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

Terms of Reference (ToR)

Senior Capacity Development Consultant

Sustainable Climate-Resilient Accelerated Local Economic Development (SCALED) Project

Position	: **Senior Capacity Development Consultant**
Duty Station	: NCDD Secretariat, Phnom Penh, Cambodia
Contract Duration	: 85 working days, over the period from January 2027 to May 2027
Market Approach	: National (Short-Term Individual Consultancy)
Expected Start Date	: January 2027
Contract Type	: Lump-sum contract
Grant Number	: E748-KH

1. Background

The 10-Year National Programs on Sub-National Democratic Development, Phase 2 (NP2, 2021-2030), was designed to implement key decentralization and deconcentration policies, specifically the Law on the Management of the Capital, Provincial, Municipal, District and Khan Administrations (2008), Law on the Management of the Commune/Sangkat Administrations (2001). The NP2 aimed at enhancing the delivery of public services and local development with mainstreaming of gender equality, social equity and inclusiveness and climate change adaptation through establishing the structures and governance systems of sub-national administrations to be modern, autonomous, efficient, transparent, and accountable in providing public services and local development. NP2 is implemented under leadership and management of the National Committee for Sub-National Democratic Development (NCDD) with assistance of NCDD Secretariat (NCDDS) for day-to-day management and implantation of the program.

The Royal Government of Cambodia (RGC), through NCDDS, is preparing the Sustainable Climate-Resilient Accelerated Local Economic Development (SCALED) Project to support implementation of the 10-Year National Program for Sub-National Democratic Development Phase 2 (NP2, 2021-2030). The project is expected to be implemented over a five-year period (2027-2031) with an indicative budget of US$80–100 million, primarily financed by the World Bank (WB) and other anticipated development partners.

The proposed Project Development Objective (PDO) focuses on three interrelated dimensions:

1. Strengthening subnational administrations' resilience systems and capacities;
2. Delivery of local economic and climate-resilient infrastructure; and
3. Promoting citizen participation, social accountability, and inclusive service delivery.

The project consists of four components:

- Component 1: Local Resilience Systems Strengthening;
- Component 2: Local Resilience and Economic Investments;
- Component 3: Innovation and Learning; and
- Component 4: Coordination, Policy and Implementation Support.

Strengthening the capacity of NCDDS and subnational administrations (SNAs) to implement SCALED is a critical element of project readiness. The project's preparatory activities have already produced a substantial body of technical outputs that SNA and NCDDS implementers will need to apply in practice, including the revised SNA planning guidelines, climate vulnerability mapping and geographic targeting tools, gender mainstreaming guidance, the public participation and social accountability approach, environmental and social (E&S) management procedures, and the finance and procurement manual. These outputs need to be consolidated, translated into structured training content, and delivered to implementers ahead of project effectiveness. While the technical experts who will undertake these tasks will provide technical inputs to the training materials, it is necessary that a training and capacity building expert coordinate the overall production of training materials.

NCDDS seeks to recruit a qualified Senior Capacity Development Consultant to lead the preparation of this full training cycle — from competency framework and Training Needs Assessment (TNA), through training material development, to delivery of training of Trainers — working in close partnership with the National School of Local Administration (NASLA) and NCDDS, so that training content is institutionalized within NASLA's ongoing programs for sustainability beyond the project.

2. Objective of the Assignment

The objective of this consultancy is to: (i) develop a SCALED-specific competency framework and conduct a Training Needs Assessment (TNA) of target NCDDS and SNA trainees; (ii) develop SCALED capacity development plan; (iii) develop training materials, session plans, and curricula for this content jointly with NASLA; and (iv) deliver a Training of Trainers (ToT) to national trainers (NASLA, MoI and NCDDS's trainers and to the trainers of a Training Firm hired under a separate Terms of Reference/contract), and provide technical support to national trainers/NASLA and the Training Firm during the initial rollout of training, with the Training Firm and NASLA thereafter responsible for cascade (mass) training delivery to SNA staff. This consultancy will work in close partnership with NASLA, NCDDS and national technical consultants throughout, including support for NASLA to institutionalize the materials within its own ongoing training offerings.

