TERMS OF REFERENCE
Individual Contractor

1. Assignment Information

Assignment Title	Terminal Evaluation of the Forest Carbon Partnership Facilities REDD+ Readiness Project Phase II (FCPF-II)
Post Level	National Consultant
Contract Type	Individual Contractor
Duty Station	Phnom Penh, Cambodia
Expected Starting Date	01 June 2020
Contract Duration	30 working days total from 01 June to September 2020.

2. Background and Project Description

For the last decades, Cambodia has undergone rapid economic development. However, similar to other countries in the region, its natural resources including forests have been under growing pressure. Cambodia's forest cover declined from 57% in 2010 to 44% in 2018 (RGC 2017).

In 2009, The Royal Government of Cambodia (RGC) officially endorsed REDD+ as a crucial strategy to tackle the alarming trend of deforestation and to improve the livelihoods of forest dependent communities. The main objective of REDD+ is to incentivize developing countries to reduce emissions from deforestation and forest degradation, and foster the conservation, sustainable management of forests and enhancement of forest carbon stocks.

Since 2009, Cambodia's national REDD+ readiness efforts have been supported by numerous initiatives. These include the UN-REDD Programme, the Readiness Fund of the World Bank's Forest Carbon Partnership Facility (FCPF), CAM-REDD (Japan), and USAID's Lowering Emissions from Asia's Forests (LEAF) programme.
The first phase of the FCPF project (FCPF-I) started in 2013 and end in 2017. As per Section 6.3(b) of the FCPF Charter and Resolution PC/7/2010/3, that requires a REDD Country Participant to submit a midterm progress report to the FCPF Participants' Committee, in September 2016, a mid-term review of the FCPF-I was conducted to review the progress of REDD+ readiness activities since 2011, analysis of progress achieved in activities from the FCPF grant; review of compliance with the Common Approach and prepare a financing plan for additional FCPF readiness funding. Results of the MTR including a proposal for addition readiness fund was presented to the FCPF 22nd Participants Committee meeting in September 2016 in Accra, Ghana following the FCPF guideline. The FCPF Participants Committee has decided to allocate additional 5 million USD to continue with its preparation for REDD+ readiness.

The FCPF-II was officially signed on September 2017 between the General Directorate of Administration, Nature Conservation and Protection, Ministry of Environment and UNDP as an implementing partners of the World Bank. Building upon the earlier REDD+ readiness efforts, the main goal of the FCPF II project is to prepare Cambodia to be ready for implementation of REDD+ under the UNFCCC by 2020 including strengthening and development of institutions, policies and capacity. In this context, the FCPF phase II project seeks to focus on endorsement of the National REDD+ Strategy (NRS) and development of its Action and Investment Plan (AIP) for the implementation of NRS, continue to support and finalize for the development and operationalization of the RGC's Safeguards Information System (SIS), National Forest Monitoring System (NFMS), and Forest Reference Level (FRL); development of, and consultation on, land use plans and management strategies for different landscapes and forest types; clarification of the roles and responsibilities enhance capacity of national and subnational governments as well as local communities in managing natural resources; enhancement of productive capacities of production forests and already degraded areas and continue to provide support to build and enhance capacity of REDD+ management arrangement, gender and stakeholders engagement. The specific aims of the FCPF-II project are presented in the following four outputs and the sub-outputs align with and supporting those outputs:

Output 1: strengthening of REDD+ management arrangements. Output 1 will be achieved through support to on-going implementation and further development of appropriate management arrangements such as the REDD+ Taskforce, RTS, CC and GG and stakeholder consultations for National REDD+ Readiness which have been initiated through the UN-REDD Programme and FCPF-1 project.

- Output 1.1. Support for National REDD+ readiness coordination mechanisms
- Output 1.2. Capacity building and training for REDD+ implementation
- Output 1.3. Stakeholder engagement and communication

Output 2: development of NRS Action (or Investment) Plan(s) and other relevant enabling policy instruments for REDD+. Output 2 will be attained through support to the REDD+ Taskforce and line agencies to develop policies and measures (REDD+ interventions) and development of systems and enabling policy environments for REDD+ implementation. These include the SIS and other policy and legal instruments. Participation in a pilot for REDD+ results-based payments under the Green Climate Fund will be tested as a step towards full implementation of REDD+.

- Output 2.1. Development of NRS Action (or Investment) Plan and policy support for government agencies
- Output 2.2. Development of a Safeguards Information System including Grievance Redress Mechanisms (GRM)
- Output 2.3. Development of elements for the participation in GCF pilot for REDD+ Results-based payments

Outcome 3: enhancement of subnational capacities for REDD+ planning. Outcome 3 will be achieved by improving the capacity of various sub-national administrative bodies for planning and implementing REDD+ actions.
- Output 3.1. Development of subnational management plans for NRM and REDD+
- Output 3.2. Support for Community based REDD+ through CPAs, CFs and collaborative management (to be financed by the UN-REDD CBR+)

Output 4: monitoring system designed for REDD+ with capacity for implementation. Output 4 will be achieved through support to establish the monitoring system and improve the RGC's initial FREL. The project will also provide continued support for the Government agencies to collect and analyze data on forest cover (change) and emissions factors.

