

EVALUATION TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title	Final Evaluation of Project to Support the Leading the Way for Gender Equality Programme (PSLWGEP)
Cluster/ Project	Programme and Results Unit/Project to Support Leading the Way for Gender Equality Programme
Post Level	Senior Specialist, International Consultant
Contract Type	Individual Contractor (IC)
Duty Station	Home-based
Expected Place of Travel	N/A
Contract Duration	25 days (expected from October to November 2020)
Supervisor	UNDP Cambodia's Head of Results Based Management Unit (in close coordination with Evaluation Reference Group)

2. Background and Context

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

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

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

UNDP and the Government of Sweden, through the Embassy of Sweden, are providing financial and technical support to MoWA to implement the LWGE programme through the Project to Support Leading the Way for Gender Equality Programme (PSLWGEP). The project aims to provide long-term capacity development and advisory support to MoWA for achieving the national

goals on gender equality and women's empowerment by strengthening the enabling environment and institutional architecture for formulating, implementing and monitoring national gender policies more effectively. The PSLWGEP is focused on three components or outcomes: 1) More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls; 2) Promotion of behavioural change in favour of gender equality among the public and young Cambodians; and 3) Increase number of and capacities of women in decision making positions and strengthen feminist leadership.

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

PSLWGEP started in April 2017 and is expected to complete in December 2020. A mid-term evaluation (MTE) was conducted in the second half of 2019 and provided some recommendations for adjustment of project approach and strategy. As the project is approaching its end date and as per the requirement by the Project Document, UNDP is now looking to hire a qualified and experienced International Consultant to conduct the Final Evaluation of the Project to Support Leading the Way for Gender Equality Programme.

Project Information	
Project title	Project to Support Leading the Way for Gender Equality Programme
Atlas ID	00095079
National Priority	Good governance and gender equality
Cambodia's Sustainable Development Goal	CSDG 5: Gender Equality: Achieve gender equality and empower all women and girls Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
UNDP / CPD outcome and output ¹	Outcome (UNDAF Outcome #4): By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political process.

¹ The project was designed in 2016 under the previous UNDAF and CPD. With the new UNDAF and CPD (2019-2023), the outcome and output are changed.

	Output 3.2 Women have improved status in leadership and decision-making
Country	Cambodia
Region	Nationwide
Date Project Document was signed	22 February 2018 (revised to include fund from the Embassy of Sweden)
Project Dates	<ul style="list-style-type: none"> • Start: March 2017² • End: 31 December 2020
Project Budget	USD 2,048,628.80 (UNDP: USD 945,522.80 and Sweden: USD 1,103,106.00)
Project Expenditure	USD1,664,868.12 (as of 31 July 2020)
Funding Sources	UNDP and Embassy of Sweden
Implementing Partner	Ministry of Women's Affairs

3. Evaluation Objective

This final evaluation is commissioned jointly between the Ministry of Women's Affairs, the Embassy of Sweden and UNDP in the final year of the project. The Evaluation will assess progress towards the achievement of the project objectives and outcomes and as specified in the Project Document and the management actions following the recommendations from the mid-term evaluation conducted in 2019. A specific focus will also be given on the effectiveness of capacity development measures and <https://web.undp.org/evaluation/guidance.shtml> approaches of the project given to MoWA and selected line ministries. The Evaluation will also review the project's approach and methodology, its risks to results impact and sustainability and document lessons learnt and good practices that can be used in other similar projects.

4. Evaluation Criteria and Key Guiding Questions

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

Relevance

- To what extent was the project in line with and contributed to the achievement of the national development priorities and sustainable development goals and with UNDP's country programme and Strategic Plan?
- How useful are the project outputs to the needs of women in Cambodia, including especially the five vulnerable groups that the project specifically focused on?
- Are the activities and outputs of the project consistent with the overall project's objectives and goals?
- To what extent have these activities been contributing to the project's results?
- Is the project's theory of change clearly articulated?

