

## **EVALUATION TERMS OF REFERENCE**

### **Individual Contractor**

#### **1. Assignment Information**

<b>Assignment Title:</b>	Midterm Review (MTR) of Project to Support the Leading the Way for Gender Equality Programme (PSLWGEP)
<b>Cluster/Project:</b>	Programme and Results Unit/Project to Support Leading the Way for Gender Equality Programme
<b>Post Level:</b>	Senior Specialist, International Consultant
<b>Contract Type:</b>	Individual Contractor (IC)
<b>Duty Station:</b>	Home-based with travel to Phnom Penh, Cambodia
<b>Expected Place of Travel:</b>	Phnom Penh, Cambodia
<b>Contract Duration:</b>	30 working days (expected: August 2019 to end of October 2019)
<b>Supervisor</b>	UNDP Cambodia's Head of Results Based Management Unit (in close coordination with Evaluation Reference Group)

#### **2. Background and Context**

Following 15 years of broad institutional support and technical assistance for gender equality in Cambodia, UNDP continues to support the Ministry of Women's Affairs of Cambodia (MoWA) in strengthening its capacity to fulfil its mandate of coordinating and monitoring gender mainstreaming into national policies, strategies and programmes. Since its establishment in 1996, the Ministry has achieved considerable success in making gender equality an increasingly prominent policy-making factor in Cambodia. MoWA has been actively involved in the formulation of the country's important policy and planning documents.

Significant progress has been made through establishment and strengthening national mechanisms for gender mainstreaming including the establishment of the Cambodian National Council for Women (CNCW), Technical Working Group on Gender (TWG-G) as part of the Government-Development partner Coordination Committee (GDCC) and establishment of Gender Mainstreaming Action Groups (GMAGs) in all line ministries. MoWA presides over the Technical Working Group on Gender (TWG-G) that brings together different sectors of government, civil society and the donor community on a regular basis for sharing information and discussing and monitoring gender related issues and progress.

In 2016, MoWA developed the "Leading the Way for Gender Equality" Program. The overall objective of the "Leading the Way for Gender Equality" Program is to develop an enabled environment for gender equality, women's empowerment and feminist leaderships in Cambodia through enhanced capacities of the Gender Machinery.

UNDP and the Government of Sweden, through the Embassy of Sweden, are providing financial and technical support to MoWA to implement the LWGE programme through the Project to Support Leading the Way for Gender Equality Programme (PSLWGEP). The project

aims to provide long-term capacity development and advisory support to MoWA for achieving the national goals on gender equality and women's empowerment by strengthening the enabling environment and institutional architecture for formulating, implementing and monitoring national gender policies more effectively. The PSLWGEP 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 leadership.

A strong focus of the PSLWGEP is to build capacities of MoWA using a more advanced approach that combines different modalities: trainings, mentoring, coaching, exposures, internships, etc. The capacity development of PSLWGEP is meant to have an impact at four levels: individual, program, institutional and network-stakeholders level. In order to guide the capacity building interventions of the project and measure its impact at all levels, a Capacity Development (CD) Framework - that includes an Operational Plan and a Results Matrix - was developed and is being implemented. This CD Framework pays special attention to the improvement in management practices and systems of the pilot MoWA departments and units because those were identified both as enablers and result of capacity development at all levels.

PSLWGEP started in April 2017 and is now mid-way in the implementation. UNDP is now looking to hire a qualified and experienced International Consultant to conduct the Midterm Review of the Project to Support Leading the Way for Gender Equality Programme.

PROJECT/OUTCOME INFORMATION		
Project/Outcome title	Project to Support Leading the Way for Gender Equality Programme	
Atlas ID	00095079	
CPD outcome and output	CPD Outcome 3: By 2018, national and sub-national institutions are more transparent and accountable for key public sector reforms and rule of law, are more responsive to the inequalities in the enjoyment of human rights of all people living in Cambodia and increase civic participation in democratic decision-making. CPD Output 2.2: Mechanisms to increase percent of women in leadership and decision-making are more effective.	
Country	Cambodia	
Region	Phnom Penh	
Date project document signed	22 February 2018	
Project dates	Start: March 2017 (PGE IV)	Planned end: 31 December 2020
Project budget	US\$2,048,629 (UNDP TRAC: US\$945,522.80 & Sweden: US\$1,103,106)	
Project expenditure at the time of evaluation	US\$1,301,727 (up to May 2019)	
Funding source(s)	Embassy of Sweden and UNDP	

