

## **TERMS OF REFERENCE FOR CONSULTANTS**

### **CONSULTANCY SERVICES TO PROVIDE TECHNICAL SUPPORT AND CAPACITY DEVELOPMENT IN URBAN PLANNING**

#### **A. Introduction**

1. Cambodia is experiencing rapid urban growth, which as a result, is placing pressure on governments to plan and develop cities in a long-term and sustainable manner. The government recognizes that in order to improve urban development, it must find ways of addressing: (i) unplanned urbanization; (ii) existing and potential inequalities with respect to access to services, (iii) socio-economic development opportunities, and (iv) the institutional capacity of the subnational and municipal administration to plan and create livable cities

2. ADB and the Ministry of Land Management Urban Planning and Construction (MLMUPC) are seeking to engage a consultancy firm to provide technical and urban planning services to support the central government, subnational and municipal administration in strengthening capacity in urban and infrastructure planning, with a focus on long term and sustainable city development.

#### **B. Scope of Services**

3. The TA will provide support to strengthen the capacity of the subnational and municipal administration in urban and infrastructure planning to ensure cities are developed sustainably. It will also facilitate the development of a land management and enforcement framework to monitor the implementation of the planning documents.

4. The TA will consist of two outputs and will concentrate on the participating cities of Bavet, Kampot and Poipet. The TA will also complement the proposed Cambodia: Livable Cities Investment Project, to be financed by the Asian Development Bank and delivered under the Ministry of Public Works and Transport.

5. It is expected that the TA will work closely with the appointed project management unit and consultants engaged under the Livable Cities Investment Project throughout the project implementation.

6. The inputs required under each output is described as follows:

##### **a. Output 1: Spatial and land use planning improved**

7. The scope of works to be delivered under this output include:

- (i) Developing the provincial spatial plans for Svay Rieng province (Bavet) and Kampot province (Kampot);<sup>1</sup>

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<sup>1</sup> Provincial spatial plan for Banteay Meanchey is currently under development through an ongoing ADB project (Loan 3684/Grant 0591 CAM: Second Urban Environmental Management in the Tonle Sap Basin Project). The preparation of the provincial spatial plan for Banteay Meanchey is therefore excluded from the scope of this TA, however, the TA consultants will be expected to liaise with the consultants under Loan 3684/Grant 0591, who are involved in the preparation of the provincial spatial plan of Banteay Meanchey, in order to ensure the subsequent updates of the

- (ii) Review and update the municipal land use master plans for the participating cities of Bavet, Kampot and Poipet;
- (iii) Developing the municipal land use plans for the participating cities of Bavet, Kampot and Poipet, including the preparation of detailed plans (urban designs) for specific priority areas, and appropriate development control rules in these cities; and
- (iv) Establishing a coordination and enforcement framework to monitor adherence to the plans and improve urban management and development in these cities.

8. Development of the planning documents are to be carried out in accordance with the National Policy on Spatial Planning (adopted April 2011) and will be guided by the provincial spatial planning handbook.<sup>2</sup> The final provincial spatial plans, land use master plans and land use plans, including the supporting technical reports, will be submitted to the authorities for final approval.

9. Throughout the delivery of this output, consulting services, workshops and meeting will be required to obtain inputs from key stakeholders in each participating province and municipality (government agencies/line ministries, provincial and municipal administration, private sector, NGOs, etc). It is therefore expected that the consulting team will, as a minimum:

- (i) Prepare an extensive consultation strategy (and participation plan) identifying the key stakeholders to be involved, the method of engagement, the objective of each consultation session, including expected outcomes and timeframe for the consultations/workshops/engagements;
- (ii) Carry out review of previous and ongoing studies, reports, development plans, including growth assumptions to determine reasonableness based on the current environmental conditions;
- (iii) Conduct a situation analysis of the site and surrounds, giving due consideration to the following:
  - i. the natural features, environment, forestry, biodiversity and surrounding land use;
  - ii. physical environment and site conditions, including climate, hydrology, soil, geology and topography;
  - iii. existing land use and development (building, structures) including the built form character, such as height, scale, orientation and layouts;
  - iv. existing physical infrastructure (transportation networks, open space linkage, urban services, social services);
  - v. existing and/or planned development;
  - vi. heritage considerations;
  - vii. socio-economic and tourism development;
  - viii. site limitations and constraints, including any restrictions to land use;
- (iv) Develop and confirm with the subnational and municipal administration:
  - i. the urban vision and strategy for the province and municipality;
  - ii. the long-term development goals and objectives and spatial development strategies, including the infrastructure needs for the cities and opportunities for climate and disaster risk mitigation; and
  - iii. the key thematic plans and strategies, urban designs and priority projects for the district/municipality.

