

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	Final Evaluation for the Promoting Decent Youth Employment in Cambodia Project, 2019-2021 (Open for both National and International Consultant)
Cluster/Project:	Promoting Decent Youth Employment in Cambodia
Post Level:	Senior Specialist
Contract Type:	Individual Contractor
Duty Station:	Home-based, Phnom Penh and/or field visit when possible
Expected Place of Travel:	Home-based with possible travel to Phnom Penh, Cambodia, and other provinces including Kampong Cham, Siem Reap, and Battambang (max.10 working days).
Contract Duration:	35 working days (September –December 2021)

2. Background and Context

Cambodia remains a young and growing nation; people under the age of 30 represent two-thirds of its population, which continues to grow at around 1.6% per year. Youth also constitute about 43% of the total working-age population. Moreover, Cambodia is undergoing a rapid demographic transition, with birth rates falling, and the proportion of elderly dependents remaining relatively low. This demographic dividend can be used to further boost economic growth and bring about positive social transformation. Whether the country can realize these benefits in the future, however, is dependent on youth's access to decent and higher value jobs and their ability to start and sustain their enterprises, as well as to successfully respond to rapid technological change driven by the advent of Industry 4.0.

In joining the country effort to address youth employment issue, the **Promoting Decent Youth Employment in Cambodia (YEC)** project was designed with the aim to support Cambodia to promote and expand decent employment among youth (15-30 years old) and identify and test avenues for youth to maximize returns on their jobs and income opportunities in the context of Industry 4.0. The project focuses on identifying and testing avenues for Cambodian youth, especially the poor and vulnerable, to prepare for the arrival of Industry 4.0 and to maximize their incomes through skills upgrading, improving linkages between job seekers and employers, and promoting youth entrepreneurship.

In line with the above overarching objective, the project specifically implements the following expected deliverables:

- 1) Improvement of sectoral and national policies related to youth skills development and employment through policy-oriented research and advocacy with a specific focus on Industry 4.0 (I4.0)
- 2) A scalable model of Skills Training and Certification that builds on existing career/job pathways in different economic sectors that offer higher value-added employment in the areas of anticipated growth and comparative advantage for Cambodian youth in the context of the emerging digital economy and Industry 4.0:

- 3) Youth (and young aspiring entrepreneurs) have the tools needed to start their businesses, particularly in areas responsive to Industry 4.0 and the emerging digital economy, as a result of entrepreneurship training

Project brief information

Project title	Promoting Decent Youth Employment in Cambodia (YEC)	
Atlas ID	00109996	
UNDAF/CPD outcome and CPD output	Output 1.4: Young women & men have opportunities to progress through access to information, skills development, and improved employment policies.	
Country	Cambodia	
Region	Asia Pacific	
Date project document signed		
Project dates	Start dates: 01 April 2019	End Dates: 31 December 2021
Project Budget	US 1,516,080	
Funding Source(s)	UNDP and Russia	
Implementing Partner	UNDP Cambodia	

YEC Project was designed in close consultation with relevant stakeholders, and was put in implementation in April 2019. The project was fully staffed and ready to implement in August 2019, a few months before the Covid 19 Pandemic spread globally and particularly marked the 1st community outbreak in Cambodia. Due to this, the government put in place many measures locally in relation to travel restriction, restriction of events/gathering that involved number of people, and the lockdown of the cities and provinces, etc. This caused challenges to the project both directly and indirectly. Indirectly, due to the need to band events/gathering and closing of institutions including skill-training/academic institutions, distance learning approach was gradually rolled out amid the foreseen challenges namely limited digital infrastructure (Wi-Fi), limited digital literacy of both students and teachers, and high cost in shifting to digital distance learning, etc. Directly, in the context of the Pandemic, many of the project activities and partners' work plans had to be organized through online formats, project-related travels had to be reduced or cancelled. The fact that the project's target groups (which include youths, young entrepreneurs, micro enterprises, startups, and job centers) are in provincial areas made it more difficult to effectively reach the same level of expectation while the context imposed the application of digital/distance approach.

In the face of the Pandemic, the project also refocused part of its resources to support the development of online learning materials and platform for accounting proramme, online platform for National Career Fair and improved online access for youth groups

In implementing the activities plan, the project worked closely with the relevant stakeholders including government partners, local partners, experts in the field, and private service providers. Through the collaboration, the project reached out to intended target groups and youths in the targets city and provinces. For instance, the National Employment Agency and the Young Entrepreneurs Association of Cambodia have their provincial offices all over the country. Some partners, such as Government partners and private companies also contributed from their expertise and resources – both financially

and intangible advantage such as networking, institutional supports, and other in-kind assistance – to support project implementation.