Implementing Partner <sup>1</sup>	Ministry of Women's Affairs
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### 3. Midterm Review Scope and Objectives

The objective of the assignment is to provide an independent, impartial and credible review on the status of implementation, monitoring and oversight of the Project in accordance with the project results framework as well as the results matrix of the Capacity Development Framework of the Project. Specifically, the review will assess the overall development progress of the project (outputs, outcomes and impacts against targets), the relevance and sustainability of the results achieved, the extent to which the planned activities allow for attainment of the project's objectives, national strategies developed and thus far implemented in addressing the key challenges faced in project implementation, and value for money against outputs produced. A specific focus will be given on the effectiveness of capacity development measures and approaches of the project given to MoWA and selected line ministries.

The review is expected to identify key lessons learnt and propose recommendations to improve the project's overall implementation strategy as well as recommendations on how to maximize capacity development support to MoWA and line ministries

Lastly, the review will also help to identify lessons learnt and potential best practices which could feed into national or sectoral policies or have shown significant potential for replication.

### 4. Midterm Review Criteria and Key Guiding Questions

Guided by the United Nations Development Group's Norms and Standards for Evaluation<sup>2</sup> and the Organization for Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Evaluating Development Assistance<sup>3</sup>, the following set out evaluation criteria and key questions guiding this midterm review:

- **Relevance:** to review the relevance of the project's strategy, design and implementation arrangements in Cambodia's current development context while also considering future challenges. This includes overall relevance of the project to national priorities.
  - To what extent does the project's intervention meet the needs of Cambodia and align with national priorities?
  - To what extent is the project addressing major policy and regulatory framework issues to promoting gender equality in Cambodia?
  - Are the activities and outputs of the project consistent with the overall project objectives and goal?
  - Related to activities and capacity level, was the project timeframe reasonable to achieve the outputs and outcomes?

<sup>1</sup> It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

<sup>2</sup> <http://www.uneval.org/>

<sup>3</sup> <http://www.oecd.org/dac/evaluation/49756382.pdf>

- To what extent does the project contribute to the theory of change for the relevant UNDP country programme outcome?
  - To what extent has the project contributed to localizing Sustainable Development Goal #5 in the Cambodian context?
  - To what extent has the project been conducive in increasing the inclusion of disadvantaged groups of women and girls in Cambodia?
- **Effectiveness:** to assess how effective the project is in achieving its objectives (outputs and outcomes), using the project's Results Framework as the basis.
- To what extent were the project objectives achieved / are likely to be achieved by end of December 2020?
  - How effective has been the oversight of the project undertaken by the Steering Committee and those entrusted with oversight functions for the project?
  - How effective has been the implementation of the Capacity Development Framework of the program? Are capacities being effectively built at the four levels (individual, program, institutional and network-stakeholders level)?
  - To what extent has the project's capacity building processes and measures been effective in helping the Government to effectively develop, implement, and monitor gender related policies, plans, strategies and initiatives that would result toward gender equal society? How has the project assisted in increasing the influence on mainstreaming gender issues into other pilot ministries plans and policies and what is the difference now compared to before?
  - How has the project changed MoWA's way of working and management systems of pilot departments and units? What are the main influences the project has had on the ministry? Has the project influenced how decisions are taken within MoWA?
  - How have the pilot departments within MoWA changed their way of working in order to better achieve the development context? Are the interventions and results from the pilot departments sufficient, if not, what interventions are needed? How has the capacity development of the staff changed practices?
  - What routines have been introduced/changed? What is done differently?
  - To what extent were the project governance structures, in particular the Steering Committee, effective in facilitating smooth implementation of the project?
  - Is the project optimally placed, and is the structure of the project optimal to achieve the project's objectives?
  - What were the major factors influencing the achievement or non-achievement of the project objectives?
  - What, if any, alternative strategies would have been more effective in achieving the project's objectives? Does the project intervention complement other gender related initiatives implemented in Cambodia or are there any significant overlaps?
  - To what extent has the project been effective in managing partnerships to enhance optimal results?
  - To what extent has the project intervention forged new or strengthened partnerships among different stakeholders (government agencies, development partners, civil society, media, academia, and other relevant practitioners etc.)?

- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
  - In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
  - To what extent have the project stakeholders been engaged in project implementation?
- **Efficiency:** to the extent possible, the midterm review will compare the benefits from the project with the budget to assess how efficient the project is. The review will provide practical recommendations regarding how to improve the efficiency, as required.
    - To what extent was the project management structure as outlined in the project document efficient in generating the expected results and/or generating over or under achieved goals?
    - Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
    - To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
    - To what extent have project funds, activities and outputs been delivered in a timely manner?
    - To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?
  - **Impact:** Project to Support Leading the Way for Gender Equality Programme aims to build the capacity of MoWA and key ministries for achieving the national goals on gender equality and women's empowerment.
    - What were the changes resulting from the project's intervention in the way in which Cambodia is addressing gender issues?
    - How has the project impacted MoWA's way of working and management systems? What were the impacts of the project on developing the institutional and individual capacity of MoWA and key line ministries supported through the project?
    - What were the changes in the capacity and behaviour of the project's beneficiaries as a result of the projects' activities?
    - Did the intended beneficiaries benefit from the project both at MoWA and elsewhere? In what way? How many people have directly and indirectly benefitted and/or not benefitted from the project? What should the project do otherwise to maximise its impact?
  - **Sustainability:** The review will assess how the project's achievements are likely to be sustained after the project ends.
    - To what extent has the project contributed to nurturing Government and MoWA ownership and leadership in implementing gender related initiatives and sustaining the results of the project?

- To what extent are the achievements of the project likely to continue after its completion? Are the current capacity improvements within MoWA and with other actors likely to be sustained?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality and empowerment of women?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do the project interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability? What could be done to strengthen exit strategies and sustainability?

## 5. Methodology

The consultant will propose the PSLWGEP midterm review methodology in the inception report. However, the final methodology will be developed in close consultation with UNDP and project stakeholders. The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks. Recommended methods include (non-exhaustive):

1. Desk review
2. Interviews with PLWGEP team, including MoWA officers and Technical Assistants (international gender specialist and project assistant)
3. Interviews with UNDP, Embassy of Sweden, other PLWGEP steering committee members (UN Women and Oxfam), and relevant departments of MoWA
4. Interviews with representatives from 4 line ministries (Ministry of Education, Youth and Sports; Information; Civil Service; and Culture and Fine Arts), education institutions (universities), and others who have benefited from the project (such as the Royal School of Administration and the Club of Journalists)
5. Key informant interviews with other development partners, UN agencies, civil society organizations, media, and other relevant institutions

A national consultant will be assigned to work with the International Consultant to arrange meetings and interviews, to identify stakeholders, and to provide other supports as required by the International Consultant.

The UNDP project team will also work to help facilitate the review process by providing relevant documents related to PSLWGEP for desk review, assisting in arranging field visits,

and identifying key issues that are necessary during the assignment period and assisting to resolve these whenever possible. However, the Consultant will be fully independent and will retain enough flexibility to determine the best approach to collecting and analysing data for the evaluation. Donor representatives will be invited to observe all stages of the evaluation process as required, including field work.

At the beginning of the assignment, the detailed and final methodology shall be worked out in close consultation with the UNDP Evaluation Manager and the Evaluation Reference Group. In particular the schedule and field work shall be defined at this stage. The main review team consists of the Evaluation Reference Group, that will be comprised of selected members and observers of the PSLWGEP Steering Committee: the PSLWGEP management team, UNDP Head of Programmes, UNDP Programme Analyst, UNDP/LWGE Project Advisor, Swedish Counsellor, UN Women country representative a.i. and Oxfam Deputy Country Director. The Evaluation Reference Group will review the inception report and draft Midterm Review Report. The Evaluation Manager will consolidate inputs and feedbacks from the Evaluation Reference Group members and share it with the consultant.