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municipal land use master plans, and development of the detailed municipal land use plans are consistent with the objectives outlined in the provincial spatial plan.

<sup>2</sup> MLMUPC. 2016. Introduction to the Cambodian Spatial Planning System. Phnom Penh.

- (v) Develop and finalize the technical reports supporting the provincial spatial plan, land use master plans and land use plans.

10. The consultant will be required to carry out geo-spatial mapping and prepare graphic representation of the proposed spatial and land use plans. Technical reports and supporting spatial and land use plans will be presented to the authorities for comment before finalization.

**b. Output 2: Institutional capacity and governance strengthened**

11. The objective of Output 2 is to strengthen the technical capacity of the subnational and municipal administration in spatial and urban planning. The capacity development and training program will enhance competencies of key planning focals from the subnational and municipal administration in spatial and land use planning and build and strengthen organizational capacity in urban planning. The objective of the capacity development and training program is to promote learning and understanding and to increase capacity to enable application.

12. In addition, as part of this output, the technical assistance will also strengthen the national planning framework by supporting the MLMUPC as it implements the revised Law on Land Management and Urban Planning.

13. The scope of works to be delivered under this output include:

- (i) Conducting a capacity building needs assessment to serve as a basis for the development of a comprehensive training framework, and to identify the requisite tools required to address the skills gap;
- (ii) Establishing a training program, focusing on preparation of spatial and land use planning, spatial mapping including data collection and storage, consultations and stakeholder engagement, including strengthening the monitoring and evaluation capacity of the subnational and municipal administration, in line with the coordination and enforcement framework to be delivered as part of Output 1. In designing the training program, the consultant will be expected to work with MLMUPC to develop the framework, including the proposed training structure, contents and modules, the program for implementation, and mechanisms for monitoring and evaluating the training program. The training modules may need to be structured such that it is appropriate to the different target groups (based on capacity assessment);
- (iii) Incorporating knowledge products on spatial, regional, urban planning and urban design developed by other partners, including national and international academic and research institutions, NGOs, development partners, and promoting opportunities to collaborate in the implementation of the training program;
- (iv) Designing, as part of the capacity development program, a focused training for nominated planning focal points at the central, subnational and municipal administration, who will lead the capacity building initiatives in the long term;
- (v) Implementing a rolling training program to the subnational and municipal administration, that outlines lessons and key examples of best practices in urban planning, and disseminate information through workshops, training, guidelines, and publications;
- (vi) Ensuring that capacity building activities are gender-sensitive and socially inclusive, including the development of training modules, and preparation of the information, education and communication materials for the consultation sessions; and
- (vii) Supporting the MLMUPC in the preparation of guidance documents, information and technical guidelines (monitoring/evaluation mechanisms, procedures for public

consultations, administrative processes and checklists), required to facilitate the implementation of the revised Law on Land Management and Urban Planning. This may include including the facilitation of workshops and information sessions.

14. As part of this output, a comprehensive set of training manuals and guidelines will be developed for each participating city. Throughout the project implementation, it will be expected that these training materials will be further refined, based on feedback received from training participants.

### **C. Duration and Location of Assignment**

15. The project implementation period is three years. The assignment will be based in Phnom Penh, Cambodia, and the project will cover the three participating cities of Bavet, Kampot and Poipet. Travel to the project sites will be required.

### **D. Implementation Arrangements**

16. ADB will administer the TA and the consultancy will report to the ADB. The TA will be expected to provide support to the MLMUPC throughout the implementation period.

17. The consultancy will be led by a single Team Leader who will manage all activities and inputs of team members. During the Team Leader's absence from the Project, the Deputy Team Leader will assume the role of Team Leader (designate).

### **B. Expertise Required**

18. The consultant team may comprise a single firm or a group, partnership, or consortium of firms and organizations, who will be able to deliver the services required under this technical assistance (TA). The consultant team should be multi-disciplinary, and have experience in urban design, urban planning, infrastructure planning and policy support.

19. ADB will recruit consultants through a single firm and/or joint venture, and through advance contracting, in accordance with ADB Procurement Policy (2017, as amended from time to time), and its associated project administration instructions and/or staff instructions. The recruitment of the consulting firm will follow a Quality Based Selection process with full technical proposal. Proposal submissions are to include detailed work plan, human resources, timeframe, schedule of activities, and a budget breakdown, inclusive of all provisional and reimbursable expenses. All positions under the contract must be included and budgeted for in the financial proposal, in accordance with the person-months allocation.

