



Co-funded by the European Union

Title of the project: Improve the capacity of the Cambodian SNAs in participatory, integrated and sustainable urban planning and land management in order to upgrade the urban poor settlements and ensure access to basic services for vulnerable communities

Project n° CSO-LA/2017/385-497

TERMS OF REFERENCE (TOR)

ADVOCACY STRATEGY

TABLE OF CONTENTS

1. ACRONYMS AND ABBREVIATIONS	3
2. OBJECTIVE OF THE POSITION.....	4
3. DESCRIPTION OF THE PROJECT	4
1. Context and strategic issues.....	4
2. Target groups and Final beneficiaries.....	5
3. Objectives	7
3.1. Overall objectives	7
3.2. Specific objective	7
4. Expected Results and Activities	7
5. Role of the different stakeholders in the implementation of the action.....	8
6. Calendar.....	9
4. DESCRIPTION OF THE POSITION.....	9
1. Beginning and end of the contract.....	9
2. Description of the position	9
3. Tasks	9
4. Workplace.....	9
5. Procedure	10
6. Qualification	10
7. Nationality	10
8. Application form.....	10

1. ACRONYMS AND ABBREVIATIONS

Acronyms and Abbreviations	Details
ACES	Association of Councils Enhances Services Project
ASAC	Associations of Sub-national Administration Councils
ALA	Association of Local Authorities
AIMF	International Association of Francophone Mayors
CSO	Civil Society Organisation
EUD	European Union Delegation
FPA	Framework Partnership Agreement
ISAF	Implementation Social Accountability Framework
LA	Local Authority
NACPC	National Association of Capital and Provincial Councils
NALA	National Association of Local Authorities
NCDD	National Committee for Sub-National Democratic Development
NLC	National League of Local Councils
NP-SNDD	National Program for Sub-National Democratic Development
PALC	Provincial Associations of Local Councils
PAR	Public Administration Reform
PFMR	Public Finance Management Reform
PMI-LED	Partners for Municipal Innovation in Local Economic Development
PPCH	Phnom Penh City Hall
RGC	Royal Government of Cambodia
SDGs	Strategic Development Goals
SNA	Sub-National Administrations
SNDD	Sub-National Democratic Development
SNIF	Sub-National Investment Fund
TA	Technical Assistance
TALD	Territorial Approach to Local Development
UPS	Urban Poor Settlement

2. OBJECTIVE OF THE POSITION

The Phnom Penh City Hall (PPCH), the National Association of Capital and Provincial Councils (NACPC), the National League of Local Councils (NLC), the City of Paris (France) and the International Association of Francophone Mayors (AIMF) have decided to combine their respective competencies and experiences to implement a project to improve the capacity of the Cambodian Sub-national Administrations (SNAs) in participatory, integrated and sustainable urban planning and land management in order to upgrade the urban poor settlements and ensure access to basic services for vulnerable communities. A pilot project will be conducted to upgrade the Urban Poor Settlement (UPS) called the “Stung Meanchey canal community” located in four villages in the Stung Meanchey Commune Muoy, Stung Meanchey Khan, Phnom Penh.

The PPCH will mobilize its resources, share - with other Cambodian municipalities and provinces representatives - its experience, and improve capacities in a peer-to-peer exchange with the City of Paris. The NACPC and the NLC will build on their past experience to consolidate their successes and overcome challenges. The AIMF will provide its operational experience and expertise in international network with cities in specific local development issues.

The project is looking for a qualified consultant to draft an advocacy strategy with the aim to support and implement a plan on action on cities without slums and sustainable urban planning, including thematic forums and case studies from September 2019 to December 2019.

Advocacy aims to support the idea and cause expressed through strategies and methods that influence the opinions and decisions of people and organisations. The aim of advocacy strategy in this case is to create and change policies that affect people’s lives and to ensure that such decisions lead to implementation.

3. DESCRIPTION OF THE PROJECT

1. Context and strategic issues

Phnom Penh and the main cities in Cambodia have experienced an exponential increase in their population: in Phnom Penh alone, the number of inhabitants doubled between 1998 and 2006 and the urban built area has grown from 110 km² to 160 km² in ten years. Moreover, Cambodia’s rate of urbanization (at 21%) is still beneath based on its level of GDP per capita, assuming that continuing and rapid urbanization may be expected in the years to come. **Associated with strong economic growth and an influx of foreign investments, this can result in arbitrary development and urban sprawl, which would increase the cost of providing improved infrastructure, and negatively impact the environment and social equity.**