3. Scope of Work

3.1. Competency Framework Development

- Review the technical outputs already produced under Component A and Component C to identify the core competencies (knowledge, skills, and behaviors) required by NCDDS and SNA staff to implement the SCALED Project.
- Develop a SCALED-specific competency framework, in close consultation with NASLA and relevant technical consultants, covering the different staff levels and functions involved in project implementation.
- Validate the competency framework with NCDDS, NASLA, and the World Bank Task Team, and align it with NASLA's existing competency and training frameworks to support institutionalization.

3.2. Training Needs Assessment (TNA)

- Develop a concept note outlining the methodology, scope, workplan, and tools for the Training Needs Assessment (TNA), in consultation with NASLA.

- Coordinate field assessment logistics with other consultant field activities, where feasible, to minimize duplication of travel and optimize resources.
- Conduct a comprehensive Training Needs Assessment (TNA) of NCDDS, General Department of Administration and selected SNA staff to identify existing capacities, knowledge and skills gaps, learning priorities, and training needs required for effective implementation of the SCALED Project.
- Engage NASLA in the design of the TNA instruments and in the validation of findings, to ensure alignment with NASLA's existing assessment approaches.
- Analyze the TNA findings and prepare a Capacity Development Plan, including priority training topics, target participants, training modalities, implementation schedule, and recommendations for capacity strengthening.
- Provide technical support to NASLA in reviewing and aligning the Capacity Development Plan with NASLA's existing training curriculum, competency framework, and training modules to ensure institutional sustainability.

3.3. Development of Training Materials

- Based on the Capacity Development Plan, collaborate with relevant national consultants and NASLA to develop a structured adult-learning training curriculum, participant materials, presentation materials, session plans, practical/field exercises, case studies and field-based learning materials for each topic area identified in the Capacity Development Plan, through a participatory process.
- Work jointly with NASLA's curriculum specialists, relevant technical consultants and trainers throughout the design and review of training curricula, session plans, and materials, so that NASLA builds ownership of the content from the outset.
- Ensure that all training materials are developed using appropriate Khmer language, incorporate adult learning principles, and are practical, user-friendly, and suitable for continued use by NASLA trainers, SNA trainers, and training firms beyond the duration of the assignment.
- Pilot test the training materials with representative target participants, document feedback, and revise the materials accordingly in close consultation with NASLA, NCDDS, and relevant technical consultants.
- Ensure all training materials are standardized, quality-assured, and formatted for future updating and integration into NASLA's training system.

3.4. Training Delivery (Training of Trainers)

- Work closely with NASLA and relevant technical consultants to design and deliver a Training of Trainers (ToT) programme for NASLA trainers and the trainers of the Training Firm engaged for cascade (mass) training, on the thematic areas identified in the Capacity Development Plan.
- Following the ToT, provide technical support and mentoring to NASLA trainers and the Training Firm's trainers during the initial rollout of the cascade training programme to SNA staff, to ensure consistent quality and effective knowledge transfer; thereafter, responsibility for delivering cascade (mass) training rests with the Training Firm and NASLA.
- Coordinate with NASLA, NCDDS, the Training Firm, and relevant stakeholders on the organization and logistics of the cascade (mass) training programme at the subnational level.

- Support NASLA in integrating the developed training materials, curriculum, and learning resources into its regular training programs for SNA staff, to ensure sustainable capacity development beyond the project lifecycle.
- Support NASLA and NCDDS in establishing and maintaining a training management and records system.

4. Expected Deliverables

No.	Deliverable	Indicative Timeline	Payment Schedule
1	Inception report and work plan, including the proposed approach to the Competency Framework and Training Needs Assessment (TNA)	January 2027	20% upon acceptance of the inception report and work plan
2	Training Needs Assessment (TNA) report	February 2027	25% upon acceptance of TNA report
3	Capacity Development Plan	February2027	
4	Draft and finalize training materials (curriculum, participant materials, facilitator guides, practical exercises) for all topic areas, developed jointly with relevance technical consultants and NASLA	March 2027	25% upon delivered of training materials.
5	Training of Trainers (ToT) delivered to National Trainers (NASLA, MoI and NCDDS trainers and the Training Firm's trainers), for all topic areas	May 2027	15% upon acceptance of ToT Conducted.
6	Handover of finalized training materials and products to NASLA, NCDDS, and the Training Firm, including technical support to NASLA for institutionalization within its ongoing programs	May 2027	15% upon acceptance of deliverable #6

5. Duration of the Assignment

The assignment is expected to be conducted over a period of approximately 85 working days between January 2027 to May 2027, with level of effort to be determined by NCDDS. The assignment period is designed to overlap with the contract period of the Training Firm, so that the Consultant can hand over training materials and deliver the ToT ahead of the Training Firm's cascade training rollout.