20. The consultant team will include an estimated 187 person months (44 person-months international; 143 person-months national). Proposing firms have some flexibility to determine the number and nature of the experts they will require to achieve the objectives of the contract, in accordance with the proposed approach and methodology, and to ensure the output deliverables are prepared to an agreeable standard. All international consultants should have experience in developing countries; experience in the Southeast Asia region, preferably in Cambodia, will be considered. All national consultants should be fluent in English as well as the national language.

21. The consultant will be required to mobilize a team including, as a minimum, the following experts. CVs of these mandatory experts must be submitted.

**Table 1: Required Experts and Qualifications**

Code	Position Title	Total person months	Experience
<b>A International Specialists</b>			
A1	Team leader – urban planning specialist	14	<p>Minimum 20 years' experience in urban and regional planning, management and urban design. Experience in urban infrastructure projects and familiarity with urban planning / policy issues, urban design, infrastructure needs assessments, including sustainable development, green infrastructure, climate change and disaster risk management, resource management, and social inclusion across Southeast Asia (Cambodia preferable), is desirable.</p> <p>The team leader must have demonstrated experience in supervising a team or experts and working on similar projects for multilateral/bilateral organizations.</p>
A2	Urban policy/governance specialist	12	<p>Minimum 15 years' experience in urban planning/infrastructure development, urban management policies and preparation of city and urban plans and spatial plans.</p> <p>Experience in urban/regional projects, with a solid understanding of the legal and regulatory framework for urban planning and development in Southeast Asia (Cambodia preferable), socio-economic planning and institutional capacity development in the urban sector would be beneficial.</p> <p>The specialist would be expected to participate in workshops, situation analysis, provide inputs towards city visioning, urban development scenario assessments, spatial development and sector strategy development, urban design, development control plans and guidelines, and capacity development.</p>
A3	Urban design/planning specialist	10	<p>At least 15 years' experience in urban design/urban planning, spatial and land use planning.</p> <p>The specialist will be expected to lead the development of development scenarios, concept designs, spatial and land use plans for the cities, including development control plans and guidelines.</p> <p>The specialist will work closely with the technical specialists and will contribute towards the facilitation of workshops and preparation of the capacity development program.</p>
A4	Urban economist	8	<p>Minimum 10 years' experience in urban planning/urban development, sustainable development, policy development and integrated city planning and land use planning. An understanding of local economic, demographic and land use development issues and trends is beneficial.</p> <p>The specialist will contribute towards the assessment of the spatial, land use and proposed sector strategies, including the identification and prioritization of projects through an assessment of the economic benefits and risks, expected from the proposed interventions/strategies.</p> <p>The specialist will also be expected to work closely with the social and community specialists, environmental and</p>

Code	Position Title	Total person months	Experience
			resettlement specialists to ensure the proposed strategies are well integrated.
<b>B National Specialists</b>			
B1	Urban planning specialist (deputy team leader)	23	<p>Minimum 10 years' experience in urban and regional planning, urban governance, land use, environment, resettlement and social safeguards, and climate change and disaster risk management.</p> <p>Experience in city and public infrastructure planning, social inclusion and mobility planning, analysis on urban development, infrastructure strategy development and city design, and working with multilateral agencies is beneficial.</p> <p>The specialist will support the Team Leader throughout the project implementation, including providing inputs towards the development of the spatial plans, land use plans and urban designs of the priority areas.</p>
B2	Urban planning (governance) specialist	10	<p>Minimum 10 years' experience in urban planning and national legislative framework and policies.</p> <p>The specialist will be expected to review and assess current urban planning mechanisms and governance arrangements, identify legislative and enforcement gaps, and measures to improve urban infrastructure, urban governance and planning. The specialist will work closely with the international urban policy/governance specialist and contribute towards the development of a capacity development framework including reporting tools, and leading consultations with key stakeholders.</p>
B3	Urban design specialist	23	<p>Minimum 10 years' experience in urban design/urban planning, spatial and land use planning.</p> <p>The specialist will support the international specialists in facilitating workshops and development of the spatial and land use plans, development control plans and guidelines, scenario and strategy development at city and regional level and capacity development. The specialist will also provide guidance to the CAD drafter and GIS specialist to prepare designs and drawings.</p>
B4	Social / community development specialist	10	<p>Minimum 10 years' experience in social sciences, economics, or public policy.</p> <p>Experience in planning, preparation and development of gender and social inclusion strategies and integrating into infrastructure plans/programs/frameworks (in urban sector) would be beneficial.</p> <p>The specialist will contribute towards the development of the spatial and land use plans and capacity development programs.</p>
B5	Environmental specialist	10	<p>Minimum 10 years' experience in environmental planning and management, and sustainable development with a sound understanding and knowledge of the environmental legislation, policies and frameworks.</p> <p>The specialist will provide technical support in environmental management, conservation, natural resource management, climate change and disaster risk management, environmental</p>