- Output 4.1. Strengthening of National MRV Technical Team and national capacity
- Output 4.2. Support for Nationally derived Activity Data, Emission Factors, GHG estimates for LULUCF/AFOLU sector improved, and reporting
- Output 4.3. Capacity building for monitoring impacts of REDD+ interventions

In line with the principles of national ownership and national management of implementation, the project will be implemented under the National Implementation (NIM) Modality through the Cambodian National REDD+ Taskforce (RTF) and REDD+ Taskforce Secretariat (RTS). The lead implementing parties of the project are the General Department of Administration, Nature Conservation and Protection (GDANCP) of the Ministry of Environment (MoE), the Forestry Administration (FA) and the Fisheries Administration (FiA) of the Ministry of Agriculture, Forestry and Fisheries (MAFF). GDANCP/MoE has appointed National Project Director (NPD) and National Project Manager (NPM). The NPD and NPM are responsible for overseeing and the project implementation and accountability on behalf of the RGC for project execution.

The PEB meeting will be help at least twice a year will provide overall guidance for effective implementation of the FCPF project, approval or revision of annual workplans (AWP) and budgets and overall monitoring and evaluation of progress made. The PEB Chaired by the head of RTF and co-chaired by UNDP residence representative.

3. Objectives and Scope of Work

3.1 Objective
The purpose of the TE is undertaken to assess: (i) the performance of the project in terms of its relevance, effectiveness and efficiency (Outputs and results); (ii) sustainability and up-scaling of results; (iii) the actual and potential impact stemming from the project.

More specifically, the objective of the TE are to provide evidence related to the achievement of project results to date (direct, indirect and or intended) including gender mainstreaming and empowerment and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of national REDD+ programming.

3.2 Scope of Work
The National Consultant (NC) will provide general support to undertake the project terminal evaluation. This will involve working closely with the lead International Consultant (IC) , Project Management Unit (PMU), UNDP Technical Advisers and Staff, Redd+ Taskforce Secretariat (RTS) and key staff of the General Department of Administration, Nature Conservation and Protection (GDANCP), Ministry of Environment (MoE), Forestry Administration (FA) and |Fishery Administration (FiA), Ministry of Agriculture, Forestry and Fisheries (MAFF, and support and contribute to all activities and deliverable in the Term of Reference (TOR).

3.3 Responsible of the National Consultant (NC)

- Support and coordinate with the lead international consultant (IC) in satisfactory completion of the activities and deliverables
- Contribute to the preparation of a work plan with methodology, approach and timeline
- Assist IC in the designing, organization and facilitation all interviews, focus group discussions, consultations
- Contribute to producing a final draft of the evaluation questions and the outline of the report presented in annex 1 & 2.
- Assist the IC in undertaking and reviewing of progress of the project since July 2017 as well as the FCPF Readiness Assessment Framework[1].
- Assist the IC to undertake reviews of relevant documents, studies and other evaluation reports
- Assist the IC to organize and conduct meetings, individual interviews, Semi-structured interviews[2] with key relevant agencies, informants, stakeholders and participants and maintain close contact with them as the work progress
- Support the IC in preparing the draft of the TE report and consult with PMU, UNDP Technical Advisers and Staff, RTS and relevant government agencies. The draft will follow the outline presented in annex 2.
- Support the IC in preparing, organizing and making a presentation on key findings of the assignment.
- Support the IC in preparing the final draft of the TE report incorporating comments received.

3.4 Tasks

The NC will perform the following tasks:

Produce an inception report
- Contribute to producing an inception report, work plan that outlines methodology and approach, timeline and deliverables
- Assist IC in the designing, organization and facilitation all interviews, focus group discussions,

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[1] Accessible at https://www.forestcarbonpartnership.org/sites/fcp/files/2013/june2013/FCPF%20R-Package%20User%20Guide%20ENG%206-18-13%20web.pdf
[2] Face-to-face or through any other appropriate means of communications

consultations
- Contribute to producing a final draft of the evaluation questions (Annex 4) and the outline of the report (Annex 5)

Assist IC in reviewing progress reports and documents relevant for TE
- Assist the IC in undertaking and reviewing of progress of the project since July 2017 again the project results framework (Annex 1) as well as the FCPF Readiness Assessment Framework[3].
- Assist the IC to undertake reviews of relevant documents, studies and other evaluation reports (Annex 2)

Organize individual interviews and focus group meetings
- Assist the IC to organize and conduct meetings, individual interviews, Semi-structured interviews[4] with key relevant agencies, informants, stakeholders and participants (Annex 3) and maintain close contact with them as the work progress

Support the production of the draft of TE report
- Support the IC in preparing the draft of the TE report and consult with PMU, UNDP Technical Advisers and Staff, RTS and relevant government agencies. The draft will follow the outline presented in annex 5.
- Support the IC in preparing, organizing and making a presentation on key findings of the assignment.

Support the production of the final draft TE report
- Support the IC in preparing the final draft of the TE report incorporating comments received.

4. **Expected outputs and deliverables**

No	Deliverables/Outputs	Estimated duration to complete (days)	Target due dates	Review and approvals required
1	Inception report including clarification on timing and method and work plan	5	June 10, 2020	Reviewed by UNDP Technical Specialist, National Project Advisor and Program Analyst

Approved by National Project Director (NPD) and National Project Manager (NPM) of the FCPF-II project |
2	Evaluation mission (15-30 June) including presentation of initial findings at the end of the mission	10	June 30, 2020	
3	Draft TE Report: Full report (per template provided in TE Guidance) with annexes,	10	July 30, 2020	
4	Final report incorporates comments received.	5	August 14, 2020	
Total number of days		**30**		

5. **Implementation Arrangements**

The principal responsibility for managing this evaluation resides with the UNDP CO in Cambodia. The UNDP CO will contract the evaluator(s) and ensure the timely and quality deliveries.

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[3] Accessible at https://www.forestcarbonpartnership.org/sites/fcp/files/2013/june2013/FCPF%20R-Package%20User%20Guide%20ENG%206-18-13%20web.pdf
[4] Face-to-face or through any other appropriate means of communications

The **NC** has the following roles & responsibilities:

- Submit the above deliverables in due time to NPD, NPM and UNDP Technical Advisors and for comments and approval;
- Work in close coordination with NPD, NPM and UNDP Technical Advisors throughout the assignments;
- Maintain constant communication with NPD, NPM and UNDP Technical Advisors and alert when problems emerge during the assignment period, especially if they affect the scope of work.

The **NPD and NPM** will oversee the nature of the assignment and the quality of the outputs and deliverables.

The **REDD+ Taskforce Secretariat,** through the **REDD+ Coordinator,** has the following roles & responsibilities:
- Assist the service provider in identifying and contacting relevant stakeholders throughout the assignment;
- Assist the service provider in organizing and coordinating meetings with relevant stakeholders throughout the assignment;
- Lead the organization of meetings and workshops during the mission, including booking venues, sending invitation letters, and other practical arrangements.

The **UNDP Country Office**, through **REDD+ Technical Specialist, MRV Specialist, and National Project Advisor** will review and approve the deliverables for payments.

6. Duration of the Assignment

The duration of the assignment will be from 01 June to 30 September 2020 for a total of 30 working days.

7. Duty Station
The duty station for this assignment is Phnom Penh, Cambodia. During the assignment the consultant is required to be in Phnom Penh, Cambodia for all the contract days.

8. Competencies

Corporate competencies

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of UN/UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Functional competencies

- Ability to lead strategic planning, results-based management and reporting;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills.
- Capability to work effectively under deadline pressure and to take on a range of responsibilities;
- Ability to work in a team, good decision-making skills, communication and writing skills.

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guideline for Evaluations.'

9. Minimum Qualification of the Individual Contractor

Education:	A Master's degree in natural resource management, Climate change, environmental sciences, or related field, or other closely related field.
Experience:	- Minimum 5 years of experience in conducting evaluation for development projects and UNDP funded project. Experience working in the UN system and knowledge of UNDP and/or FCPF monitoring and evaluation policies is a strong asset - Minimum of 5 years of relevant professional experience in Natural Resource Management, climate change, REDD+, environmental policy. - Prior work experience with REDD+ planning and implementation; sound understanding of REDD+ institutional framework, proven experience of project design, financial planning, monitoring and evaluation; and, results-based monitoring and evaluation methodologies including formulation of theory of Change concepts. - Demonstrated understanding of issues related to gender and climate mitigation development and adaptation to climate change; experience in gender sensitive evaluation and analysis - Experience working for development projects, with multi stakeholders including government agencies, development agencies, and UN agencies
Competencies	- Outstanding analytical and communication skills - High proficiency in English.

10. Criteria for Evaluation of the Individual Contractor

Only applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract. Detail component of technical evaluation criteria is presented below:

Technical Evaluation Criteria	Obtainable Score
Minimum 5 years of experience in conducting evaluation for development projects and UNDP funded project. Experience working in the UN system and knowledge of UNDP and/or FCPF monitoring and evaluation policies is a strong asset	20
Minimum of 5 years of relevant professional experience in Natural Resource Management, climate change, REDD+, environmental policy. Prior work experience with REDD+ planning and implementation; sound understanding of REDD+ institutional framework, proven experience of project design, financial planning, monitoring and evaluation; and, results-based monitoring and evaluation methodologies including formulation of theory of Change concepts.	40
Demonstrated understanding of issues related to gender and climate mitigation development and adaption to climate change; experience in gender sensitive evaluation and analysis	15
Experience working for development projects, with multi stakeholders including government agencies, development agencies, and UN agencies	15
Outstanding analytical and communication skills	10
Total Obtainable Score:	100

Evaluation Ethics

Evaluation consultant will be held to the highest ethical standards and is required to sign a Code of Conduct (Annex 8) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG

'Ethical Guidelines for Evaluations'

11. Payment Modalities and Specifications

The consultant will be paid on a lump sum basis (all-inclusive of expense relate to the above assignment including travels outside and inside the duty station and any tax obligation) under the following instalments.

