

FINAL EVALUATION TERMS OF REFERENCE
Partnerships for Development Results (PfDR) Project (2016-2020)

1. Assignment Information

Assignment Title:	International Consultant for Final Project Evaluation
Cluster/Project:	Partnerships for Development Results (PfDR) - 2016-2020
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh and home based
Expected Place of Travel:	Either N/A or indicates the cities/provinces
Contract Duration:	25 days (from April to June 2020)

2. Background and Context

The Cambodian Rehabilitation and Development Board (CRDB) is an operational arm of the Council for the Development of Cambodia (CDC) with the mandate to act as the Royal Government of Cambodia's coordinating body for managing external aid, officially known as the Official Development Assistance (ODA) with line ministries and agencies and the development partners.

To successfully achieve the mandate in mobilizing and managing the ODA, as articulated in the government's policy documents i.e. the Rectangular Strategy-Phase IV (RS4), the National Strategic Development Plan (NSDP) and the strategies at sector level, the RGC prepared and adopted the Development Cooperation and Partnerships Strategy 2019-2023 (DCPS-2019-2023) as a framework to guide for the successful implementation of its mandate. CRDB/CDC, as embedded in its mandate, is designated as the RGC's secretariat to lead the implementation of the Strategy.

The current 5-year project, Partnerships for Development Results Phase II (PfDR-2), is a new phase of the development project that extends its advisory technical support activities to the Ministry of Planning (MOP) and CDC's Industrial Development Policy (IDP) Secretariat to strengthen capacities and systems for managing multiple sources of development finance in the context to implement the RS4, NSDP as well as to integrate the SDGs and the preparation for LDC graduation. The project started from 01 January 2016 and will run until the end of 2020.

The project built on the following three main deliverables as listed below:

- **Key Deliverable 1:** RGC Institutions and Capacities are strengthened to manage and align diverse development finance sources with the national budget, the NSDP and SDGs.
- **Key Deliverable 2:** CDC capacity is strengthened to support implementation of reforms related to IDP and mobilisation of public resources in accordance with IDP objectives.
- **Key Deliverable 3:** The DCPS is implemented resulting in enhanced development results (relevant to LDC graduation) as measured through the NSDP and DCPS results.

The project contributes to:

- UNDAF/UNDP Country Programme Outcome 1: 2018, people living in Cambodia, particularly 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;
- Country Programme Output 3.1: Government builds an evidence-based monitoring, evaluation and reporting system supportive of delivering SDGs;
- CPD Output 3.3: Institutional mechanisms in place to manage the transition in composition of ODA and to expand access to other sources of global development financing.

PROJECT INFORMATION		
Project/ outcome title	Partnerships for Development Results - Phase 2	
Project ID	00095080	
UNDAF/CPD outcome and CPD output	<p>UNDAF/CPD outcome:</p> <p>By 2018, people living in Cambodia, particularly 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</p> <p>CPD Output 3.1: Government builds an evidence-based monitoring, evaluation and reporting system supportive of delivering SDGs.</p> <p>CPD Output 3.3: Institutional mechanisms in place to manage the transition in composition of ODA and to expand access to other sources of global development financing.</p>	
Country	Cambodia	
Region	Phnom Penh	
Date project document signed	November 27, 2015	
Project dates	Start: 1 January 2016	Planned end: 31 December 2020
Project budget	USD 3,710,258	
Project expenditure at the time of evaluation	TBC	
Funding source(s)	EU, Sida, UNDP, DFAT and USAID	
Implementing Partners	Cambodia Rehabilitation Development Board (CRDB) and of the Council for the Development of Cambodia (CDC) - CRDB/CDC	

3. **Evaluation Objective**

This evaluation will provide information to RGC, project donors and other stakeholders about the project results achieved through its implementation, with the resources allocated. The evaluation will be used to inform the remaining period of project implementation, and its potential next phase.