Code	Position Title	Total person months	Experience
			<p>impact assessment and green infrastructure and nature-based solutions.</p> <p>The specialist will also be expected to contribute towards the development of the spatial and land use plans, urban designs and capacity building program to ensure environmental considerations are integrated.</p>
B6	Resettlement specialist	10	<p>Minimum 10 years' experience in social development/social safeguards.</p> <p>The specialist will work closely with the social/community development specialist and support the development of the spatial and land use plans, urban designs and capacity building program, ensuring resettlement and social impacts are considered.</p>
B7	Urban development engineer – civil	9	<p>Minimum 10 years' experience in built environment/ civil engineering, specializing in urban infrastructure (water supply, wastewater, solid waste). Experience in urban development, planning, design and implementation of infrastructure projects would be beneficial.</p> <p>The specialist would be expected to contribute towards the identification of sector strategies and objectives, including scoping of infrastructure works and priority projects.</p>
B8	Urban development engineer - utilities	9	<p>Minimum 10 years' experience in built environment/ engineering, specializing in network and utility planning and design. Experience in urban development, planning, design and implementation of infrastructure projects would be beneficial.</p> <p>The specialist would be expected to contribute towards the identification of sector strategies and objectives, including scoping of infrastructure works and priority projects.</p>
B9	Urban development engineer – transport	9	<p>Minimum 10 years' experience in built environment/ civil engineering, specializing in urban transport/transportation engineering. Experience in urban development, planning, design and implementation of infrastructure projects would be beneficial.</p> <p>The specialist would be expected to contribute towards the identification of sector strategies and objectives, including scoping of infrastructure works and priority projects.</p>
B10	GIS data specialist	8.5	<p>Minimum 10 years' experience in GIS mapping, with previous experience on urban planning projects, urban GIS-based mapping. The specialist will work closely with the technical specialists to integrate data into a spatial planning database system.</p>
B11	CAD specialist / drafting	9.5	<p>At least 8 years' experience in drafting; experience in GIS/GIS based mapping would be desirable.</p>
B12	Community / consultation specialist	6	<p>At least 8 years' experience in developing information/public participation; involved in urban/regional development projects, including sustainable, socially inclusive city planning, and working with local communities in community development/engagement.</p> <p>The specialist will be expected to develop a comprehensive, inclusive and gender responsive communication and consultation program, and public relations/communications</p>

Code	Position Title	Total person months	Experience
			strategy to promote coordination amongst key stakeholders, including other development partners, private sectors, and other line ministries.
B13	Capacity development / training specialist	6	<p>At least 10 years' experience in design and implementation of capacity development programs in urban planning/infrastructure.</p> <p>The specialist will be expected to carry out a capacity needs assessment and designing a training program to build knowledge and skills in urban planning, spatial planning, community engagement and consultation. The specialist will be expected to work and coordinate with other specialists, including the gender and social specialist, in the project team to understand key needs/requirements and to ensure the training programs and information materials are gender-responsive and inclusive.</p>

### C. Deliverables

22. The consultants shall submit to ADB the following key project deliverables. All reports and deliverables shall be carried out in full consultation with relevant parties and stakeholders. Deliverables will be prepared in the English language, unless specified.

**Table 2: List of Deliverables**

Deliverable	Expected Submission Date
Inception report including project schedule and consultation strategy	Within 3 months of mobilization
Technical submissions (reports and accompanying plans) <ul style="list-style-type: none"> <li>Provincial spatial plans</li> <li>Land use master plans</li> <li>Land use plans</li> </ul>	Within 30 months of mobilization
Capacity building needs assessment and training framework	Within 12 months of mobilization
Training manuals, guidelines and materials	
Monthly progress briefs	Within two weeks at the end of each month.
Quarterly progress reports	Within two weeks at the end of each quarter.
Project completion report	Within three months of physical completion of the project