## 6. Midterm Review Products (Deliverables)

Midterm Review Inception Report (10-15 pages)	The inception report should be carried out following and based on preliminary discussions with the Evaluation Manager and the Evaluation Reference Group after the desk review and should be produced before the midterm review starts (before any formal interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators. It should detail the consultant's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report provides the programme unit and the consultant with an opportunity to verify that they share the same understanding about the midterm review and clarify any misunderstanding at the outset.
Midterm Review Debriefings	Immediately following the midterm review, the Evaluation Manager may ask for a preliminary debriefing and findings.
Draft Midterm Review Report (within agreed length <sup>4</sup> )	The programme unit and key stakeholders in the midterm review should review the draft midterm review report and provide an amalgamated set of

<sup>4</sup> A length of 40 to 60 pages including executive summary is suggested.

	comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
Final Evaluation Report	<p>The content of the Midterm Review Report should consist of the following:</p> <ul style="list-style-type: none"> <li>• List of Acronyms and Abbreviations</li> <li>• Executive Summary</li> <li>• Introduction</li> <li>• Midterm Review Scope and Objective</li> <li>• Midterm Review Approach and Methods</li> <li>• Data Analysis</li> <li>• Midterm Review Findings and Conclusion</li> <li>• Recommendations</li> <li>• Lessons Learned</li> </ul>

## 7. Evaluation Ethics

The Evaluators must read and be familiar with the evaluation ethics and procedures<sup>5 6</sup> of the UN System to safeguard the rights and confidentiality of information. For example, measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

## 8. Implementation Arrangements

The Midterm Review is managed by UNDP on behalf of the Project Steering Committee. The overall management of the evaluation will be handled by the Evaluation Manager – whose function is performed by UNDP Cambodia's Head of Results Based Management (RBM) Unit – in coordination with the Evaluation Reference Group.

The inception and evaluation report will be reviewed by the Evaluation Manager and the members of the Evaluation Reference Group. Inputs will be consolidated by the Evaluation Manager before sharing them with Individual Contractor. Both reports are cleared by the

<sup>5</sup> UNEG Ethical Guideline (<http://www.uneval.org/document/detail/102>)

<sup>6</sup> UNEG Norms and Standards for Evaluation (<http://www.uneval.org/document/detail/1914>)



Head of RBM to ensure evaluation objectives are met, reports are at acceptable quality standards and that relevant stakeholders are duly consulted.

## 9. Timeframe for the Midterm Review Process

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Approvals Required
1	<b>Deliverable 1:</b> Midterm Review inception report (that includes a detailed review methodology, work-plan, data collection plan, timeline, evaluation report outlines and evaluation matrix)	4 days	Draft inception report by mid-August  Final inception report by 1 <sup>st</sup> week of September	UNDP Evaluation Manager
2	<b>Deliverable 2:</b> A. Presentation of preliminary findings to MoWA, UNDP, SIDA, other Steering Committee members, and other project's partners/stakeholders for comments	15 days	End of September	UNDP Evaluation Manager
	B. Submission of the draft of the mid-term review report (UNDP will have 15 days to compile comments from stakeholders and send consolidated comments to consultant)	6 days	1 <sup>st</sup> week of October	UNDP Evaluation Manager
3	<b>Deliverable 3:</b> Submission of a final report addressing consolidated comments on finding and recommendations one week after receiving the consolidated comments	5 days	End of October	UNDP Evaluation Manager
<b>Total # of Days:</b>		<b>30 days</b>		

The content of the Evaluation Report should consist of the following:

1. List of Acronyms and Abbreviations
2. Executive Summary
3. Introduction

4. Evaluation Scope and Objective
5. Evaluation Approach and Methods
6. Data Analysis
7. Evaluation Findings and Conclusion
8. Recommendations
9. Lessons Learned

## 10. Duration of the Assignment

The assignment is expected to be completed within 30 working days (August up to October 2019). In Cambodia, the working week is from Monday to Friday. The consultant is expected to start the assignment one week after signing the contract. The following is an indicative timeframe:

Activity	Estimated working days
Briefing with the Evaluation Manager and the Evaluation Reference Group	0.5
Desk review of project document, progress reports, and other documents produced by the project	2
Draft inception report	1
Finalisation of the inception report	0.5
Data collection (field visits, interviews, etc.) and analysis of findings	14
Debrief meeting/presentation of the preliminary findings with the Evaluation Manager, Evaluation Reference Group and PSLWGEP team (from MoWA and UNDP)	1
Draft mid-term review report	6
Revise the mid-term review report based on comments	5
<b>Total</b>	<b>30</b>

## 11. Duty Station

The assignment is home-based with a field mission in Cambodia. The international consultant is expected to undertake one trip to Phnom Penh for data collection with a maximum of 15 working days in Phnom Penh.