No	Outputs/Deliveries	Payment Schedule	Payment Amount %
1	Up on submission and approval of inception report:	June 10, 2020	20
2	Up on submission and approval of the 1st draft terminal evaluation report	July 30, 2020	40
3	submission and approval of the final terminal evaluation report	August 14, 2020	40

ANNEX 1: PROJECT RESULTS FRAMEWORK

To be added

ANNEX2: EVALUATION TOOLS AND METHODOLOGIES

The data provided by this final evaluation should be based on credible, reliable and useful information. The evaluator will examine all relevant sources of information, including:

a) A desk review of project documents including, but not limited to:

- The FCPF Readiness Assessment Framework[5]
- Project documents, project inception and start up report, annual work plans and budgets, project logical/result framework and project financing;
- Relevant reports, such as Annual, Semi-Annual and quarterly Progress Reports, FCPF Readiness Fund: REDD+ Country Participant Annual Progress Reports, UNDP-FCPF Annual Progress Reports
- Documentation related to National Programme outputs and relevant materials published on the Cambodia REDD+ website;
- The financial reports (FACE report), project external audit and spot check reports
- The final report of the Mid-Term Review of the FCPF- I and request for additional funding;
- UN to UN (UNDP-FAO) Agreement report
- Records of project support meetings (PEB, RTF, RTS, TTs, CG)
- Other relevant documents, such as possible new national policy documents, sector plans and available evaluations bearing relevance for Cambodia REDD+ programme
  .

b) Semi-structured interviews[6] with key informants, stakeholders and participants, including:
- Government counterparts;
- Government stakeholders including all ministries participating from REDD+ Taskforce, REDD+ Secretariat and Technical Teams (safeguards, MRV), Gender Group, Consultation Groups
- Civil Society Organizations;
- Indigenous Peoples Organizations;
- Country, regional and headquarter personnel i.e. FCPF-Project Management Units (PMU) and UNDP Regional and Global Technical Advisers involved in the FCPF project and National REDD+ Programme,
- Representatives from other bi-lateral or multi-lateral initiatives co-financing the NP if applicable.

c) The Theory of Change and subsequent application of the ROtI approach on progress towards impact[7].

ANNEX 3: LIST OF COUNTERPARTS TO BE CONSULTED

The following list are the potential key stakeholders and individuals should be consulted:

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[5] Accessible at https://www.forestcarbonpartnership.org/sites/fcp/files/2013/june2013/FCPF%20R-Package%20User%20Guide%20ENG%206-18-13%20web.pdf
[6] Face-to-face or through any other appropriate means of communications
[7] GEF Evaluation Office, (OPS4) Progress towards Impacts: The ROtl Handbook: Towards enhancing the impacts of environmental projects – Methodological paper 2.

#	Name	Title / Organization	Contact Information
Cambodian Government			
01	H.E Chea Samang	Under Secretary of State-MoE National Project, Director of FCPF-II	samangfa@gmail.com
02	H.E Chuop Paris	Director General (DG), General Department of Environmental knowledge and Information, Ministry of Environment (GDEKI), National REDD+ Focal point and Head of REDD+ Taskforce	paris.ncgg@gmail.com
03	H.E Kim Nong	Deputy Director General (DDG)-General Department of Administration, Nature Conservation and Protection Ministry of Environment (GDANCP-MoE), REDD+ Taskforce Member	moepmcr@gmail.com
04	Dr. Khorn Saret	DDG of Forestry Administration (FA), Ministry of Agriculture, Forestry and Fisheries (MAFF), Head of REDD+ Secretariat and Head of MRV -TT	dfc200007@hotmail.com
05	Mr. Uy Kamal	DDG-GDEKI-MoE Deputy Head of REDD+ Secretariat,	kamaluy@gmail.com
06	Ms. Klok Vichet Ratha	Deputy Director (DD) of Climate Change Department, NCSD Deputy Head of REDD+ Secretariat,	vichetratha02@gmail.com
07	Mr. Leng Chivin	Director of GISD-GDEKI-MoE, National Project Manager of FCPF-II , Deputy Head of MRV-TT	lengchivin@gmail.com
08	Mr. Loa Sethaphal	Deputy Director of Legislation and Laws enforcement, Head of REDD+ Safeguards Technical Team	
08	Mr. Chhun Delux	DD-FA-MAFF REDD+ TT	chhundelux83@gmail.com
09	Mr. Ouk Vibol	Director, Department of Fisheries Conservation, Fisheries Administration-MAFF, REDD+ Taskforce member	Ouk.vibol@online.com.kh
10	Mr. Chea Nareth	FA official	narethchea@gmail.com
Consultation Group			
01	Ms. Hou Kalyan	RECOFTC Country Program Director, Cambodia, Head of REDD+ Consultation Group	kalyan@recoftc.org
02	Ms. Chhay Kimheak	REDD+ officer, WCS, Deputy Head of CG	kkchhay@wcs.org
03	Mr. Chheut Chhorn	Indigenous People representative, Battambang Province, CG and Safeguards TT member	017 546 592
04	Mr. Sar Thlai	CF Network representative, Udar Meanchey Province, CG and Safeguards TT member	
UNDP CO & Bangkok			
01	Mr. Nick Beresford	Resident Representative, UNDP Cambodia	nick.beresford@undp.org
02	Mr. Chhum Sovanny	Programme Analyst	Sovanny.chhum@undp.org
03	Mr. Julien Chevillard	CCCA-UNDP	julien.chevillard@undp.org
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05	Mr. Bruno Hugel	Global REDD+ Strategies and Investment Advisor, UNDP Climate and Forest Bangkok Regional Hub	bruno.hugel@undp.org
06	Ms. Celina (Kin Yii) Yong	Regional Technical Advisor, UNDP Climate and Forests Bangkok Regional Hub	kin.yii.yong@undp.org
FCPF Project Team			
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03	Mr. Nhem Sovanna	National Project Advisor-FCPF II-UNDP	sovanna.nhem@undp.org
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Development Partners and REDD+ Support Projects			
01	Mr. Mathieu Van Rijn	FAO MRV Expert, Bangkok	Mathieu.VanRijn@fao.org
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05	Mr. Simon Mahood	STA, WCS Cambodia	smahood@wcs.org
06	Mr. Jeff Silverman	Green Prey Lang, USAID	jsilverman@wcs.org
07	Mr. John Wills	Wildlife Alliance, Cambodia	

