serve as input for the next programming cycle, and the design of future interventions.  **Stakeholders**  The independent project review will solicit feedback and inputs from all stakeholders related to the topics of analysis. These will include the relevant officials from the Ministry of Commerce, other line ministries, technical working group(s), development partners, private sector and other civil society organisations, UN agencies and relevant UNDP units/officials.  **Methodology**  The independent project review will gather information through desk review, direct and indirect consultation.  **The Independent Project Review Team**  The independent project review will be conducted by a core team that will consist of two independent consultants:  One international consultant (as team leader) focusing in trade, as well as gender.  One consultant (team member) focusing in capacity development, as well as monitoring and evaluation.  The independent project review team will be formed by combining expertises from the two consultants such that the team, as a whole, will have expertise in trade, capacity development, gender, and project management, monitoring and evaluation. This team could be further complemented with resources persons from UNDP if required.  The Lead Consultant will be responsible for the overall management and direction of the team, including the responsibility for report preparation.  **Management and Logistics**  The independent project review team will work under the supervision of UNDPs Poverty Cluster designated official, based in the UNDP Cambodia Country Office in Phnom Penh. All practical support for the mid-term review, including scheduling of activities (as agreed in the workplan), and supporting documents will be arranged and provided by UNDP in close collaboration with the UNDP-MoC TRADE Project.  **Expected Results/Final Products/Deliverables: (provide milestones/frequency which will be linked to the payment schedule)**  **Output**  The independent project review will produce a final report, preceded by a draft report and presentations on key findings and recommendations. The report will lay out results of the assessment of the progress made to date for each project component, as well as the overall progress for the project. It will also include detailed recommendations for additions and changes of activities/support within as well as beyond the scope of the current project. More specifically the report shall at least contain/cover the following sections:   * Title Page * List of Acronyms and abbreviations * Table of Contents * Executive Summary * Background * Description of the project: logic, results and risks * Purpose of the evaluation * Key questions and scope of the evaluation with information on limitations and delimitations * Approach and methodology * Findings * Summary of findings and interpretations * Conclusions * Recommendations: short term (next AWP) and medium term (next programming cycle). * Potential knowledge products. * Annexes   (Max. 50 pages)  **Tasks and Milestones**  The independent project review will be conducted in up to five weeks (25 working days), according to the following activities and time frames:  1. **Desk Review and workplan development** (5 working days)  (To be conducted within the first week)  Familiarize with the programme through related documentation and publication.  Develop workplan and discuss with UNDP, MoC, and selected Development Partners for approval.  2. **Consultations** (10 working days)  (To be conducted within four weeks from the start of the consultancy)  Conduct individual interviews and/or Focus Group Discussions with stakeholders  3. **Reporting and presentations** (10 working days)  Submit draft report to and solicit comments/inputs from UNDP, (*within five weeks from the start of the consultancy).*  Present the reviewed document to the stakeholders and collect comments/inputs  Submit final report UNDP. (Within six weeks)  **Expected Start date:**  September 28th, 2009  **Payment Schedule:**  1st Payment (50% of total contract) after the submission of the 1st draft of the report  2nd Payment (50% of total contract) after submission and approval of the final report. |

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| **VI. Competencies** |
| Managerial   * Focuses on impact and results for the client * Works toward creative solutions by analysing problems carefully and logically * Motivates and manages teams effectively and encourages staff to work collaboratively * Empowers and promotes an open atmosphere of mutual feedback and support * Cultivates productive relationships with donors, partners and other important institutions and individuals to achieve strategic goals * Manages conflict and stress and works effectively as a mediator to resolve problems; encourages and contributes innovative solutions to address challenging situations * Develops, communicates and monitors appropriate policies, procedures and guidelines * Familiarity with UNDP rules and regulations would be an asset   Technical/Functional   * Willingly shares and applies knowledge to work * Effectively networks and secures information and expertise * Communicates clearly and convincingly by demonstrating good oral and written communication skills * An understanding of programme based approaches, sector wide approaches * An understanding of gender issues, gender mainstreaming and gender empowerment in developing countries. |

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| V. Qualifications | |
| Education: | An advanced university degree, preferably Masters or PhDin a development-related field, i.e Economics, development economics, political science, public administration, business administration. |
| Essential knowledge, skills and experience: | * 10 years of relevant working experience in trade related issues; * Substantial experience in managing and evaluating projects. * Expertise in trade reforms and trade promotion, and links to poverty reduction and human development. * Expertise in trade and gender issues. * Substantial experience in policy development. * Substantial knowledge on Cambodia trade and private sector features including its strengths, weaknesses, opportunities and threats, a strong asset * Substantial knowledge of Aid for Trade in Asia * High sound liaison, negotiation and representational skills in local and national levels; * Proven Experience in working with Government and networking with national and international stakeholders; * Strong commitment to and skills of knowledge management. * Familiarity with procedures of the UN and various donor agencies a strong asset; * Adequate computer and IT skills. |
| Language Requirements: | Proficiency in written and spoken inEnglish. French and Khmer would be a strong asset. |