This final evaluation is commissioned jointly between the Cambodian Rehabilitation and Development Board (CRDB/CDC) and UNDP in the final year of partnerships for Development Results Phase 2. The main purposes of the evaluation are to measure the progress of the project against its target results.

Specifically, the final evaluation will assess progress towards project outputs and outcomes as specified in the Project Document and the revised Results and Resources Framework.

4. Evaluation Criteria and Key Guiding Questions

The evaluation will mainly focus to assess the relevance, effectiveness, efficiency and sustainability of PfDR efforts and will be applied to all components of the project. The following are guiding questions within the framework of the evaluation criteria (to be reviewed/ elaborated in the evaluation inception report):

Relevance

- To what extent was the PfDR in line with the national development priorities and goals and with UNDP's country programme and Strategic Plan?
- Is the PfDR's theory of change clearly articulated?
- Are the activities and outputs of PfDR consistent with the overall project's objectives and goals? To what extent have these activities been contributing to the project's results?
- To what extent has the project contributed to the positive change in gender equality and the empowerment of women? Looking at the high-level changes namely policy decision making, resources mobilization, ODA allocation;
- To what extent has the project contributed in addressing climate change issue by tracking the funding sources for different development initiatives on climate change? Looking at the high-level changes namely policy decision making, resources mobilization, ODA allocation;
- To what extent has the project contributed to the ODA data management?
- To what extent has the project contributed to the Industrial Development Policy (IDP)?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country particularly with the adoption of Cambodia Sustainable Development Goals (CSDG 2016-2030), the Development Cooperation Partnership Strategy (DCPS 2019-23) and the new National Strategic Development Plan (NSDP 2019-23)?

Effectiveness

- To what extent has the Project contributed to the national development priorities, UNDP's country programme outcome and outputs, CSDGs and Strategic Plan?
- To what extent were the project's outputs achieved?
- Are the intended objectives likely to be achieved by the end of December 2020?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the project's capacity building process been effective in helping the PfDR team to effectively manage and coordinate partners for development?

- To what extent has the project's Partnerships for Development Results related policy and regulation works been contributing to the effective management of partners for development in Cambodia?
- To what extent has the project's partnership strategy and approach been appropriate and effective?
- 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?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the project's objectives and outputs clear, practical and feasible within its timeframe?
- To what extent have stakeholders been involved in project implementation?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes and during project implementation?
- To what extent are project management, implementation, and monitoring and evaluation participatory and is this participation contributing towards achievement of the project objectives?

Efficiency

- To what extent are the project outputs achieved with efficient use of resources?
- To what extent were partnership modalities conducive to the delivery of the project's outputs?
- 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 was the project management and staffing structure as outlined in the project document efficient in generating the expected results?
- To what extent have the project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent has the Project's procurement modality been efficient and cost-effective?

Sustainability

- 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 has the project contributed to strengthening national partners' institutional capacities and resources, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent have the project contributed to policy, strategies, and guidelines in place that will ensure sustainability of results?

- To what extent did the project contribute to partnerships with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
- Are there any financial risks that may jeopardize the sustainability of the achieved project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- What is the risk that the level of stakeholders' (such as CDC/CRDB, MoP, CIB) ownership will not be sufficient to allow for the project benefits to be sustained?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with stakeholders who could learn from the project?

5. Methodology

The consultant will propose the PfDR Final Project Evaluation methodology in the proposal. The detailed and final methodology shall be discussed with UNDP/PfDR 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:

- Reviewing of relevant project documents;
- Conducting individual/ semi-structured interview with project's core team from PfDR (including PfDR team, PfDR Senior Management Team (CRDB/CDC), Project stakeholders such as Officials from IDP/CDC and MOP, PfDR's donors, and other relevant departments under CRDB/CDC contributing and participating in the PfDR, UNDP project staff based at CRBD/CDC and oversight and senior management team, other relevant stakeholders and beneficiaries;

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.

