

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	Consultancy for assessment of the Fourth National Strategic Plan for Gender Equality and Women's Empowerment (2014-2018) implementation and Gender Machinery in Cambodia to inform development of next national gender policies and harmonized monitoring system
UNDP Practice Area:	Programme Results Unit
UNDP Cluster/Project:	Partnership for Gender Equity-Phase IV project
Location:	Home based/ Phnom Penh (Cambodia) and field visits in 2 provinces
Post Level:	Senior Specialist
Contract Duration:	28 consultancy days, from 1 st September 2017 to 28 th November 2017

2. Program Description

The 'Leading the Way for Gender Equality' (LWGE) program is a new and innovative 3-year program of the Ministry of Women's Affairs of Cambodia (MoWA) whose overall objective is "Enabled environment for gender equality, women's empowerment and feminist leaderships in Cambodia through enhanced capacities of the Gender Machinery." The LWGE program is supported by the Swedish International Development Agency (Sida) and UNDP -through the Partnership for Gender Equity-Phase IV project-.

The program is focused on three components or outcomes: 1) More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls; 2) Promotion of behavioural change in favour of gender equality among the public and young Cambodians; and 3) Increase number of and capacities of women in decision-making positions and strengthen feminist leaderships.

The LWGE program relies on the implementation of an innovative approach which is based on four key success factors:

1. **Cambodian leadership and ownership:** MoWA started its gender-related work two decades ago with strong support from development partners. Following years of learning, MoWA now stands ready to take on increasing leadership in work processes and in promoting a culture of gender equality in society, and especially among young people. For example, a new methodology to institutionalize gender policies - which will be developed and implemented under the framework of the LWGE program - will contribute to ensure ownership of Cambodians and leadership of MoWA-Cambodians in gender policy work, and will thereby contribute to further enhance impact and sustainability of interventions.
2. **Systemic management:** Gender machineries are generally under-resourced at the same time that the nature of their challenging role for gender mainstreaming requires them to have a very high degree of knowledge, strategic vision as well as coordination, communication and negotiation skills. Improvement of working methods and institutionalization of good management practices at MoWA, including improved human resources and financial management, are not only critical to implement the LWGE program effectively, but to the survival and effective performance of MoWA itself in the longer run. Consolidation of management systems at MoWA is also essential to improve coordination with stakeholders and to influence decision makers for gender equality across line ministries.
3. **Feminist methodologies and practices:** Efforts for gender equality in Cambodia need to be not only focused on promotion of equal representation of men and women, but on achieving more transformative results. This includes, for instance, putting in practice more creative ways of challenging harmful gender norms and androcentric perspectives, using feminist tactics for policy work, building alliances with change-makers, and promoting public visibility of gender champions and positive role models. Good practices and lessons learnt from the Swedish/European institutional feminism and the global women's movement are to be used by MoWA to develop and apply feminist thought and critical thinking in Cambodia. Feminist approaches are mainstreamed across the 3 components of the LWGE program and particularly used for/in MoWA external communications.
4. **New development approach:** Achievement of Cambodian society's common good must be prioritized over donors' corporate interests. Development partners would need to support MoWA through a stronger alignment with a program-based approach and the organizational reform of MoWA. A more cohesive and sensitive functioning of donors is necessary to help MoWA in establishing good management practices at the institution and minimize damages caused by donors competition and malpractices. The LWGE program uses a pioneering approach focused on ensuring Cambodian ownership and leadership, introduce innovation and transformative changes while achieving tangible results.

3. Scope of Work

As part of the LWGE program's component number 1, the Ministry of Women's Affairs (MoWA) is expected to lead the development of the First National Gender Policy and of the Fifth National Strategic Plan for Gender Equality and Women's Empowerment -known as Neary Rattanak V or NR5-, with technical support from UNDP. A harmonized monitoring system for all national gender equality policies is also expected to be developed, endorsed and followed under the Cambodian National Council for Women (CNCW).

MoWA and UNDP require the support of a consultant to evaluate the progresses and challenges in the implementation and monitoring of the current Fourth National Strategic Plan for Gender Equality and Women's Empowerment (2014-2018) -Neary Rattanak IV or NR4-. Based on this assessment, consultant is to provide recommendations to inform the development of the NR5 and the First National Gender Policy as well as the harmonization of M&E system for gender equality policies under the CNCW.

Evaluation of the Neary Rattanak IV implementation and monitoring is to be focused on the following four main aspects:

Relevance:

How has the NR4 influenced the government, ODA and CSOs agenda to promote gender equality in Cambodia?

What has been the role and added value of the NR4 in strengthening the Gender Mainstreaming Action Groups, MoWA and CNCW?

To what extent the measures of the NR4 have been integrated by the responsible ministries/agencies in their respective work and budget plans?

Effectiveness:

What has been the level of success in achievement of overall objectives of NR4 thematic areas? Have the results of NR4 implementation been tangible and contributed to improve the lives and status of Cambodian women?

To what extent the activities of NR4 have been implemented by the relevant responsible ministries/agencies?

How the implementation of NR4 activities has been monitored by responsible ministries/agencies?

How has the implementation of NR4 worked at sub-national level?

Efficiency:

To what extent have resources been mobilized and used efficiently by responsible ministries/agencies for the NR4 implementation and monitoring?

What have been the challenges in mobilizing national budget by responsible ministries/agencies?

Are there best practices and opportunities created in mobilization and use of national budget for NR4 implementation and monitoring?

To what extent has the NR4 leveraged partnerships between different stakeholders to maximize results?

What has been the level of alignment of the development partners and CSOs under NR4?

Sustainability:

What major factors have influenced the achievement or non-achievement of sustainability in NR4 implementation and monitoring?

Has the capacity development associated to NR4 resulted in increased ownership of the Gender Machinery and sustainability of interventions?

To what extent are strategies, activities and results of NR4 expected to continue after NR4 timeframe?

What lessons learnt have arisen from NR4 implementation and monitoring that can be used to improve development, implementation and monitoring of next national gender policies (First National Gender Policy and NR5)? What should be done differently with the next national gender policies?

Are there emerging issues or new priority areas that need to be addressed by the next national gender policies?

The evaluation of NR4 will also pay special attention to assessment of the role of the Gender Machinery (namely the Ministry of Women's Affairs, the Cambodian National Council for Women and the Gender Mainstreaming Action Groups from line ministries) in the implementation and monitoring of NR4 and identifying potentials to strengthen their role, improve their effectiveness and the way forward.

4. Expected Outputs and Deliverables:

The consultant's assignment will be focused the following main deliverables:

1. Evaluation of the implementation and monitoring of the Neary Rattanak IV (2014-2018) through desk review, consultations and interviews with key stakeholders from the Royal Government of Cambodia, development partners and CSOs.
2. Assessment of the role of the Gender Machinery (the Ministry of Women's Affairs, the Cambodian National Council for Women and selected Gender Mainstreaming Action Groups) in the implementation and monitoring of the NRIV through desk review, consultations and interviews with stakeholders. This will also include field interviews with key sub-national government structures (i.e. Provincial Departments of Women's Affairs, deputy provincial governors, Women's and Children's Consultative Committees, etc.) in two Cambodian provinces.
3. Produce report with findings from the evaluation and with recommendations for facilitating 1) identification of focus and priorities of the NR5 and the First National Gender Policy based on

lessons learnt from NR4 implementation and monitoring; 2) development of the harmonized reporting and monitoring system for national gender equality policies led by MoWA; and 3) strengthening of the Gender Machinery's performance and upgrade of its role as leading institutions to promote gender equality and gender mainstreaming in Cambodia.

4. Present findings and recommendations to MoWA, CNCW and UNDP.

No	Outputs/Deliverables	Estimated Duration of Works	Target Due Dates	Review and Approvals Required
1	Inception report with detailed methodology and workplan in response to scope of work	3 days	By 5 th Sept 2017	MoWA Coordinator of LWGE program, UNDP Gender Specialist, UNDP Project Analyst and UNDP Assistant Country Director
2	First draft report with findings and recommendations (including debriefing and presentation on main findings and recommendations to MoWA and UNDP by end of field mission in Cambodia))	20 days	By 6 th Nov 2017	MoWA Coordinator of LWGE program, UNDP Gender Specialist, UNDP Project Analyst and UNDP Assistant Country Director
3	Final report	5 days	By 28 th Nov 2017	MoWA Coordinator of LWGE program, UNDP Gender Specialist, UNDP Project Analyst and UNDP Assistant Country Director

5. Institutional Arrangement

The Consultant will be directly supervised by the MoWA Coordinator of the LWGE program and the Gender Specialist of UNDP Cambodia. S/he will also work closely with the LWGE program management team as well and relevant government senior officials (i.e. Head of MoWA Technical Coordination Desk, Secretary General of CNCW, etc.). The draft first report will be reviewed by both MoWA and UNDP, who will revert feedback within two weeks (maximum) after draft report is submitted. UNDP Cambodia Country Office will approve on deliverables (to release the payment) based on confirmation of satisfactory outputs from both the MoWA Coordinator of the LWGE program and the UNDP Gender Specialist.