08	Ms. Srabani Roy	Regional Director, Greater Mekong, CI Cambodia	sroy@conservation.org
09	Mr. Jackson Frechette	Landscape Manager, CI Cambodia	jfrechette@conservation.org
Research Institution			
01	Dr. Seak Sophat	Royal University of Phnom Penh, CG Member	seak.sophat@rupp.edu.kh
02	Dr. Kim Soben	Royal University of Agriculture, CG & MRV TT member	kimsoben@gmail.com

ANNEX 4: EVALUATION QUESTIONS

The following list includes standard questions and issues that the FCPF-II project evaluation should address. It is based on the internationally accepted evaluation criteria, i.e. relevance, efficiency, effectiveness, impact and sustainability, as well as an additional category of questions regarding factors affecting project performance. This Evaluation Criteria Matrix must be fully completed/amended by the consultant and included in the TE inception report and as an Annex to the TE report.

Evaluative Questions	Indicators	Data sources
1.Project Strategy		
Design		
Is the project strategy relevant to the country priorities and aligned with development priorities?	Alignment with policies, new policy development	Project documents, (draft) policies, strategy, project staff and partners
Has the country taken full ownership?	Project Board meetings, replication of activities, budget lines reserved for post-project continuation. Redd+ Taskforce/Secretariat, Technical Team, Consultation Groups, Gender Group meeting.	Minutes, project documents, project staff and partners
Were planned monitoring and evaluation arrangement adequate?	M&E Plan use, need for change/adjustment of M&E	M&E plan, reports, staff
Are other strategies possible to achieve expected results? BAU?	Other projects/partners/initiatives	Project documents
Results Framework		
Are the indicators and targets SMART and are amendments/revisions needed?	Result framework indicators, MT and EoP targets	Project reports, M&E
Are the objectives and outcomes clear and realistic? Are revisions needed?	Result framework objectives/outcomes	Project reports, M&E
2. Progress Towards Results		
To which extent progresses towards outputs or results have been achieved?	% of outputs and results achieved: Progress Towards Results framework	M&E reports, Interviews (PMT)
What are remaining barriers to achieving the project objective in the remainder of the project?	Description of specific challenges/barriers/constraints	Project reports, risk table/assessment, interviews
Early signs of successful interventions?	Replication/adoption of approaches, methodologies, collaboration efforts etc.	Project reports, interviews
Inclusive gender approach?	UNDP Gender Marker, disaggregated beneficiaries/participants Social inclusion and gender mainstreaming in policy and strategic documents	Project reports, policy and strategic documents, interviews
3. Project Implementation and Adaptive Management		