The Consultant will be required to travel to selected SNA for the TNA field work and for training delivery, coordinated with other Component A field activities and with NASLA where feasible.

6. Payments

The payment will be made on the basis of lump sums to be determined based on qualifications, deliverable outputs, and contract negotiation.

7. Reporting and Supervision

The Consultant will report directly to the Project Director and/or designated Project Manager of SCALED Project Preparation, in coordination with the World Bank Task Team's Governance/Capacity Building Specialist. The consultant is also expected to coordinate with the following:

- Relevant technical departments of NCDDS;

- The National School of Local Administration (NASLA), for joint competency framework development, curriculum development, Training of Trainers, and delivery logistics;
- Other consultants engaged in SCALED Project preparation, including the Senior LED Consultant, Spatial and Socioeconomic Data Analyst Consultant and Climate Change Consultants, Senior Local Planning and Governance Consultant, Environmental Standards and Risk Management Consultant, Social Standards and Risk Management Consultants, Gender and Inclusion Consultant, and relevant financial management/procurement consultants, whose outputs inform the competency framework and training content;
- World Bank technical team.

The Consultant shall coordinate the planning and scheduling of any consultations with DM/CS councils and subnational staff with the Senior Project Management Consultant and other consultants engaged in SCALED preparation, with a view to combining or sequencing consultation activities where possible, and avoiding duplicative engagement or consultation fatigue among subnational stakeholders. NCDDS will support this coordination, including through a shared consultation calendar where feasible.

All deliverables shall be submitted in English. Training materials shall be produced in both English and Khmer.

8. Required Qualifications and Experience

Education

- Advanced university degree (Master's degree or higher preferred) in Organizational Development, Public Administration, Human Resource Management, Development Studies, or a related field.
- Training in learning methods, especially for adult learners, is highly desirable.

Professional Experience

- Minimum 8 years of relevant professional experience in capacity assessment, competency framework development, or organizational development in the public sector;
- Demonstrated experience developing project-specific (rather than generic) competency frameworks for donor-funded projects;
- Demonstrated experience conducting Training Needs Assessments (TNAs) and capacity assessments at both national and subnational government level;
- Demonstrated experience designing and delivering training programs for government officials, ideally in partnership with a national training or civil service institute;
- Demonstrated experience partnering with national training institutions (such as NASLA or an equivalent) to institutionalize training programs;
- Demonstrated experience in developing and conducting Training of Trainers (ToT);
- Demonstrated project management experience, given the volume and variety of activities (competency framework, TNA, material development, and ToT) this assignment requires;
- Experience developing bilingual (English/Khmer) training materials;
- Experience supporting donor-funded projects, preferably financed by the World Bank or other multilateral development partners;
- Familiarity with Cambodia's decentralization and NCDDS institutional structure is highly desirable.

Skills and Competencies

- Strong analytical skills in competency framework design and capacity assessment methodologies;

- Excellent instructional design and training delivery skills, with the ability to translate technical outputs from multiple specialists into clear, practical training content;
- Strong project management skills;
- Excellent report-writing skills, with the ability to translate assessment findings into a prioritized, actionable capacity development plan;
- Ability to work effectively with government agencies, training institutions, and development partners;
- Fluency in English and Khmer (written and spoken) is required.

9. Selection Method

The Consultant will be selected in accordance with the applicable procurement and consultant selection procedures of the World Bank and the Royal Government of Cambodia.

10. Ethical Considerations and Confidentiality

The Consultant shall:

- Maintain confidentiality of all project information and documents, including individual staff assessment results;
- Comply with applicable government and donor policies;
- Avoid conflicts of interest during the assignment; and
- Ensure that all outputs are original and of professional quality.

11. Administrative Support

NCDDS will:

- Facilitate access to relevant documents and stakeholders, including NCDDS and subnational administration staff for the TNA and training;
- Coordinate meetings and training logistics with relevant ministries, subnational administrations, and NASLA;
- Provide available project information and background materials, including outputs from Component A and Component C activities; and
- Review and provide feedback on deliverables in a timely manner.