The UNDP project team and the PfDR team will work closely with the consultant to facilitate this process, including:

- Providing relevant documents related to PfDR for desk review;
- Identifying stakeholders and sources of information,
- Assisting in organizing meetings with stakeholders,
- While the consultant will be fully independent and will retain enough flexibility to determine the best approach to collecting and analyzing data for the evaluation.

6. 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 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. 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 PfDR, UNDP and PfDR'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, PfDR and PfDR'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>
Evaluation report audit trail (following the provided template)	Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to

	show how they have addressed comments.
Final Evaluation Report	The consultant will revise the draft based on inputs provided by UNDP, PfDR, donors and other key stakeholders and submit the final report within two weeks after receiving the comments.

7. 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.

8. Implementation Arrangements

This evaluation is managed by UNDP's Head of Results Based Management Unit. 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 manages this exercise in close consultation with the Evaluation Reference Group (ERG) which include the National Project Director and Manager, representatives from donors (EU, Sida, UNDP, DFAT, USAID), 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 PfDR project team and the PfDR team.

The immediate supervisor during the assignment for the Consultant is the UNDP Evaluation Manager. PfDR National Project Director will be the focal point contact for day-to-day interactions and for liaisons during the assignment.

9. 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.

The consultant is expected to be on board and starts the assignment at the end of March 2020 and complete the assignment in June 2020. The assignment is expected to be completed within 25 working days. In Cambodia, the working week is from Monday to Friday.

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

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	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	02 days	April 7, 2020	UNDP Evaluation Manager on deliverable UNDP Head of Programme on payment
2	Deliverable 2: Draft version of the evaluation report and recommendations circulated to Evaluation Manager and then to ERG (including field mission in Phnom Penh).	18 days	May 14, 2020	UNDP Evaluation Manager on deliverable UNDP Head of Programme on payment
3	Deliverable 3: Final evaluation report	5 days	June 25, 2020	UNDP Evaluation Manager on deliverable UNDP Head of Programme on payment
Total # of Days:		25 days		

10. Duty Station

This assignment is home-based with expected 10 working days of field work in Cambodia (if the consultant is not based in the country).

The field visit to Cambodia is between the second week of May 2020. Transportation during the mission in Phnom Penh will be responsible by the consultant.

The consultant can expect a two-working day turnaround for feedback on any material developed and submitted, except for the draft and final report which will be at least two week 8.

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.

11. Minimum Qualifications of the Individual Contractor

Education	Master's degree in public policy, development studies or other relevant fields.
Experiences	<ul style="list-style-type: none"> - At least 8 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 policy or social development related projects and the principles of partnerships for development; - Technical knowledge and experience in applying qualitative and quantitative evaluation methods; - Experience working in Cambodia or other ASEAN countries with similar context is a strong asset; - Proven knowledge on partnership for development context, especially in Cambodia or other ASEAN countries with similar context;
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;

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

Evaluation Criteria	Obtainable Score
- At least 8 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 partnership for development or social policies related projects and the principles of Linking partnership in development;	40
- Strong technical background in social policies, knowledge of the UN and National strategies preferably linking to partnerships for Development;	25
- Experiences working in Cambodia or other ASEAN countries with similar contexts.	15
Total score	100 points

13. 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	3rd week of April 2020	20%
2	After submission of the draft version of the evaluation report and recommendations circulated to PfDR, UNDP, EU, Sida, DFAT, and USAID for review/comments	2 nd week of May 2020	40%
3	After submission of the final evaluation report and Audit Trail Report	Mid-June 2020	40%

Annexes

- NSDP (2019-2023)
- DCPS (2019-2023)
- JMIs (2019-2023)
- Project Documents
- Project M&E Plan
- Project annual reports
- Code of Conduct for Evaluators in the UN System
- Evaluation matrix to be field by consultant, part of deliverable 1: evaluation inception report
- Sample of final evaluation report outline: The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports