

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	Senior international Consultant for Final Evaluation for the BESD Project
UNDP Practice Area:	Environment, Circular Economy and Energy
Cluster/Project:	Building an Enabling Environment for Sustainable Development in Cambodia (BESD) Project
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home based, Phnom Penh and/or field visit when possible
Expected Place of Travel:	Total of 10 working days - Phnom Penh, Siem Reap, Preah Sihanuk, Kep where possible
Contract Duration:	25 working days from 18 January to 30 April 2021

1. Project Description

In 2018, Cambodia's population has reached 16 million, more than double compared to 6.9 million in 1980 (MoP, 2019). Accompanying this rapid population growth, the Gross Domestic Product (GDP) per capita rose from US\$ 300 to US\$ 1,308 in 2000 and 2016 respectively. Cambodia has experienced an average annual GDP growth of 7% for the last decade (MEF, 2018), which makes Cambodia become one of the fastest-growing economies in Asia.

Sustaining the economic growth while fully incorporating Sustainable Development Goals (SDGs), Cambodia now faces a new set of development and environmental challenges. The first challenge is the degradation of natural resources with a decline in forest cover from 57% to 47% between 2010 and 2014 (RGC, 2015). The second challenge is a growing volume of waste. Solid waste disposal in municipal landfills has drastically increased from 318,000 tonnes per annum in 2004 to 1.5 million tonnes in 2017. Finally, the rural Cambodians have limited access to affordable, sustainable and clean energy. Electricity cost in Cambodia remains one of the highest within the region.

To address these challenges, with funding support from the Embassy of Sweden, UNDP has supported the National Council for Sustainable Development (NCSD) in the implementation of the Building an Enabling environment for Sustainable Development (BESD) project since 2019. BESD aims to promote the following innovative solutions for the three environmental challenges:

- **Output 1:** Community-based natural resources management (CBNRM) and Payment for Ecosystem Services (PES). This output will test and support community based NRM and to strengthen networks of community based NRM institutions to collectively address and solve challenges. Under this output, operationalizing the Payment for Ecosystem Services (PES) pilots and proposed recommendations for a national level PES scheme through sustainable financing mechanisms for conservation are also targeted.
- **Output 2:** Circular Economy for waste management, aims to develop policy and economic measures to promote 4Rs (refuse, reduce, recycle and reuse) of waste, raise public awareness, mobilize stakeholders and support business innovations towards a circular economy for municipal and industrial waste management.

- **Output 3:** Solar energy for ensuring access to sustainable and clean energy for the poor. For this reason, renewable energy sources such as solar energy offers crucial opportunities for the RGC to increase provision of reliable and affordable electricity access to all Cambodians, specifically for the poorest and vulnerable people living in rural and remote off-grid communities.

Project brief information

PROJECT INFORMATION		
Project/ outcome title	Project title: Building an Enabling Environment for Sustainable Development (BESD)	
Project ID	00093203	
UNDAF/CPD outcome and CPD output	<p>Outcome: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.</p> <p>Output 2.1: Targeted cities and urban centers prepare and operationalize solid waste management plans to reduce environmental pollution impact from solid waste.</p> <p>Output 2.3: Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy</p>	
Country	Cambodia	
Region	Asia Pacific	
Date project document signed	28 December 2018	
Project dates	Start Date: 01 January 2019	End Date: 31 December 2020
Project budget	USD 2,508,217.56 (Budget revision version G03)	
Project expenditure at the time of evaluation	USD 1,694,840.74 (by end of 31 October 2020)	
Funding source(s)	UNDP and The Embassy of Sweden	
Implementing Partners	National Council for Sustainable Development (NCSD)	

(Note: Project Document can be found [here](#))

2. Overall Objectives of the Assignment

The overall objectives of the evaluation are:

- To review and assess the overall achievements of results (outputs, outcomes and impacts) of the BESD Project (in comparison with the result framework)

- To design, implementation and management including recommendations for additional possible actors to be engaged in the next phase project;
- To identify lessons learnt and impacts from the BESD project, with potential for replication for each output and potential and successful model for replication for each output and scopes for scaling up in the medium and long-term;
- To assess how the BESD project is related to or complements laws, policies and activities that are implemented by responsible departments of the Ministry of Environment (MoE), and NCSD, National Committee for sub-national Democratic Development Secretariat (NCDDS), General Department of Energy, Ministry of Mines and Energy (MME) and their related activities, implemented by NGOs and private firms;
- To what extent the programme contributed to the UNDP Country Programme and national priorities;
- To identify suggestions of additional cooperation partners, such as regional governmental institutions; and
- To evaluate how the project relates to Sida's country strategy for Cambodia as well as Sida's five perspectives (poor peoples' perspectives, the rights perspective, conflict perspective, environment perspective and gender perspective).