Management Arrangements		
Project management set-up effective?	Timely and accurate reporting,	
Effective coordination between partners/stakeholders?		Interviews of stakeholders/partners
Is the Project's governance effective?	Is the governance structure well designed? Do governance bodies (PB) function well?	Interviews, Minutes, reports.
Is the Project's management efficient?	Are planning and budget activities carried out well? Are effective quality-assurance arrangements established?	
Is the programme well designed?	Does the project results framework allow for good project management?	Results frameworks Interview
	Has the programme been able to adapt successfully to changing circumstances?	Interviews
Is the quality of the outputs sufficient?	Stakeholders perception of the quality of outputs	Interviews
Work Planning		
Are work plans and implementation timely and of good quality?	Stakeholders perception, AWPBs review, timely delivery	Interviews, reports
Is work planning participatory?	Participation of stakeholders Gender sensitive	Interviews, reports
Finance		
Is the project able to spend its budget on-time?	Rate of delivery against approved budget; evolution over time (Y to Y)	FACE reports Progress reports
Are interventions cost-effective?	Procurement options for cost-effectiveness; Stakeholder perception.	Interviews, reports
Is financial management effective?	Fund flow issues, audit objections etc.	Audit reports, project reports, interviews
Monitoring, Reporting and Evaluation		
Is the M&E system functioning and effective?	Are results well monitored and evaluated in terms of activities, outputs and outcomes?	M&E reports, interviews
How is M&E information used?	Partners involvement, management decisions, M&E missions-field visits?	Reports, interviews
Has the Project produced timely and quality reports?	Stakeholder perception, QA of UNDP-RTAs	Quarterly, annual reports, FCFP etc..
Stakeholder engagement		
Has the project developed appropriate partnerships with key stakeholders?	Stakeholder perception, stakeholder plan,	Reports, interviews
Are stakeholder engaged and involved in planning and decision-making?	Stakeholder perception, reports	Reports, interviews
Communications		
Is internal project communication with stakeholders regular and effective?	Stakeholder perception,	Interviews, reports
How does the public reach the general public?	Social media, web site, brochures, video's, newspapers, manuals etc.	Reports, interviews
4. Sustainability		

Are the risks identified in the ProDoc still valid? Have they changed over time?	Risk Table, changes?	Reports, Interviews
How have these risks affected the Project? How have they been mitigated?	Delays, failure, strategy changes etc.	Reports, Interviews
Availability of resources Post-Project?	Budgets internalized in government budget (e.g. O&M budget, training, staffing etc.)	Reports, Interviews
Technical knowledge and human resource capacity secured?	Staffing, budget, built awareness, knowledge, curriculum developed.	Reports, Interviews

Long List of Questions divided over the 4 evaluation categories

A   Project Strategy

Project design:
- Does the project address the underlying problem and are the underlying assumptions valid?
- Have changes to the context or incorrect assumptions affected to achieving the project results as outlined in the Project Document?
- Is the project strategy relevant and does it provide the most effective route towards expected/intended results?
- Were lessons from other relevant projects properly incorporated into the project design?
- Does the project address country priorities? How can we prove this?
- Has Cambodia taken full ownership? Was the project concept in line with the national sector development priorities and plans of the country?
- Has the project been able to be responsive and respond flexibly to the needs of the RGC?
- Was the project design adequate to meet its objective?
- Looking back: was the formulation process participatory with involvement of key stakeholders and beneficiaries?
- To what extent were gender issues raised and integrated in the project design?
- To what extent was the project design adequate and effective for strengthening capacities (technical and administration)?
- Do national and local government partners support the project's objectives? Do they have an active role in project decision making that supports the efficient and effective implementation of the project?
- Were the planned monitoring and evaluation arrangements adequate?
- How appropriate and useful were the project's M&E framework, including targets and indicators, in assessing progress?
- Were the targeted indicator values realistic and can they be tracked?
- Has the M&E framework been adapted (have indicators or targets been adjusted?)?

Results Framework
- Are the project's results framework outputs indicators and targets, SMART? (Specific, Measurable, Attainable, Relevant, Time-bound), and are specific amendments or revisions needed to the targets and indicators?
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? Is there any need for adjustment or redefinition?
- Has progress so far led to, or could in the future, catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis? E.g. the indicator used for results-based payment or carbon credits from reduce emission for deforestation and forest degradation.
- Are broader development and gender aspects of the project being mainstreamed effectively? Extent to

which gender issues were considered in Project/programme management and policies/strategies development
- To what extent does the project contribute to the progress and achievement of the Sustainable Development Goals (SDGs)?

B   Progress Towards Results

<u>Progress Towards Outcomes Analysis:</u>
- The project's results framework outputs indicators and targets will be reviewed against progress made towards the end-of-project targets using the color code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table.   Level of Progress compared with output/result indicators Towards Results frameworks (Achievement of outcomes/outputs against End-of-project Targets)

Expected outputs/ results	Output / results Indicator[8]	Achievement Rating[9]	Justification for Rating
Objective:	Indicator (if applicable):		
Outcome 1:	Indicator 1:		
	Indicator 2:		
Outcome 2:	Indicator 3:		
	Indicator 4:		
	Etc.		
Etc.			

Progress Indicator Key (Traffic Light System)

	Significant progress		Progress well, further development required
	Further development required		Not yet demonstrating progress

C   Project Implementation and Adaptive Management

<u>Management Arrangements:</u>
- Is the of project management set-up of the project effective?
- Have changes been made and are they effective?
- Are responsibilities and reporting lines clear?
- Is decision-making transparent and undertaken in a timely manner?
- Have the project implementation arrangements contributed to the enhanced capacity of the key implementation partners?
- How is the quality of support provided by the FCPF Partner Agency (UNDP) assessed by the key stakeholders? Are these areas for improvement?
- In which areas does the project have the greatest achievements? Why is this and what have been supporting factors?
- In which areas does the project have least achievements? What have been the constraining factors and how have these been mitigated?

