

FINAL EVALUATION TERMS OF REFERENCE

Clearing for Results Phase III (CfRIII)

1. Assignment Information

Assignment Title:	Consultant for Final Project Evaluation
Cluster/Project:	Clearing for Results, Phase III (CfRIII)
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh and home based
Expected Place of Travel:	Phnom Penh, with travel to project sites in Battambang, Banteay Meanchey, and Pailin provinces, and other travel as required
Contract Duration:	30 days (from 1 September to 31 October 2019)

2. Background and Context

Cambodia's landmine contamination is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid-1960s until the end of 1998. The northwestern regions bordering Thailand have some of the highest concentrations of anti-personnel (AP) mines in the world. Other areas of the country, mainly in the east, have been impacted primarily by the presence of explosive remnants of war (ERW), including cluster munitions. More than 64,700 human casualties can be attributed to mines and ERW in Cambodia since 1979.

With support from the international donor community, the Royal Government of Cambodia (RGC) has made great efforts over the past 26 years to remove landmines and ERW throughout the country. When Cambodia became a signatory to the Anti-Personnel Mine Ban Convention (APMBC) in 1997 and hostilities ceased in 1998, there was recognition of the need for Cambodia to more holistically plan and manage its national mine action programme. This led the Royal Government of Cambodia to create the Cambodian Mine Action and Victim Assistance Authority (CMAA) in 2000, with the role to administer all demining and UXO clearance activities and assistance to mine victims in the RGC as per Royal Decree No.160. By that time, demining activities were at full speed with four main operators: the Cambodian Mine Action Centre (CMAC), the Royal Cambodian Armed Forces, the Mines Advisory Group (MAG) and the Halo Trust.

While the Government and the CMAA have the necessary planning, assurance and monitoring capacities to manage the land release process for improved efficiency and accountability, the National Mine Action Strategy (NMAS) 2018-2025 was a well-received strategic guideline complementing the work already underway. Approval of the NMAS 2018-2025 established a clear guide addressing each mechanism of the mine action programme with a goal of Cambodia free of mine by 2025.

UNDP's works in mine action begun in 2006 through a partnership with the CMAA. The Clearing for Results Project (Phase I) from 2006 to 2010 aimed at building the national capacity of the Government to manage Cambodia's national mine action programme. The Clearing for Results (Phase II), from 2011 to 2016 aimed to enhance national structures and mechanisms to ensure demining resources

are effectively allocated and supported the United Nations Development Assistance Framework (UNDAF) wherein, “by 2015, more people living in Cambodia benefit from, and participate in, increasingly equitable, green, diversified economic growth”. The phase III (2016-2019) has sought to ensure:

- i. Mine action policies and strategic frameworks are aligned to national, sub-national, and sectorial policies and planning strategies,
- ii. CMAA mine action programme Performance Monitoring System exists that delivers quality evidence on sustainable development outcome/impact, and
- iii. A minimum of 27 km² of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free.

The Clearing for Results, Phase III (CfRIII) aims to help CMAA transition from a purely humanitarian objective to a more sustainable development-oriented focus. The project is implemented by the Cambodian Mine Action and Victim Assistance Authority (CMAA) with technical and financial support from DFAT, SDC, Canada, and UNDP.

UNDP is now looking to hire a qualified and experienced consultant to conduct an independent evaluation of the project.

3. Evaluation Purpose

This evaluation is commissioned jointly between CMAA and UNDP in the final year of Clearing for Results Phase 3: Mine Action for Human Development.

The purposes of the final evaluation are to:

- Provide information to RGC, project donors and other stakeholders about the project results/impacts and achievements of the key project deliverables
- Ensure accountability of project expenditures and the delivery of outputs
- Inform the implementation of the next phase of Clearing for Results, which is planned to start in January 2020, and other mine action initiative to support the National Mine Action Strategy (NMA 2018-25).

Specific Objectives:

The Final Evaluation will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and revised Results and Resources Framework. The specific objectives of the final evaluation are to:

- A. Assess the results achieved by the key project deliverables and the potential impact of the project outcomes on the target communities/beneficiaries, including any changes to beneficiaries' livelihoods contributing to economic growth.
- B. Assess the effectiveness and efficiency of the project's performance and implementation management systems and procedures.

- C. Assess the extent to which the project results achieved are sustainable (including the national ownership/leadership and capacity to implement, coordinate, monitor and report on the NMAS implementation)
- D. Identify key challenges and associated risks experienced during project implementation and assess the responses in addressing these
- E. Identify lessons learned and good practice (including success stories) which can be used in the design of future programming in line with the NMAS
- F. Provide recommendations to inform the next phase of Clearing for Results, including specific recommendations about how UNDP and CMAA should focus capacity building, in light of the progress during CfR III (noting the passage of a number of key policies and any ongoing requirements around quality control, data management, and sector coordination).