² The project started as DIM, directly implemented by UNDP. With additional fund from Sida, the implementation modality was changed to NIM (executed by MoWA).

- How did the project react to the changing environment during the project implementation period?
- Is there enough government/stakeholder commitment to enforce and implement the mechanisms, strategies, policy, monitoring systems etc. prepared with support from the project;

Effectiveness

- Are the project's objectives and outcomes and outputs clearly articulated, feasible and realistic?
- To what extent were the project's outputs achieved?
- To what extent did project's activities contribute to the achievement of the results?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent have the project's capacity building processes been effective in helping the project team and the Ministry of Women's Affairs to effectively manage the programme, coordinate with different MoWA's department and external partners (Government ministries, development partners and CSOs), and to mainstream gender at both policy and institutional level in an inclusive manner?
- To what extent has the project's capacity building processes and approaches been effective in helping the Government to develop, implement, monitor and report gender related policies and programmes? How?
- To what extent has the project's related policy and regulation works been contributing to improvement of gender equality and women's empowerment in Cambodia?
- 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?
- To what extent has the project's partnership strategy and approach been appropriate and effective to achieve the project's results?
- 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 were partnership modalities (National Implementation Modality with UNDP's supports) conducive and cost effective 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 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?

Impact

- What are the results (or preliminary results) of the intervention in terms of 1) change in capacity of MoWA to design policy and strategies, to coordinate and implement programmes, and to support other line ministries, 2) change in how the Government partners (especially the pilot ministries) advocate for gender equality in their sector, and mainstream and implement gender related activities, and 3) change in the perception of people (especially youth) toward gender equality?
- Did the project's intervention result in a positive change in the lives of women in Cambodia?

Sustainability

- To what extent did the project establish mechanisms to ensure the sustainability of the results achieved, both at the output and outcome levels? In particular, has the project contributed to strengthening national partners' institutional capacities to sustain the outcome level results? How? Do the project's capacity development approaches (mentoring, coaching, and training among others) contribute to the achievement and sustainability of the project's results?
- To what extent will the project supported policy, strategies, guidelines, and knowledge products be implemented and used to positively impact the life of women in Cambodia?
- 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?
- What are the partners' resources, incentive and ability to continue the activities and sustain the results?
- Are there any financial risks that may jeopardize the sustainability of the achieved project outputs?
- Is there any risk that partners' 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 and shared with others?
- What is needed for the project's interventions to be sustained, adapted and replicated in the future?

5. Methodology

The consultant will propose the evaluation methodology in the proposal. The detailed and final methodology shall be discussed with UNDP and MoWA 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 documents related to the project;
- Conducting individual/ semi-structured interview with MoWA's core team, UNDP, Sida, UN Women, Oxfam, MoWA's departments participated in the project, CNCW, pilot ministries (Ministry of Education, Information, Civil Service and Culture and Fine Arts), universities, other relevant institutions (eg. Royal School of Administration and Club of Journalists) engaged throughout the project, and others as relevant;

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, UNDP and MoWA will work closely with the consultant to facilitate this process, by:

- Providing relevant documents related to the project for desk review,
- Identifying and providing contact of stakeholders and sources of information if needed,

6. Evaluation Products (Deliverables/Outputs)

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 and MoWA after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits). It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables. 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 MoWA, UNDP, Sida, Oxfam and UN Women.
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

	MoWA, UNDP, Sida, Oxfam, and UN Women 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.
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 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**) who 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 includes the National Project Coordinator from MoWA, representatives from Sida and UNDP (Programme Unit)** which provides oversight to the project. 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 MoWA and UNDP.

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

The detailed methodology or inception report and draft evaluation report, including key observations, findings and recommendations will be shared and discussed with the Project’s

steering committee, whose members (MoWA, UNDP, Sida, Oxfam and UN Women) will also be interviewed by the consultant.