Meetings and appointments during consultant's mission will be coordinated and arranged by MoWA Gender Equality Department with support from PGE IV project and the consultant, when needed.

6. Duration of the Assignment

The timeframe is for 28 working days spreading over the period from 1st September to 28th November 2017. A more detailed work plan of the assignment will be further elaborated in collaboration with MoWA and UNDP Gender Specialist and incorporated into the inception report once the Consultant is selected.

7. Duty station

The consultancy comprises 20 days of mission work in Cambodia, mainly in Phnom Penh and including around 3 days of field consultations and interviews in two Cambodian provinces. Consultancy also includes home-based work performed for preparation (including draft of inception report) as well as finalization of final report, which shall include correspondence by email and telephone/Skype as well. The travel related expenses for the mission work except transportation (to be arranged by PGE IV project) should be included in the price proposal of the Consultant.

Selected individual contractor who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the *Basic Security in the Field (BSIF) training*

(<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>)

prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge.

8. Minimum Qualifications of the Individual Contractor

Education:	Advanced university degree (PhD, Master or equivalent) in women's studies, gender studies, social sciences, international development or another relevant field.
Experience:	<ul style="list-style-type: none">▪ Minimum of ten years of relevant experience in policy advice to governments and public institutions for gender equality and/or gender mainstreaming, preferably in South-East Asia.▪ Solid experience in formulation, monitoring and evaluation of gender equality policies and strategies.▪ Previous working experience in Cambodia and knowledge of Cambodian institutional context is considered a strong asset.
Competencies:	<ul style="list-style-type: none">▪ Demonstrated commitment to MoWA's and UNDP's mission, vision and values;▪ Sensitivity and adaptability to Cambodian culture;▪ Highest standards of integrity, gender-sensitivity, age-sensitivity, discretion and loyalty.▪ Good interpersonal skills and ability to work in and

	<ul style="list-style-type: none"> with teams; ▪ Ability to set priorities and manage time effectively
Language Requirements:	<ul style="list-style-type: none"> • Excellent verbal and writing English language skills. • Knowledge of Khmer language would be an advantage.

9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor.

Technical Evaluation Criteria	Obtainable Score
Advanced university degree (PhD, Master or equivalent) in women's studies, gender studies, social sciences, international development or another relevant field	10
At least 10 years of working experience in policy advice to governments and public institutions in the field of gender equality and/or gender mainstreaming	30
Professional experience for gender equality and/or gender mainstreaming in South-East Asia, and especially in Cambodia	30
Solid experience in formulation, monitoring and evaluation of gender equality policies	30
Total Obtainable Score:	100

10. Payment Milestones

The consultant will be paid on a lump sum basis under the following installments:

No	Outputs/Deliverables	Payment Schedule	Payment Amount
1	Upon satisfactory delivery of inception report with detailed methodology and workplan in response to scope of work	12 th September	20%
2	Upon satisfactory delivery of first draft report with findings and recommendations	15 th Nov 2017	50%
3	Upon satisfactory delivery of the final report	6 th Dec 2017	30%

11. Annexes

The Fourth National Strategic Plan for Gender Equality and the Empowerment of Women (2014-2018) -Neary Rattanak IV- and the Cambodia Gender Assessment 2014 -a policy report which provides a comprehensive overview on gender equality in all sectors- can be downloaded here: http://www.kh.undp.org/content/cambodia/en/home/library/democratic_governance/cambodia_n-gender-strategic-plan---neary-rattanak-4.html

Documents, reports and other relevant reading materials to be provided upon successfully selection of Individual Consultant.

12. Approval

Signature:



Name:

Rany Pen

Title/Unit/Cluster:

Assistant Country Director -
Programme Unit

Date:

25 July 17

[NOTE: Qualified female candidates are strongly encouraged to apply]