4. Scope of the evaluation

Guided by the OECD/DAC criterion for evaluation, this evaluation will focus mainly on assessing the relevance, effectiveness, efficiency, sustainability, gender sensitivity and inclusiveness of the project's contribution to:

UNDAF/CPD Outcome 1: By 2018 people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being, natural and cultural resources of future generations.

UNDP's CPD Output 1.5: Institutional measures are in place to strengthen the contribution of the national mine action programme to the human development of poor communities.

The achievement of the expected deliverables:

Project Key Deliverable 1: Mine action policies and strategic frameworks are aligned to national and sub-national sectorial policies and planning strategies and attached to pro-poor facilities.

Project Key Deliverable 2: A CMAA mine action programme performance monitoring system exists that delivers quality evidence on sustainable development outcomes/impacts

Project Key Deliverable 3: a minimum of 27 km² of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free

5. Evaluation Criteria and Key Guiding Questions

The inception report will include a final list of evaluation questions and sub-questions. These will be informed by the following guiding questions within the framework of the evaluation criteria:

Relevance

- To what extent was CfRIII-III:
 - In line with Cambodian national development priorities and goals and with UNDP's country programme and Strategic Plan?
 - Appropriately responsive to political, legal, economic, institutional and other changes in the country, particularly with the adoption of CSDG, the NMAS 2018-25 and the new NSDP 2019-23?

Effectiveness

- To what extent has the Project contributed to the achievement of national development priorities, UNDP's country programme outcome and outputs, CSDGs and Strategic Plan?
- To what extent were the project's outputs achieved? What, if any, alternative strategies would have been more effective in achieving the project's objectives? Are the intended objectives likely to be achieved by the end of December 2019?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Were the approaches adopted by the project effective?
 - To what extent has the project's capacity building process been effective in helping the CMAA to effectively manage and coordinate Cambodia's national mine action programme?
 - To what extent has the project's mine action related policy and regulation works been contributing to the effective management of mine action sector in Cambodia?
 - To what extent has the project's partnership strategy and approach been appropriate and effective? To what extent were stakeholders been involved in project implementation?
 - To what extent was the Gender Mainstreaming and Action Plan 2018-2022 effective in informing project implementation and increasing its gender-responsiveness?
 - To what extent were the project target groups engaged in the land release prioritization, focusing on vulnerable groups such as poor households, women and female headed households, persons with disabilities, etc.?
- Did any success stories from the project target group emerge from beneficiaries during the evaluation that are directly attributable to the project?
- In which areas did 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 did the project have the fewest achievements? What have been the constraining factors and why? How could they be overcome during the next phase?

Efficiency

- To what extent and how did the support provided to the CMAA result in increased efficiency of the mine clearance sector in Cambodia?
- Was the project efficiently delivered?

- To what extent were the project outputs achieved with an efficient use of resources?
- To what extent did UNDP practices, policies and procedures affect the achievement of the project outputs?
- To what extent was the project management and staffing structure as outlined in the project document efficient in generating the expected results?
- To what extent was the project implementation strategy and its execution efficient and cost-effective?
- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- To what extent were project funds and activities been delivered in a timely manner?
- To what extent were partnership modalities conducive to the delivery of the project's outputs?
- To what extent has the Project's procurement modality of mine clearance and other land release methods been efficient and cost-effective?
- Did contractors use new technologies that allowed for the release of bigger areas and/or the release of areas at a lower cost?

Sustainability

- Will the results of the project be sustainable?
 - To what extent did the project establish mechanisms to ensure the sustainability of the results achieved, both at the output and outcome levels?
 - To what extent do national partners have the institutional capacities and resources, including sustainability strategies, in place to sustain the outcome-level results?
 - To what extent are policy and regulatory frameworks in place that will ensure sustainability of results?
 - To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
 - To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Based on the results of CfRIII, what should the Project do during its next phase to ensure the sustainability of sector results and national leadership, especially to enable self-sufficient and independent mine sector management after 2025?
- What CMAA capacities and capabilities should be focused upon during CfRIV?

Gender and Inclusion

- To what extent has the project contributed to the positive change in gender equality and the empowerment of women?
- To what extent has the project promoted the participation of and benefited marginalized and disadvantaged groups, including those affected by landmines and ERW, and to what did this participation contribute towards achievement of the project objectives?