Amid the challenges and with strong engagement with relevant stakeholders, as of August 2021, the project has executed most of the planned activities and made key progress in relation to the development of the Accounting Qualification Programme, designing and piloting incubation programmes for young entrepreneurs, working with partners to improve entrepreneurship ecosystem, and improving public employment services for youth job seekers. Despite the above progress, the project also faced challenges leading to the drop of some projects planned activities/outputs. For instance, due to the Covid-19, the learning of students in one of skill certification programme (ATQ) was interrupted and the development of skill training programme for SMEs cluster's workers had to be put off because of the lack of progress of SME cluster development.

3. Evaluation purpose, scope, and objective

Since the project is at the final stage of its implementation, the Terminal Evaluation exercise is commissioned to provide independent assessment on the project's progress and results, key lessons learned, and potential future initiatives toward increasing employability for young people in Cambodia, considering changes (as threats and opportunities) resulting from the global pandemic.

The direct target audience of this final evaluation are UNDP Management and the representatives from Embassy of Russian Federation in Phnom Penh. The report will also be shared with other relevant entities namely the RBH Youth Co: Lab, Ministry of Education, Youth and Sport, the National Employment Agency, the Department of Technical Vocational Education and Training, National Accounting Council, and Kampuchea Institute of Certified Public Accountants and Auditors. The report will also be shared in public.

Below are the objectives of this exercise:

- To review and assess the overall achievements (outputs, outcomes, and impacts levels) of the YEC Project (in comparison with the latest approved result framework) and its contribution to UNDP's Country Programme and national priorities,
- To undertake an assessment of indicator progress vis-à-vis the targets for both outputs and outcome, and proposed budget
- To assess the relevance and strategic positioning of the project to respond to the needs and challenges faced by youth in accessing skill development and decent employment.
- To document good practices, key lessons learned, and recommendations for the potential for replicating and scaling up successful models and interventions and for future programming,
- To assess how the YEC project synergizes or complements initiatives being implemented by others (development partners and relevant responsible government ministries (Ministry of Labour and Vocational Training, Ministry of Economy and Finance, Ministry of Education, Youth and Sports)) to promote skills development and employment opportunities,
- To assess whether and how the project enhanced the application of a rights-based approach, gender equality and women's empowerment, and participation of other socially vulnerable groups such as youth from provinces or youth with disabilities, and
- To assess the project's adaptability and resiliency in the context of the Covid-19 in realizing the intended results.

4. Evaluation criteria and key guiding questions

In addressing the above-mentioned objectives, the final review will be conducted in such a way to ensure that the key principles of UNDP Evaluation are fully respected and guided by the United Nations Development Group's Norms and Standards for Evaluation and the Organization of the Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Evaluating Development Assistance. The review will be independent, impartial, transparent, ethical, and credible. She/he is expected to adhere to the following evaluation criteria:

- **Relevance/Coherence:** to assess the relevance of the YEC project's strategies, design, and implementation arrangements for skills development and employment opportunity in the context of the digital economy.
 - To what extent were the YEC's interventions in line with national development priorities, country programme outputs and outcome related to promoting youth employment opportunities in the context of the digital economy agenda and I4.0?
 - To what extent is the project contributing to the theory of change for the country programme outputs and outcomes and relevant to the achievement of the SDGs in Cambodia?
 - To what extent were the methods, activities and outputs aligned with the overall objectives and goals of the project?
 - To what extent has the project contributed to improving skills development, youth employment ecosystem, poverty reduction, or reduction of vulnerability among youth?
 - To what extent are the objectives, activities, and approaches of the project addressing gender equality, disability inclusion and leaving no one behind (LNOB) strategy?
- **Effectiveness:** to assess how effective was the YEC project in achieving the objectives (outputs and outcomes) using the project's result framework as a basis.
 - To what extent were the YEC governance structures, in particular the project support board, effective in facilitating smooth implementation?
 - To what extent were the objectives achieved /are likely to be achieved by the end of the project?
 - To what extent have 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 project been effective in managing partnerships to enhance optimal results?
 - To what extent has the project's intervention forged new or strengthened partnerships among different stakeholders (government agencies, private sectors, development partners, civil societies, academia, regional initiatives (youth co: lab) and other relevant practitioners, etc.)?
 - In which areas does the project have the greatest achievement? Why and what were the supporting factors? How can the project build on or expand these achievements?
 - To what extent have the project beneficiaries been engaged in the project implementation?

- To what extent have the project's interventions addressed gender equality issues in its implementations?
 - Based on Gender and LNOB principles – how gender and other vulnerable groups were catered for in the project and how did the project ensure that these groups were not sidelined/the pre-existing vulnerabilities were not exuberated by the project implementation?
 - How were the voices and opinions of the beneficiaries gathered and used during the course of the project?
- **Efficiency:** to the extent possible, the evaluation will compare the benefits of the YEC with the budget to assess the overall efficiency of the project. The evaluation will provide practical recommendations regarding how to improve efficiencies in future youth-related projects.
 - To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
 - Have resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes
 - Assess Value for Money against the budget and comparison to the increased incomes or livelihoods of the youth;
 - To what extent have resources been used efficiently? Have activities supported the strategies been cost-effective?
 - To what extent have project funds, activities, and outputs been delivered promptly?
 - To what extent have YEC project interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society/academia)?
 - To what extent were resources dedicated to the most marginalized and vulnerable of the target group in terms of gender, age and disability
 - **Sustainability:** The evaluation will assess how the project achievements contribute to sustainability by engaging appropriate Government, non-Government, and other relevant stakeholders.
 - To what extent has the YEC project contributed to promoting Government ownership and leadership in the implementation of skill development interventions, public employment services, the building of the youth entrepreneurship ecosystem?
 - What were the institutional or policy changes resulting from the YEC interventions?
 - What were the changes in ecosystem/approaches/quality of support system for youths and entrepreneurs in their realizing their skills, employment, and entrepreneurship objectives? To what extent are the benefits of the YEC project likely to continue after its completion and at what level?
 - What were the major factors which influenced the sustainability of the project?
 - To what extent do the mechanism and procedures exist to allow the primary project stakeholders to carry forward the project results attained on youth employability and employment opportunities?
 - To what extent do the project stakeholders support the project's long-term objectives?

- To what extent are the lesson learning and best practices being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- **Human Rights, Gender Issues, and Disability**
 - To what extent have indigenous and physically challenged youth and other disadvantaged and marginalized groups benefited from the project?
 - To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
 - Is the gender marker assigned to this project representative of reality?
 - Were persons with disabilities consulted and meaningfully involved in project planning and implementation?
 - To what extent the Covid-19 crisis has prevented or enabled project interventions to address marginalization, inequalities and gender equality?

5. Methodology

The methodology should be participatory, inclusive and gender responsive. Evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks. Some data collection would need to be done virtually putting in the context of the current Covid 19 Pandemic.

The methods shall include:

- **Desk reviews:** At the beginning of the assignment, the consultant will need to review the key documents namely the project document, project progress reports, workplans, project quality assurance reports, key project outputs, communication products and stories about the project.
- . Complete list of documents to be provided will be shared once the consultant is on board.
- Data collection:** data collection will be done in the form of:
 - Online surveys conducted to assess changes in lives of youth benefitting from projects or change in their livelihood or professional status.
 - Interviews with YEC team physically or virtually Interviews with key informants from UNDP project team, National Employment Agency, Department of Technical Vocational Education and Training, Khmer Enterprise, National Accounting Council , Kampuchea Institute of Certified Public Accountants and Auditors, the Embassy of Russia, Cambodia Academy of Digital Technologies, Impact Hub Phnom Penh, SHE Investment, and Young Entrepreneurs Association of Cambodia and partnering universities under ATQ programme.
 - Interviews with project board and other strategic partners supporting YEC implementation.
 - Key informant interviews/consultation with beneficiaries and service providers or virtual consultation meetings depending on the situation of the COVID-19
- For the above interviews, the consultant will need to design the set of questions aimed for specific interviewee category.
- For each of the target interviewees categories, the consultant will need to propose the approach/tool, e.g., semi-structure interview, focus group discussion, etc.

- Possible Field visits depending on the Covid-19 situation
- Gender and human right lens: All evaluation products need to address gender, disability, and human right issues. Hence, the consultant will need to design the tool allowing the collection of the data to provide the evaluation from those lenses.
- The consultant can propose other approach and multiple ways of engaging , including beneficiaries disaggregated by gender, age categories, disability, urban and rural.

All conclusions, judgments and opinions must be qualified by evidence and not be based on opinions.

6. Once on board, the consultant will propose the methodology in close consultation with UNDP. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders, and the evaluators. **Evaluation Deliverables**
 - **Evaluation Inception Report (7-10 pages):** The inception report should be carried out following the desk review and based on preliminary discussions with UNDP and national partners as relevant. 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, sources of data, and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables and provides. Inception report must include the detailed data collection tools and line of questions to be asked of the different stakeholders
 - **Debrief of preliminary evaluation result:** immediately following the completion of fieldwork and data collection, the consultant is expected to provide a preliminary debriefing and findings to UNDP and key stakeholders via debriefing meeting.
 - **Draft Evaluation Report (35-40 pages):** The content of the Evaluation Report should consist of the following: 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 and Annexes. Must include a table of progress against indicators. UND will coordinate with key stakeholders to review the draft evaluation report and provide comments to the evaluator within an agreed period (within two weeks after receiving the 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.** 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 in this Audit Trail Report .
 - **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. The evaluator is expected to develop a brief power point presentation and present the evaluation results (max two times) to UNDP, project board or relevant stakeholders as suggested by the project team.