2.1 Specific objectives:

The specific objectives of the assessment are as follows:

- Assess the overall design and results of the project, i.e. outputs, outcomes, and impacts;
- Assess the overall extent the BESD project has supported the implementing and responsible parties;
- Assess policy and regulatory tools developed by the BESD project to advance the agenda on an enabling environment of sustainable development, especially NRM, waste and energy sectors;
- Assess how the BESD project has strengthened the capacities of governments and other relevant stakeholders that would contribute to advancing sustainable financing, circular economy policy and solar energy;
- Assess gender sensitivities in the BESD project;
- Review the extent to which the planned project activities can lead to longer-term outputs/outcomes by government and if any adjustments would be required;
- Review and assess the adequacy of budget and expenditures, and provide recommendations on how these areas could have been adjusted;
- Assess relevance and suitability of the indicators in the results framework;
- Assess extent to which the planned activities allow for sustained attainment of project objectives;
- Assess strategies developed and implemented in addressing the key challenges faced by the targeted institutions;
- Assess value for money against outputs produced;
- Assess the extent to which the project generated lessons learnt and shared this information;
- Identify lessons learned (including unsuccessful practices) and any best practices which should be fed into national/sub national approaches/policies, or practices that have significant potential for replication;
- Identify if any important stakeholders have been left out during the course of the project;
- Highlight any strategic findings and recommendations from any external consultant firms/individuals that have been involved in the BESD project.

2.2 Scope of Work

The final review will be conducted in such a way to ensure that the key principles of UNDP Evaluation are fully respected. The review will be independent, impartial, transparent, ethical and credible.

The following focused scope of works and criteria are covered by this review:

- **Relevance:** to assess the relevance of the BESD project strategies and implementation arrangement, for environmental governance reform.
 - To what extent does the BESD interventions meet the needs and priorities of NCSD/MOE, MME and NCDDS?
 - Is the approach adopted by the project optimal, given the short project period?
 - To what extent were the activities and outputs of BESD aligned with the overall objects and goals of the project?
 - To what extent did current priorities hinder the achievement of outputs of the project?
 - To what extent are the activities of the BESD project valid and aligned with national priorities the NCSD/MoE, MME and NCDDS contributing to the enabling environment for Cambodia's sustainable development goals?
 - To what extent has the project contributed to poverty reduction or reduction of vulnerability?
 - To what extent has the project contributed to Sida's country strategy for Cambodia as well as Sida's five perspectives (poor peoples' perspectives, the rights perspective, conflict perspective, environment perspective and gender perspective)?
 - Related to activities and capacity level, was the programme timeframe reasonable to achieve the outputs and outcomes?
- **Efficiency:** to the best extent possible, the reviewer will compare the institutional benefits of the BESD with the budget to assess the overall efficiency of the project. The reviewer will provide practical recommendations regarding how to improve efficiencies in future environmental projects.
 - Has the UNDP approach resulted in optimum transaction costs and oversight?
 - Were activities cost-efficient? If yes, give some examples. If no, give some insight into why that is the case, including examples.
 - Were outputs achieved on time? If yes, give some evidences of success. If no, give some insight into why that is the case, including examples.
- **Effectiveness:** to assess how effective is the BESD project in achieving the objectives (outputs and outcomes).
 - To what extent were the BESD governance structures, in particular the project support board, effective in facilitating smooth implementation? What improvements may be made and why?
 - To what extent were the objectives achieved / are likely to be achieved by the end of the project? If the objectives are assessed not be achieved, please explain why.
 - To what extent has lessons learned from what works well and less well been used to improve and adjust project implementation?

- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the shortened time period and COVID-19 had an impact on project implementation?
- **Impacts:** The BESD project aimed to strengthen MoE/NCSD, MME and NCDDDS institutional systems, tools and capacities to address more effectively the concerns relating to environmental, waste management and solar energy and the overall sustainable development agenda. It should be noted that it can take significant time before improvement in capacities is visible or the full adoption of new systems/tools are fully adopted; therefore, the reviewer/evaluator should analyse both how capacity/tools/systems have been developed and how project achievements contribute to an enabling environment for sustainable development agenda. Also, the evaluator should look at possible negative/unintended adverse changes that the project may have given a rise to
 - What were the institutional or policy changes resulting from the BESD interventions? Did the project change the way the institutions are addressing externalities and cross-sectoral challenges? If not, explain where improvements may be made and identify bottlenecks.
 - Where policies put in practice within responsible parties, academic, firms and local communities?
 - What were the changes in people behaviours to better address the environmental, waste and energy vision and mandate?
- **Sustainability:** The review will assess how the project achievements contribute to sustainability by engaging appropriate Government, non-Government and other relevant stakeholders.
 - To what extent has the BESD project contributed to promoting Government ownership and leadership in the implementation of environmental and sustainable development results? Can results be seen at local level? Have local communities benefited in a gender sensitive manner?
 - To what extent are the benefits of the BESD project likely to continue after its completion and at what level?
 - What were the major factors which influenced the achievement or non-achievement of sustainability?
- **Mainstreaming:** The evaluation will assess the extent to which the project was successfully mainstreamed with UNDP/Sida priorities on gender, conflict and human rights.

2.3 Coherence/Complementarity

- Do the BESD project interventions complement other environmental/sustainable development initiatives implemented in Cambodia? Also, were there any significant overlaps?
- Are the procedures and coordination among Development Partners harmonized and aligned?

2.4 Partnership

- To what extent have BESD project interventions forged new or strengthened partnerships among different stakeholders (Government institutions, development partners, private sector, civil society/academia)?

- To what extent have BESD project interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society/academia)?

3. **Methodology:**

The international consultant will propose a methodology in the proposal/inception report. At the beginning of the assignment, the detailed and final methodology shall be worked out in close consultation with UNDP and the BESD team. The methodology should be gender responsive.

The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks. However, some alternative data collection could be done virtually with close consultation with BESD project team to respond to COVID-19 pandemic situation. The following are suggested methods

- ☐ Desk reviews
- ☐ Interviews with BESD team physically or virtually
- ☐ Interviews with UNDP, NCSD, MOE, NCDDS, MME and BESD donor, i.e. the Embassy of Sweden
- ☐ Interviews with strategic partners supporting BESD implementation
- ☐ Key informant interviews with beneficiaries or virtual consultation meetings depending on the situation of the COVID-19
- ☐ Interviews and focus groups discussions with project beneficiaries or virtual consultation meetings with BESD implementing partners depending on the situation of the COVID-19

With the unpredictable situation of COVID-19, if by the time of doing the evaluation, and the project team decides to go for “virtual evaluation”, this decision to choose this option needs to be done with consideration of:

- ☐ Nature of project, whether a physical check on the ground would be mitigated or not. A pair between local and international consultation would help as well (in case an international consultant is located outside the country as the main consultant);
- ☐ If finally, the decision is to go for “virtual evaluation”, an approval from project board is needed.

4. **Evaluation products (Deliverable/outputs)**

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

Evaluation Inception Report (10 pages, excluding annexes)	The inception report should be carried out following and based on preliminary discussions with UNDP and national partners as relevant, 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’ 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
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	they share the same understanding about the evaluation and clarify any misunderstanding at the outset.
Evaluation Debriefings Meeting	Immediately following an evaluation, the consultant is expected to provide a preliminary debriefing and findings to national partners, UNDP, donor agencies. UNDP will coordinate to set up the debriefing meeting.
Draft Evaluation Report (30-40 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>UND will coordinate with key stakeholders to 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 comment provided to the draft report should be retained by the evaluator, and reflects in the Audit Trail to show how those comments have been addressed.
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.