The selected consultant 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.

## 12. Minimum Qualifications of the Individual Contractor

<b>Education:</b>	At least a master's degree in gender studies, arts, social science, international development, or other relevant fields of study.
<b>Experience:</b>	<ul style="list-style-type: none"> <li>▪ At least 10 years of experience in conducting monitoring and programme review or evaluation of gender related projects.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Demonstrated knowledge of gender related issues in Cambodia's or Southeast Asian context and policy and programmatic approaches to addressing them.</li> <li>▪ Solid experience as a lead in data collection, analysis and evaluation report writing (a sample of report must be attached to the application).</li> <li>▪ Experiences in project and programme management with solid knowledge of results-based management and capacity building.</li> <li>▪ Prior work experiences in Cambodia and/or Southeast Asia and/or in the context of a middle-income country transition is desirable.</li> <li>▪ Prior work experiences with UNDP project evaluation is an asset.</li> </ul>
<b>Competencies:</b>	<ul style="list-style-type: none"> <li>▪ Strong technical background and understanding of gender related issues and proven competency in gender related programme/project management and evaluation.</li> <li>▪ Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distil critical issues, and to draw practical conclusion.</li> <li>▪ Excellent evaluation skills, including capacity to produce high quality and constructive reports.</li> <li>▪ Excellent English report writing skills.</li> <li>▪ Good facilitation and presentation skills.</li> <li>▪ Demonstrated ability to communicate effectively with various partners including the government, civil society, private sector, UN and other development donors and high-quality liaison and representation at local and national levels.</li> <li>▪ Excellent organizational and time management skills.</li> <li>▪ Be flexible and responsive to changes and demands.</li> <li>▪ Be client oriented and open to feedback.</li> <li>▪ Computer literate (MS office package) and ability to communicate online.</li> </ul>
<b>Language Requirement:</b>	Full proficiency in English
<b>Other Requirements (if any):</b>	N/A

### 13.Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

As part of transparency, the Terms of Reference must bear the general criteria, which will be used in evaluating the acceptability and level of technical compliance of the candidates, as well as their corresponding weight.

Technical Evaluation Criteria	Obtainable
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	<b>Score</b>
At least a master's degree in gender studies, arts, social science, international development, or other relevant fields of study.	15
At least 10 years of experience in conducting monitoring and programme review or evaluation of gender related projects.	20
Solid experience as a lead in data collection, analysis and evaluation report writing (a sample of report must be attached to the application).	20
Experiences in project and programme management with solid knowledge of result-based management and capacity building.	20
Prior work experiences in Cambodia and/or Southeast Asia and/or in the context of a middle-income country transition	15
Prior work experiences with UNDP's project evaluation	10
<b>Total obtainable score:</b>	<b>100</b>

#### 14. Payment Milestones

The consultant will be paid on a lump sum basis under the following instalments. Approval of each payment is made by the Head of Programme, once the milestone is reviewed and agreed by the Evaluation Manager and the Evaluation Reference Group.

<b>N</b>	<b>Outputs/Deliverables</b>	<b>Payment Schedule</b>	<b>Payment Amount</b>
1	Upon satisfactory completion of Inception report/work plan (Deliverable 1) that includes inputs from the Evaluation Manager and the Evaluation Reference Group	1st Week of September	10%
2	Upon completion of presenting preliminary findings to MoWA, UNDP, SIDA, other Steering Committee members, and other project's partners/stakeholders for comments (Deliverable 2A) and satisfactory submission and acceptance of draft midterm review report (Deliverable 2B) that includes inputs from the Evaluation Manager and the Evaluation Reference Group.	1 <sup>st</sup> week of October	50%
3	Upon satisfactory submission and acceptance of final midterm review report (Deliverable 4) that includes inputs from the Evaluation Manager and the Evaluation Reference Group.	End of October	30%

#### 15. Annexes

- Project Document
- Capacity Development Framework of the LWGE Program

- Annual and Quarterly Progress Reports
- List of key stakeholders and partners that should be consulted
- Current CPD and UNDAF
- CSDGs, NSDP, and Rectangular Strategy
- National Five-Year Strategy for Gender Equality (Neary Rattanak IV/NR IV)
- Cambodia Gender Assessment 2014
- Code of Conduct for Evaluators in the UN System