In this regard, **the urban poor communities**, some of which were established since the 1990s and others more recently, face many challenges. They are **located near old building structures, roads/streets/official dumping sites, vacant lands, ponds/swamps/lakes/river/canals, and rice fields or next to railways**. The rapid urbanisation puts pressure on the existing infrastructure and marginalises groups facing difficulties to access urban amenities. **Most do not have written documentation establishing the status of their land** and have limited access to accurate information regarding land tenure. This makes them more vulnerable and susceptible to eviction or relocation. **They also lack access to basic services such as water, sanitation, transport and waste management.**

With the decentralisation process marked by the adoption of the Strategic framework for the Decentralisation and Deconcentration reforms in 2005 and the Organic Law on the Administrative management of the Capital, Provinces, Municipalities, Districts and Khans in 2008, the different levels of SNAs are required to assume responsibility for detailed land-use planning and investment. **Despite the sub-national councils in place, the systems and regulatory frameworks established, decentralization in Cambodia remains an “unfinished agenda”**. Challenges with regard to design, capacity and funding remain. Ministries are reluctant to transfer functions, funds and civil servants to subnational authorities even after a functional mapping and a review of 28 functions (representing 8 ministries).

In that respect, to positively shape the future of Cambodian cities and to upgrade the urban poor settlements, **it is crucial that SNAs and national institutions ensure well-planned and well-managed urban growth.**

Collaboration across agencies and a sustained commitment to the importance of principles of sustainability and inclusion are needed.

However, **technical capacity in urban planning and land management remains insufficient and concentrated at the national level. While responsibility and financing is shifting downward from the municipality to the khan and sangkats levels**, limited capacity at the local level is becoming a more burning issue: agencies are understaffed and underequipped. Only two master plans were approved in 2016 (Phnom Penh and Battambang) and two others were being developed (Kampong Chnang and Ta Khmau). The implementation of these Plans suffers from weak regulatory and technical capacities.

- **Lack of clarity in roles and responsibilities** between the different SNAs on the one hand, and between SNAs' and ministries on the other hand. Although numerous plans related to urban development and land management exist, the implementation of these plans and enforcement of regulations is weak, leaving much scope for informality.

- **Lack of sectorial coordination**: At the planning level, sectorial coordination is necessary to ensure that urban plans meet the range of requirements of the status of a city. Cambodia has adopted two distinct planning systems, one for socio-economic development planning, overseen by the Ministry of Planning, and another for physical planning, overseen by the Ministry of Land Management, Urban Planning and Construction (MLMUPC). The relationship between the two planning systems is not well established.

In this regard, the objective of the action is to **enhance the capacities of the SNAs in urban planning and land management in order to upgrade the urban poor settlements** and ensure access to adequate, safe and affordable housing and basic services to vulnerable communities.

To do so, **the action will upgrade the Urban Poor Settlement called the “Stung Meanchey canal Community”** located in four villages in the Stung Meanchey Commune Muoy, Stung Meanchey Khan, Phnom Penh. It will build on the existing plans and enhance local capacities to implement and enforce them, **foster coordination between different levels of administrations, and lobby for the engagement of the ASAC in the National Committee for Land Management and Urban Planning and the National Committee for Housing.**

In that respect, the National League of Local Councils (NLC) and the National Association of Capital and Provincial Councils (NACPC) known as “Associations of Sub-National Administration Councils” (ASAC), and their joint Secretariat have a crucial role to play: advocating the interests of their members; lobbying with the government for enhanced devolution of functions, funds and functionaries; promoting knowledge and experience sharing; building capacity of members to deliver services.

This objective will be pursued through the achievement of three main results:

R1: The living conditions of the communities of four adjacent villages (Meanchey village, Menchey Muoy village, Meanchey Pi village and Phum Muoy village in Stung Meanchey Commune (also called sangkat), Stung Meanchey Khan in Phnom Penh **are improved** through the coordinated action between the different administrative levels and the enhanced capacities of the PPCH in urban planning and land management.

R2: Law enforcement and coordination between the different levels of SNAs are improved by capitalizing on the results of the pilot initiative and through the advocacy strategy put in place.

R3: The NLC and the NACPC are operational to fulfil their missions of advocacy, capacity building for their members, peer-to-peer exchange and sharing of good practices.

In order to achieve these three results, the NACPC, the NLC, the PPCH, the City of Paris (France) and the AIMF decided to associate their respective competencies and experiences.

2. Target groups and Final Beneficiaries

- **NACPC and NLC:**

The NACPC was established on 27/3/2013. It is composed of 24 provinces and the Phnom Penh City Hall. The NLC was established on 15/8/2006 and registered again after the General Assembly, which took place on 19/9/2014. It is composed of 14 Khans, 27 Municipalities, 162 Districts, 1646 Communes and Sangkats. The two ALAs have a common General Secretariat composed of 6 staff. The Secretariat is based in the Senate of Cambodia. The annual fees paid by the members are 50 000 USD a year for each association.