6. **Methodology**

The consultant will propose the CFRIII Final Project Evaluation methodology in the proposal. The detailed and final methodology shall be discussed with UNDP/CMAA team after the consultant is selected for the work. The final project evaluation methodology should include well-thought-out sampling methods for selecting key informants, sampling methods for selecting beneficiaries at the local level, and methods for assessing results stated in the project document using methods as follows:

- Document review;
- Individual/ semi-structured interview with project's core team from CMAA (including CMAA CFRIII team, CMAA Senior Management Team, CFRIII's donors, MAPU, and CMAA's other departments contributing and participating in the CFRIII), UNDP project staff based at CMAA and oversight and senior management team, project contractors, other relevant stakeholders and beneficiaries;
- Field visits to the project sites in Battambang, Banteay Meanchey and Pailin and individual interview and group discussion or semi-structured interview with beneficiaries, field operators, and MAPU team;

The UNDP project team and the CMAA will work closely with the consultant to facilitate this process, including providing relevant documents related to CFRIII for desk review, identifying stakeholders and sources of information, assisting in organizing meetings with stakeholders, 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 analyzing data for the evaluation. Donor representatives will be invited to observe all stages of the evaluation process as required, including field work. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be fully discussed and agreed between UNDP, stakeholders and the evaluators.

7. **Evaluation Products (Deliverables)**

Below is a summary of expected outputs/deliverables and their processes.

Evaluation Inception Report (10-15 pages, excluding Annexes)	The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators. It should detail the evaluator' understanding of what is being evaluated and why, showing how the evaluation questions 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.
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	The inception report provides the evaluation manager and the consultant with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.
Evaluation Debriefings	Immediately following an evaluation, the consultant is expected to provide a preliminary debriefing and findings to CMAA, UNDP and CFRIII's donors.
Draft Evaluation Report (40-60 pages maximum, including executive summary, excluding annexes)	<p>The content of the Evaluation Report should consist of the following:</p> <ul style="list-style-type: none"> • List of Acronyms and Abbreviations • Executive Summary • Introduction • Evaluation Scope and Objective • Evaluation Approach and Methods • Data Analysis • Evaluation Findings and Conclusion • Recommendations • Lessons Learned • Annexes <p>The UNDP, CMAA, and CFRIII's donors will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time (within two weeks after receiving document), addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.</p>
Final Evaluation Report	The consultant will revise the draft based on inputs provided by UNDP, CMAA, donors and other key stakeholders and submit the final report within two weeks after receiving the comments.

8. Evaluation Ethics

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.

9. Implementation Arrangements

This evaluation is managed by UNDP's Head of Results Based Management Unit (Evaluation Manager). The Evaluation Manager ensures the evaluation is conducted in accordance with established policies and standards on evaluation, Project Implementing Partner, donors and relevant stakeholders are consulted throughout the evaluation process and ensure the quality of evaluation deliverables in line with evaluation policy and standards and agreed terms of reference. The Evaluation Manager manage this exercise in close consultation with the Evaluation Reference Group (ERG) which include the National Project Director and Manager, representatives from DFAT, SDC and Canada, UNDP Head of Programme Unit, and Project Advisor. The roles of ERG are to provide strategic advice to the evaluation, ensure the transparency and independence of evaluation exercise and advise on evaluation's relevance and appropriateness of methodology. The consultant will work closely with the UNDP CFRIII project team and the CMAA. The immediate supervisor during the assignment for the Consultant is the UNDP Evaluation Manager. CFRIII National Project Manager will be the focal point contact for day-to-day interactions and for liaisons during the assignment. The consultant is expected to conduct field work and data collection around 2 weeks and will be provided with transportation services and further technical, administrative, and translation support as required. UNDP will recruit a local Consultant for maximum of 10 working days to support the International consultant during the mission to the field and in Phnom Penh.

10. Time Frame for the Evaluation Process

The evaluation will begin with a desk review of available information (home-based), as well as an initial discussion with the Evaluation Manager to firm up the methodology and approach for data collection and analysis. An Inception Report will be prepared by the evaluator. Following the approval of the Inception Report, the evaluator will commission field work to collect necessary data and interviews with key stakeholders. The main deliverable of the evaluation is the final Evaluation Report which synthesizes the analysis from the desk review, qualitative and quantitative data and stakeholder interviews.