<u>Work Planning:</u>
- What have been the main reasons for the initial implementation delay after project approval?

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[8] Populate with data from the results framework and scorecards
[9] Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

- What was the reason for a project strategy refinement and how has this affected or improved the effectiveness of the project implementation?
- Are work-planning processes results-based?
- is the results framework effectively used as a management tool and have any changes made to it since project start (and why)?
- Has relevant gender expertise been sought? Have available gender mainstreaming tools been adapted and mainstreamed?
- Have the quantity and quality of the outputs been satisfactory?
- Are the project partners using the outputs?
- Have they transformed into outcomes?
- To what extent are the project implemented activities/outputs having impact and how have these been coordinated with other stakeholders in Cambodia and abroad?

Finance:
- Has the financial management of the project been efficient, with specific reference to the cost-effectiveness of interventions?
- Have there been changes in fund allocations as a result of budget revisions (what and why)?
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds? Has fund flow been timely?
- Have the audits been without major issues?
- What have been yearly expenditure rates as indication of financial delivery (spent versus planned ratio)?

Monitoring, reporting and evaluation
- The quality, comprehensiveness and regularity of reporting on outputs, outcomes and impact drivers and assumptions towards the Government, UN partner agencies and donors. What verification mechanisms are in place to ensure the reliability and accuracy of reporting?
- The effectiveness of monitoring and internal review systems, including clear definition of roles and responsibilities for data collection, analysis and sharing and adequate resources for monitoring.
- How is monitoring information used for programme management, supervision and steering. What mechanisms are in place to ensure that monitoring results are used to enhance programme performance?
- The appropriateness of performance indicators to measure progress towards the achievement of outputs, outcomes and drivers to impact;
- Quality of the Mid-term Review/Evaluation and extent to which recommendations have been used by the programme.
- In how far have lessons learned from the project been extracted, communicated and informed the design of a possible follow-up?

Stakeholder Engagement:
- Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Communications:
- Is internal project communication with stakeholders regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, has the project used social media for Knowledge

Management/Outreach? Did the project implement appropriate outreach and public awareness campaigns?)?
- How has the project been able to reach illiterate or vulnerable households as beneficiaries or in building public awareness?

D   **Sustainability**
- Are the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module still the most important and are the risk ratings applied still appropriate and up to date. Have they changed over time?
- Which risks and assumptions were identified and managed? To what extent have they affected the project?
- What were these main risks and have they been mitigated adequately?
- What were main assumptions so that the project could be achieved? Are these assumptions still valid?
- Have new or unforeseen challenges and/or risks come up during the implementation period?

Financial risks to sustainability:
- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?
- Are O&M budgets now planned for sufficient for adequate maintenance and operation and for what period?
- Is the private sector able to contribute or are other funding sources being explored?

Socio-economic risks to sustainability:
- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:
- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? Are the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place?
- Can the political, legal, financial frameworks and governance structures jeopardize the basis for reaping the benefits of the project?

Environmental risks to sustainability:
- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Likelihood of Impact (social and environmental)
Questions related to what extent the Project has contributed to, or is likely to contribute towards impact, such as changes in the governance systems and stakeholder behaviour, and to impact on the environment.

- What have been the impacts of the Project, both in social and environmental dimension? What are the future likely impacts?
- What is the Project 's impact in terms of initial objectives?
- What are the emerging impacts of the Project and the changes that can be causally linked to the Project interventions?

- What are the arrangements to measure the Project 's impact during and at the end of the Project? Are these arrangements adequate and will they deliver reliable findings?
- In how far has the Project made a contribution to the broader, longer-term climate change mitigation and sustainable development strategy?
- Has the Project identified opportunities for it to be scaled up? If so, how should in future the programme objectives and strategies be adjusted?

Sustainability of Impact

Questions geared at analysing the likelihood of sustainable outcomes at termination of the Project's mandate, with attention to sustainability of financial resources, the socio-political environment, catalytic or replication effects, institutional and governance factors, and environmental risks.

- Is there an effective and realistic exit strategy for the Project?
- Are local governments and implementing partners able, willing and committed to continue with similar interventions? How effectively has the project built national ownership and capacity?
- Has the project successfully built or strengthened an enabling environment (laws, policies, technical capacities, local knowledge, people's attitudes, etc.)?
- Are the impacts of the project's sustainable and what have been key factors to ensure sustainability of impact?
- Are apparent impacts of the project's actions likely to be lasting after the completion of the project, or is there a need for future additional support?

Questions related to the Project's performance in terms of gender mainstreaming, integration of social and environmental safeguards at design and during implementation, and contributions to broader organisational learning of the participating agencies.