- Phnom Penh City Hall

Phnom Penh has witnessed significant urban growth over the last ten years, and now has approximately 2 million residents in an increasingly sprawling urban landscape. As Phnom Penh continues to grow, investments in urban planning and management with adequate infrastructure are critical. The result of not doing so include further congestion, sprawl, slums and environmental risks. PPCH has adopted in 2015 its *Municipal Master Plan for Phnom Penh Land Use 2035* designed in a peer-to-peer exchange with the City of Paris. It also developed an urban transport master plan and a drainage master plan 2035 in cooperation with JICA and a Phnom Penh Green City Strategic Plan 2016-2025 with the Ministry of Environment.

The Urban Planning Division Design Office counts 50 employees, out of which only 10% have formal and initial training as planners. The division is responsible for the design of urban planning and investments in Phnom Penh.

The National Housing Policy of 2014 introduced the notions of micro-scaled planning and multi-level planning (the three levels of administrations involved: central, municipal and khan or Sangkat, inhabitants, CSO, private sector)

The Phnom Penh Urban Poor Assessment of 2012: 500 urban poor areas for approximately 250000 to 400000 inhabitants. Despite an 18% decrease of the number of urban poor settlements over the last 4 years in Phnom Penh, the city still counts 277 urban poor settlements, counting more than 100 000 people. 71% of them are not organized as communities and do not have savings scheme.¹

- Civil servants of the local urban planning and land management services of other SNAs:

According to the Organic Law, each SNA is supposed to develop a new strategic plan each five years. This is accompanied by a three-year rolling investment plan. Councillors are required to consult and represent the views of local people in this process. The MLMUPC have local departments in each level of SNAs (administration) in Cambodia who carry the responsibility of the establishing local urban planning documents. These services report on technical issues to the Ministry, but report administratively to their corresponding Council, which must validate their work and documents.

- Population of the selected area:

The communities living in the Stung Meanchey canal area consist of 562 families, or about 3.400 citizens; most of them arrived here 20 years ago, following the dismantling of the refugee camps on the Thai border; the community now spreads on four villages (locally called Phums) which depend on the authority of the Sangkat's elected chief.

- National authorities, especially the Ministry of Land Management, Urban Planning and Construction (MLMUPC), and the Ministry of Interior.

The Royal Government of Cambodia (RGC) adopted a Law on Land Management and Urban Planning in 2014 and National Housing Policy in 2014.

The MLMUPC is in charge of Urban Planning, of the facilitation of local planning at sub national levels and its articulation and integration into the national plan and strategies. The MLMUPC chairs the National Committee for Land Management and Urban Planning, in which the SNAs are not represented. The Ministry of Interior is in charge of the supervision of Sub-national Administrations. During the National Conference on Decentralisation and Deconcentration reforms, on 23th February 2018, the Prime Minister has reaffirmed his willingness to transfer functions from Line Ministries to SNAs.

¹ The Phnom Penh Survey – July 2018

Final beneficiaries:

- **Sub-National Administrations** (24 provinces + Capital, 14 Khans, 27 Municipalities, 162 Districts, 1,646 Communes and Sangkats and 14 147 villages): Each SNA is composed of councillors, a board of Governors, and civil servants.

- **Key stakeholders: Parliamentarians, Journalists and Academics:** They are not always aware of the challenges the Local Authorities (LAs) have to face. They need to get more information on LAs and to build enhanced relations with the LAs so as to take into account the local issues within their sphere of influence. For example, **urban planning is not offered as a course of study in Cambodian institutes of higher education**. Today, classes relating to urban planning are part as part of other degrees – Pannasastra University for instance offers planning modules as part of its Architecture programme – but deals with theories of urbanism as opposed to more technical aspects of urban policies and land use planning. Technical capacity remains concentrated at the national level. Without an academic pathway for the urban planning profession, technical officials in urban development offices have to learn as they go to build capacity.

3. Objectives

3.1 Overall Objectives

- By 2022, upgrade the urban poor settlements in Cambodia and ensure better access to adequate, safe and affordable housing and basic services for vulnerable communities;
- Support the Associations of Sub-National Administration Councils (ASAC) in their roles of defenders of LAs, promoters of transparency and accountability at local level, and disseminators of knowledge, good practices and technical assistance.