Below is a summary of process and expected timeframe for deliverables:

N	Deliverables/Outputs	Estimated Duration to Complete	Target Dates	Due	Review and Approvals Required <i>(Indicate designation of person who will review outputs and confirm acceptance)</i>
1	Deliverable 1: Evaluation inception report/work plan and evaluation matrix	04 days	September 5, 2019		UNDP Evaluation Manager on deliverable UNDP Head of Programme on payment

N	Deliverables/Outputs	Estimated Duration to Complete	Target Dates	Due	Review and Approvals Required <i>(Indicate designation of person who will review outputs and confirm acceptance)</i>
2	Deliverable 2: Draft version of the evaluation report and recommendations circulated to Evaluation Manager and then to ERG	18 days	October 2, 2019		UNDP Evaluation Manager on deliverable UNDP Head of Programme on payment
3	Deliverable 3: Final evaluation report	8 days	October 31, 2019		UNDP Evaluation Manager on deliverable UNDP Head of Programme on payment
Total # of Days:		30 days			

11. Duration of the Work

The assignment is expected to be completed within 30 working days between 1 September and 31 October 2019 latest. In Cambodia, the working week is from Monday to Friday. The consultant is expected to spend two weeks in Cambodia for interview and field visit between 5 September and 5 October 2019. It is expected that the final report will be submitted by 15 October 2019. The consultant can expect a two-working day turnaround for feedback on any material developed and submitted, except for the final report which will be at least two weeks.

12. Duty Station

This assignment is home-based with expected two weeks of field work in Cambodia (if the consultant is not based in the country).

The consultant is expected to travel to the provinces of Battambang, Banteay Meanchey and Pailin to interview project target group and project partners and/or collect other relevant information. Transportation to the provinces will be provided.

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.

13. Minimum Qualifications of the Individual Contractor

Education	Master's degree in social science, development studies or other relevant fields.
Experiences	<ul style="list-style-type: none">- At least 15 years of relevant professional experiences in designing, implementing and evaluating development projects with UNDP, UN or other international organizations;- Strong record of conducting evaluation of development projects, preferably in mine action related projects and the principles of Linking Mine Action and Development (LMAD);- Technical knowledge and experience in applying qualitative and quantitative evaluation methods;- Experience working in Cambodia or other ASEAN countries with similar context and solid understanding of the mine action in Asian context, especially in Cambodia
Competencies	<ul style="list-style-type: none">- Familiarity with UNDP project's implementation modalities (NIM, DIM and NGOs implementation etc.);- Excellent organizational skills with attention to details;- Excellent interpersonal, coordination and planning skills, and ability to work in a team;- Excellent oral, written, communication and reporting skills;- Computer literate (MS Office package)
Language Requirement	<ul style="list-style-type: none">- Fluency in English;- Knowledge of Khmer is an advantage

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

Evaluation Criteria	Obtainable Score
- At least 15 years of experience in project management, monitoring and evaluation with UNDP or other UN agencies;	20
- Strong record of conducting evaluation of development projects, preferably in mine action related projects and the principles of Linking Mine Action and Development (LMAD).	40
- Strong technical background of the mine/ERW problem, preferably in Cambodia and the principles of Linking Mine Action and Development (LMAD).	20
- Experiences working in Cambodia or other ASEAN countries with similar contexts.	20
Total score	100 points

15. Payment Milestones

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

N	Outputs/Deliveries	Payment Schedule	Payment Amount
1	After submission of the evaluation inception report/work plan and evaluation matrix	1st week of September 2019	20%
2	After submission of the draft version of the evaluation report and recommendations circulated to CMAA, UNDP, Canada, SDC and DFAT for review/comments	1st week of October 2019	40%
3	After submission of the final evaluation report	1st week of November 2019	40%

Annexes

- National Mine Action Strategy (NMA 2018-2025)
- Project Document
- Project M&E Plan
- Project annual reports
- Project mid-term review report
- Mine Sector Assessment
- Code of Conduct for Evaluators in the UN System
- Gender Mainstreaming in Mine Action Plan 2018-2022
- Mine Free Village Strategy

Attachment A:

PROJECT/OUTCOME INFORMATION		
Project/ outcome title	Clearing for Results, Phase III: Mine Action for Human Development	
Project ID	90541	
UNDAF/CPD outcome and CPD output	<p>UNDAF/CPD outcome: By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations.</p> <p>CPD Output 1.5: Institutional measures are in place to strengthen the contribution of the national mine action programme to the human development of poor communities.</p>	
Country	Cambodia	
Region	Phnom Penh, Banteay Meanchey, Battambang, Pailin	
Date project document signed	December 17, 2015	
Project dates	Start: 1 January 2016	Planned end: 31 December 2019
Project budget	US\$11.2 million	
Project expenditure at the time of evaluation	US\$ 9,024,387 (As of 31 December 2018)	
Funding source(s)	DFAT, SDC, DFATD, UNDP	
Implementing Partner	The Cambodian Mine Action and Victim Assistance Authority	