The project progress in gender equality and promotion
- To what extent has the Project progress/achievement contributed to address gender issues identified and to promote social inclusion and gender equality?
- What strategies have been developed and what explicit actions have been taken to ensure women participation in the programme implementation?
- Has the Project identified/strengthened skills by gender?

Environmental and social safeguards
- What kind of environmental and social safeguard mechanisms have been applied by the Project to identify potentially negative impacts of activities and how to mitigate these?

Organisational learning and knowledge management
- How has the Project promoted organisational learning and how has its enhanced knowledge sharing with its beneficiaries and partners within and outside of the UN System?
- What are emerging key lessons and best practices from the Project and how have these been documented and shared with a wider audience?

ANNEX 5; ANNOTED FCPF – II PROJECT EVALUATION REPORT[10]

The Evaluation Team can somewhat adjust the structure of the report outline below, as long as the key contents are maintained in the report and the flow of information and analysis is coherent and clear. The length of the FCPF final evaluation report should not exceed words, excluding executive summary and annexes.
The document will use paragraph numbering for easy cross-referencing in the text.

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[10] The Report length should not exceed *40* pages in total (not including annexes).

Opening page:
- Title of UNDP supported FCPF financed project
- UNDP and FCPF project ID#
- Evaluation time frame and date of evaluation report
- Implementing Partner and other project partners
- Evaluation team members
- Acknowledgements
- Table of Contents
- Acronyms (Maximum 1 page and only for acronyms used more than 3 times in the report. When an abbreviation is used for the first time in the text, it should be explained in full.)

Executive Summary
The Executive Summary should:
- Maximum 1,800 words;
- Provide key information on the evaluation process and methodology;
- Illustrate key findings and conclusions;
- Evaluation Rating Table
- List all recommendations: this will facilitate the drafting of the Management Response to the evaluation.

Part 1. Introduction

A. Context of the Project

This section will include a description of the developmental context relevant to the project including major challenges in the area of the intervention, political and legislative issues, etc. It will also describe the process by which the project was identified and developed and cite other related and bilateral interventions if relevant.
It will further describe the project (title, starting and closing dates, expected outcomes and outputs, initial and current total budget, implementation arrangements etc.).

B. The Evaluation

B.1 Purpose of the Evaluation
This section will include:
- The purpose of the evaluation, as stated in the Terms of Reference;
- Dates of implementation of the evaluation.

It will also mention that Annex I of the evaluation report is the evaluation Terms of Reference.

B.2 Methodology of the evaluation
This section will comprise a description of the methodology and tools used and evaluation criteria that were applied by the evaluation. This should also note any limitations incurred in applying the methodology by the evaluation team.

Part 2. Main findings of the evaluation

The report should present the evaluation findings based on the analysis and the conclusions drawn from those findings against the FCPF Readiness Assessment Framework and the project's result framework.

Findings should be presented as a statement of fact that is based on data analysis and structured around evaluation questions so that users of the report can quickly relate what was asked to what was asked found. Discrepancies between planned and actual results should be explained, as well as the factors that have affected the achievement of the desired results. Likewise, evaluator should talk about the assumptions and risks in project design that affect the achievement of the desired results.

Part 3. Conclusions, recommendations and lessons learned

A. Conclusions need to be substantiated by findings consistent with data collected and methodology and represent insights into identification and/or solutions of important problems or issues. They may address specific evaluation questions raised in the Terms of Reference and should provide a clear basis for the recommendations which follow.

The Conclusions will synthesize the main findings from the preceding sections: main achievements, major weaknesses and gaps in implementation, factors affecting strengths and weaknesses, prospects for follow-up, any emerging issues. It will consolidate the assessment of various aspects to judge the extent to which the project has attained, or is expected to attain, its intermediate/specific objectives. Considerations about relevance, costs, implementation strategy and quantity and quality of outputs and outcomes should be brought to bear on the aggregate final assessment.

B. Recommendations The report should give feasible practical recommendations to report users on what actions to take or decisions to make. Recommendations should be specifically supported by the evidence and linked to the findings and conclusions around the key questions addressed in the evaluation. They should discuss the sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should provide guidelines and concrete measures for the future, or for similar projects or programming.

C. Lessons Learned. If applicable, the report should include a discussion of the lessons learned from the assessment, that is, the new knowledge gained from a particular circumstance (which could be relevant to design, the intervention, context effects, including on assessment methods) that can be applied to similar contexts. Such lessons/practices must have been innovative, demonstrated success, had an impact, and be replicable. The lessons will be concise and based on specific evidence presented in the report.

Annexes to the evaluation report
To provide the user with additional information and methodological details that will enhance the credibility of the report, it is suggested that the annexes include the following:
- The Terms of Reference of the evaluation.
- Additional documentation related to the methodology, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.), as appropriate.
- Lists of individuals or groups interviewed or consulted.
- List of supporting documents reviewed.
- Results maps of projects or programs or results frameworks.
- Summary tables of the findings, such as tables that present the progress towards the products, the goals and objectives in relation to the established indicators.
- Code of conduct signed by the evaluator.