3.2 Specific objective

Improve the capacity of the Cambodian SNAs in participatory, integrated and sustainable urban planning and land management in order to upgrade the urban poor settlements and ensure access to adequate, safe and affordable housing and basic services for vulnerable communities.

4. Expected Results and Activities

Result n°1 - The living conditions of the communities of the Stung Meanchey Canal Community are improved through a coordinated action between the different administrative levels and the enhanced capacities of the PPCH in urban planning and land management.

Activity 1: Support the PPCH in urban planning and land management to improve the living conditions of the Stung Meanchey Canal Community

Activity 1.1: Support the internal organisation of local communities, their involvement in investment prioritization and design

Activity 1.2: Enhance capacity and coordination between the PPCH of the planning and investment division and their counterparts in sangkats and khans

Activity 1.3: Update the area's planning documents and the definition of their needs

Activity 1.4: Conduct awareness raising and training for local communities

Activity 1.5: Support to housing and provide public infrastructures

Result n°2 – Law enforcement and coordination between the different levels of SNAs are improved by capitalizing on the results of the pilot initiative and through the advocacy strategy put in place.

Activity 2: Support and implement an advocacy strategy on “cities without slums” and sustainable urban planning with NLC and NACPC

Activity 2.1: Design a communication and advocacy strategy, including thematic forums and case studies

Activity 2.2: Setting up partnerships with key stakeholders to support advocacy work (members of Parliament, journalists, academics)

Activity 2.3: Set up and implement an excellence prize in urban planning

Result n°3 – The NLC and the NACPC are operational to fulfil their missions of advocacy, capacity building for their members, peer-to-peer exchange and sharing of good practices.

Activity 3: Enhancement of the capacities of the NLC and NACPC.

Activity 3.1: Consolidating the structure of the General Secretariat of the ASAC

Activity 3.2: Providing logistical resources for an effective functioning of the General Secretariat

Activity 3.3: Capacity building of the ASAC General secretariat, including a peer-to-peer exchange in an ASEAN country

Activity 3.4: Implement and regularly update the manual of procedures of the Secretariat

Activity 3.5: Support to internal governance: organisations of Board meetings, General Assemblies

Project governance:

A steering committee composed of the NACPC, the NLC, the AIMF, the PPCH and the City of Paris will be set up to coordinate the action. It will meet twice a year and can be held by videoconference.

A project management team will be responsible for carrying out the different activities defined in the action plan in accordance with AIMF and EU procedures. In addition, it will be responsible for reporting on each activity as well as producing the interim and final reports.

It will be composed of the AIMF, the ASAC General Secretariat and:

- 1 project coordinator: responsible to assist and monitor the execution of the activities
- 0,5 Secretary General of NLC and NACPC
- 1 urban planner based in the Division of Urban Planning of PPCH
- 1 Policy Development, Planning and Monitoring & Evaluation Officer in charge of institutional development of the ASAC, M&E of the implementation of the Action, drafting the reports;
- 0,5 Financial Officer (NLC-NACPC) in charge of the financial management and implementation of the PRAG;
- 0,5 Administration and Human Resources Officer (NLC-NACPC)

5. Role of the different stakeholders in the implementation of the action

AIMF: The AIMF ensures the coordination of the action's implementation. The AIMF also conducts the administrative and financial management of the project in close contact with the co-applicants, in compliance with the applicable *General Conditions* and the PRAG. The AIMF has managed as lead-applicant 14 projects with the EU and several projects of the same size with the EU, national agencies, and international foundations. The AIMF budget is 7 M€/year from which 85% are dedicated to the investments, activities and co-financing. AIMF has a guarantee fund of 1,5 M€ in order to secure its co-funding commitments.

PPCH: the City Hall of Phnom Penh is in charge of the implementation of the pilot project with the respective khans and sangkats. PPCH is the most experienced SNA in the transfer of functions to SNAs in Cambodia. The city also has experienced executives who can share their knowledge and experience with other SNAs in the country. Speaking the same language, sharing similar experiences regarding the implementation of their functions, they can make fruitful peer-to-peer exchanges

NLC and NACPC: The General Secretariat of the NLC and NACPC ensures the operational execution of the project action plan. The ASAC-Secretariat is experimented in the implementation of international and EU projects: EU-UNDP project on Democratic and Decentralized Local Governance, 2006-2011 and ASAC

Councils Enhanced Services (ACES), 2012-2017. The Secretariat will draft the report to the steering Committee. The daily management of the action plan will be closely coordinated with AIMF.

City of Paris: the City of Paris and the City of Phnom Penh engaged in a formal partnership since 1993. This cooperation has covered many municipal functions and in particular, urban planning and land management. The APUR (the Agency of Urbanism of the City of Paris) and the Division of urban Planning of Phnom Penh has engaged in a broad peer-to-peer exchange (urban planners and engineers from Paris working with peers in Phnom Penh, urban planners of PPCH participating in trainee and on the job training in Paris) which lead to the adoption to the Phnom Penh Master Plan 2035 in 2015. Sub-Decree n°181 SDE of the 23/12/2015 endorses the implementation of *Master Plan for Phnom Penh Land Use for the target year of 2035*. This partnership is on going and deals with its updating and implementation.

6. Calendar

The duration of the project is 36 months beginning the 1/1/2019.

4. DESCRIPTION OF THE POSITION

1. Beginning and end of the contract

The contract has duration of 3 months, starting from September 2019 to December 2019.

2. Description of the position

The project is looking for a qualified consultant to draft an advocacy strategy. The consultant is most importantly responsible for designing thematic forums and 2-3 case studies on urban poor settlements issues in Phnom Penh and other cities in the country. For effective advocacy, the consultant will observe and monitor the implementation and effectiveness of policies already in place and recommend the right approach for NACPC and NLC to adopt with the purpose to strengthen the relationship with government institutions. Moreover, the consultant will have to find a strategic engagement in policy dialogue on both fronts by building support across government institutions.

The consultant will be accountable for focusing on the goal in order to develop a good strategy, to identify the target audiences, to select the best advocacy approach and identify the key messages. The consultant needs to prepare a plan of action for effective advocacy and analyze what are the risks that could come across.

The consultant will work and cooperate with staff of the NACPC, NLC, and AIMF and will be expected to develop an advocacy strategy, including indicators and measurement tools.

3. Tasks

- Coordination with NACPC and NLC General Secretary and members;
- Facilitate forums to consult with NACPC and NLC members and identify priority areas for advocacy. The forums will rely on participatory methods, including brainstorming sessions;
- Draft a complete advocacy strategy, outlining clear objectives, target activities, allies, deliverables, and indicators;
- Identify specific role of NACPC and NLC and members and other stakeholders on advocacy and communication strategy in influencing the implementation of policies;
- Provide recommendations on the structure;
- Share the draft of advocacy strategy and implementation plan with NACPC and NLC;
- Design case studies on urban poor settlements;
- Prepare a final advocacy strategy plan in English and in Khmer, including comments.

4. Workplace

The workplace is located in Phnom Penh.

5. Procedure

A selection committee composed of the NLC, the NACPC, and AIMF, on the basis of a job advertisement published, selects the applicants.

The candidates have 30 days to communicate their application form after the publication of the job advertisement.

The applications will be assessed using the criteria set up in this description of the position. If the application is positively assessed, the candidates will be invited to a job interview.

6. Qualification

The consultant shall have the following qualifications:

Skills

- Having wide range of experience with urban development issues, urban planning, slum upgrading and urban renewal;
- Interest in participatory process, especially participatory planning methods and social mediation;
- Knowledge in sanitation would be appreciated;
- Having experience in working with international partners, especially the European Union;
- Knowledge of decentralization and deconcentration reform in Cambodia would be appreciated;
- Excellent interpersonal skills, curiosity and adaptability;
- Organised, efficient and rigorous;
- Having good knowledge of English, both speaking and writing;
- Extensive work experience and proven record in advocacy, policy, campaign, strategic management;
- Demonstrate experience of having undertaken similar assignments;
- Good analytical and documentation/report writing skills;
- Knowledge of policy and policy-making process at a local level;
- Experience working with local decision makers;
- Ability to meet deadlines.

Education

- Holding a Bachelor Degree with 10-year experience or a Master Degree with 5 years experience in relevant disciplines such as slum upgrading, urban planning, local development or architecture, etc.

7. Nationality

Cambodian candidates as well as candidates based in Cambodia from a European country or a country whose cities are member of AIMF (cf. list: <http://www.aimf.asso.fr/-Les-membres-.html>) can apply to the position.

8. Application form

The application form is composed of:

- A cover letter presenting the motivation of the candidate, his/her comprehension of the issues at stake and of its responsibilities;
- A curriculum vitae (CV)

Prior to the signature of the contract, the candidates will have to provide:

- References for job experience (copy of the contract, pay roll, certificate);

The application has to be sent in English to the following addresses:

- soy_sethika23@yahoo.com;
- sp@aimf.asso.fr; l.jaboeuf@aimf.asso.fr ; f.angbeni-kadjomou@aimf.asso.fr;
- yannak.seng@gmail.com
- Elodie.Cuenca@paris.fr
- valeriacruzofolipp@gmail.com

Application closing date: 23 August 2019.