5. Expected Deliverables

Deliverables	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
Deliverable 1: Submission of satisfactory Inception Report covering proposed methodology, timelines etc. to deliver the assignment	3 working days	4 th week of January 2021	Head of Result-Based Management Unit (in consultation with the BESD Project Manager)
Deliverable 2. Submission of satisfactory field mission report and presentation of preliminary findings (Evaluation Debriefing Meeting) to key stakeholders of the	10 working days	3 rd week of February 2021	

BESD project, including the Swedish Embassy		
Deliverable 3. Completion of draft version of the evaluation report.	8 working days	2 nd week of March 2021
Deliverable 4. Submission of satisfactory final evaluation report produced at the quality required, addressing consolidated findings and recommendations and project management responses Together with the Audit Trail (template will be provided) – entailing comments and changes by the evaluator in response to the comment from stakeholder on the draft report	4 working days	1 st week of April 2021
Total estimated number of days:	25 days	

6. 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 expressed authorization of UNDP and partners.

7. Duty Station

The duty station for this assignment is home country and Cambodia (one trip in country mission). It is estimated that the reviewer needs to be on mission to Cambodia one time, for the period of 10 working days, to meet all the key stakeholders and to present preliminary finding unless a different approved work arrangement is set during the assignment period. The consultant is expected to be on mission during the week of 1-2nd weeks of February 2021. The plan for field mission will be further discussed with the consultant when s/he is on board, considering the current context of Covid-19 pandemic.

During the mission in Cambodia, the transportation costs within Phnom Penh will be covered by the consultant. Where possible, the consultant will conduct field visit in three provinces - Siem Reap, Kampong Som, Kep. Transportation to the province will be covered by the project, while the consultant will cover his/her own daily expense.

The selected individual contractor who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the BSAFE training (<https://trip.dss.un.org/dssweb/bsafe.aspx>) prior to travelling.

8. Institutional Arrangements

The consultant will be under direct supervision of BESD Project Manager and overseen by Head of Policy and Innovation Hub and the Head of Result Based Management Unit. The BESD project team will work closely with the evaluator to facilitate the process (if needed), including providing relevant documents related to the BESD for desk review, identifying stakeholders and sources of information, assisting in organizing meetings with stakeholders and assisting to resolve any issues arising during the assignment period to the extent possible.

9. Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> • Minimum of a master's degree or equivalent in environmental economics/policy, natural resource management, development studies or related field relevant to the position.
Experience:	<ul style="list-style-type: none"> • At least 7 years' experience conducting project evaluations, including 5 years' experience evaluating development projects in the field of environmental, natural resource management; • Proven experience in data collection, analysis and evaluation report writing; • Proven experience in leading multi-stakeholder consultations with government and other stakeholders in developing countries; • Prior experience working in Asia • Previous evaluation experience for UNDP projects is a strong asset;
Competencies:	<ul style="list-style-type: none"> • Excellent evaluation skills, including capacity to produce high quality and constructive reports • Excellent English report writing skills • Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distil critical issues, and to draw practical conclusions • Demonstrated ability to work with developing country government agencies. • Experience leading multi-disciplinary, multi-national teams. • Ability to meet short deadlines. • Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact. • Ability and willingness to travel to Cambodia • Computer literate (MS Office package).
Language Requirement:	English
Other Requirements (if any):	N/A

10. Criteria for Evaluation

Please find below for transparency and information purposes 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 Score
At least 7 years' experience conducting project evaluations, including 5 years' experience evaluating development projects in the field of environmental, natural resource management	50
Proven experience in data collection, analysis and evaluation report writing;	10
Proven experience in leading multi-stakeholder consultations with government and other stakeholders in developing countries;	10
Experience working in Asia as a project evaluator	10
Evaluation experience for UNDP projects	20
Total Obtainable Score:	100

11. Payment Milestones

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

N	Outputs/Deliverables	Payment Schedule	Payment Amount
1	First Payment: will be made upon satisfactory submission and acceptance of Deliverable 1	2 nd week of Jan 2021	10% of the total lump sum amount
2	Second Payment: will be made upon satisfactory submission and acceptance of Deliverables 2;	3 rd week of Feb 2021	30% of the total lump sum amount
3	Final Payment: will be made upon satisfactory submission and acceptance of Deliverable 3 and 4	2 nd week of April 2021	60% of the total lump sum amount