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 collect necessary data and interviews with key stakeholders. Due to travel restriction and challenges in international travel, the evaluator will work from home and conduct interview and discussion online. 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 in the first week of October 2020 and complete the assignment at the end of November 2020 latest. 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 (indicate designation of person who will review outputs and confirm acceptance)
1	Deliverable 1: Submission of evaluation inception report/work plan and evaluation matrix	02 days	07 October 2020	UNDP Evaluation Manager on Deliverable UNDP Head of Programme on payment
2	Deliverable 2: <ul style="list-style-type: none"> • Presentation of preliminary findings to ERG and others • Submission of draft evaluation report and recommendations 	18 days	02 November 2020	UNDP Evaluation Manager on Deliverable UNDP Head of Programme on payment
3	Deliverable 3: Submission of the final evaluation report taking into account inputs provided by ERG and others	05 days	20 November 2020	
Total # of Days		25 days		

10. Duty Station

This assignment is home-based. The consultant can expect a five-working day turnaround for feedback on the inception report and 10-working days for the draft report.

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, if travel is required.

11. Minimum Qualifications of the Individual Contractor

Education	Master's degree in gender studies, public policy, arts, social sciences, development studies, or other related fields.
Experiences	<ul style="list-style-type: none"> • At least 10 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 gender and policy related projects; • Technical knowledge and experience in applying qualitative and quantitative evaluation methods; • Proven knowledge on gender related issues and gender in the development context especially in Cambodia or other ASEAN countries with similar context; • Experience working in Cambodia or other ASEAN countries with similar context is a strong asset;
Competencies	<ul style="list-style-type: none"> • Strong technical background and understanding of gender related issues and proven competency in gender related programme/project management and evaluation. • Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distil critical issues, and to draw practical conclusion. • Excellent evaluation skills, including capacity to produce high quality and constructive reports. • Excellent English report writing skills. • Good facilitation and presentation skills. • Demonstrated ability to communicate effectively with various partners including the government, civil society, private sector, UN and other development donors and high-quality liaison and representation at local and national levels. • Excellent organizational and time management skills. • Be flexible and responsive to changes and demands. • Be client oriented and open to feedback. • Computer literate (MS office package) and ability to communicate online.
Language Requirement	Full proficiency in English

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

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

Technical Evaluation Criteria	Obtainable
At least 10 years of relevant professional experiences in designing, implementing and evaluating development projects with UNDP, UN or other international organizations;	30
Strong record of conducting evaluation of gender and policy related projects	20
Technical knowledge and experience in applying qualitative and quantitative evaluation methods;	20
Proven knowledge on gender related issues and gender in the development context especially in Cambodia or other ASEAN countries with similar context;	20
Experience working in Cambodia or other ASEAN countries with similar context is a strong asset	10
Total Obtainable Score	100

13. Payment Milestones

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

N	Outputs/Deliverables	Payment Schedule	Payment Amount
1	Upon satisfactory completion of Inception report/work plan (Deliverable 1) that includes inputs from the Evaluation Manager and the Evaluation Reference Group	10 October 2020	10%
2	Upon completion of presenting preliminary findings to MoWA, UNDP, Sida, other Steering Committee members, and other project's partners/stakeholders for comments and satisfactory submission and acceptance of draft report that includes inputs from the Evaluation Manager and the Evaluation Reference Group (Deliverable 2).	7 November 2020	60%
3	Upon satisfactory submission and acceptance of final evaluation report	30 November 2020	30%

	(Deliverable 3) that includes inputs from the Evaluation Manager and the Evaluation Reference Group.		
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14. Annexes

- Project Document
- Capacity Development Framework of the LWGE Program
- Annual and Quarterly Progress Reports
- PSLWGE mid-term evaluation report
- List of key stakeholders and partners that should be consulted
- Current UNDP Country Programme Document and UNDAF
- CSDGs, NSDP, Rectangular Strategy,
- National Five-Year Strategy for Gender Equality (Neary Rattanak IV/NR IV)
- Gender Policy
- Cambodia Gender Assessment
- Code of Conduct for Evaluators in the UN System