#	Deliverables	Estimated Duration to complete	Target due date (Approximately)	Review and Approval Requires
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1	Output 1: Submission of satisfactory Inception Report covering proposed methodology, timelines, etc. to deliver the assignment	5 days	27 September 2021	UNDP Evaluation Manager (RBM unit)
2	Output 2: Completion of field work exercise and provision of presentation of preliminary findings (Evaluation Debriefing Meeting) to key stakeholders of the YEC Project	15 days	25 October 2021	
3	Output 3: Completion of the draft version of the evaluation report.	10 days	15 November 2021	
5	Output 4: Submission of satisfactory final evaluation report produced and PowerPoint of evaluation result at the quality required in compliance with the required Evaluation Report Outline and attached with Audit Trail Report	5 days	05 December 2021	
	Total number of days	35 days		

*Multiple reiterations may be required of the reports until the report is considered approved.

**Inception and final Report must meet IEO's Quality criteria (link below)

7. Evaluation Ethics

This evaluation will be conducted following 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 the collection of data and reporting on data. The consultant must also ensure the 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.

Evaluator is responsible for ensuring the report is readable and reads well, and factoring the aspect of Gender and LNOB

8. Institutional Arrangements

The consultant will be working under overall coordination of the Evaluation Manager – whose function is performed by UNDP's Cambodia's Head of Result-Based Management (RBM) unit. The deliverables will be reviewed by the Evaluation Manager who also facilitates inputs from the Youth Employment Coordinator, Programme Analyst, ARR-Programme, project's donor, project key national partners, and other relevant stakeholders. Inputs will be consolidated by the Evaluation Manager before sharing them back with the Evaluator. The deliverables are to be cleared by the Evaluation Manager to ensure evaluation objectives are met, reports are at acceptable quality standards and that relevant stakeholder are duly consulted.

Payment release will be approved by ARR-Programme upon confirmation of the deliverables by the Evaluation Manager.

UNDP Cambodia reserves the right to maintain regular communication with the consultant and to engage/visit/monitor the implementing activities where needed. The YEC project team will work closely with the evaluator to facilitate the process (if needed), including providing relevant documents related to the YEC for desk review, identifying stakeholders and sources of information, and assisting to resolve any issues arising during the assignment period to the extent possible.

Duty Station: the duty station for this assignment is home-based with possible travel to Cambodia and target provinces. The evaluator is expected to virtually collect data and conduct interviews with key informants. Due to the current context of Covid 19 Pandemic in Cambodia, the travel restriction measure is still maintained by the government. Hence, the consultant needs to factor in the possibility that the physical field mission is not possible in her/his methodology. Considering this, once on board, the plans for the field mission is subject to further discussions between the consultant and the UNDP team. In the event that travel is required and approved by UNDP, the daily substantive allowance (DSA) and the transportation to the province will be arranged and covered by the UNDP project.

Duration of the Assignment: This final evaluation shall be carried out between 01 the 4th week of September and 15 2nd weeks of December. The consultant is expected to produce deliverables based on the timeframe set in section 6 of this terms of reference (expected outputs and deliverables).

9. Timeframe for the evaluation process

ACTIVITY	ESTIMATE D # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (project manager, programme analyst, and project staff as needed)	-	20 Sep 2021	Remote/zoom	Evaluation manager, Project Manager, Project staff
Sharing of the relevant documentation with the consultant	-	20 Sep 2021	Email	YEC Project Manager - UNDP
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	5 days	20-05 Oct 2021	Home-based	Consultant
Submission of the inception report (15 pages maximum)	-	27 Sep 2021	Email	Consultant
Comments and approval of inception report	-	05 Oct 2021	UNDP	Evaluation manager - UNDP
Phase Two: Data-collection				
Consultations and meetings, in-depth interviews, and focus groups including online or in person surveys for feedback	15 days	05 Oct to 25 Oct 2021	Home-based/remote with possibility of travel	UNDP to organize with local project partners, project staff, service

				providers, beneficiaries.
Debriefing to UNDP and key stakeholders	-	18 Oct 2021	Remote/UN DP office	Consultant
Phase Three: Drafting and Finalization of the Evaluation report				
Preparation of draft evaluation report (40 pages maximum excluding annexes, executive summary)	10 days	18 Oct to 01 Nov 2021	Home-based	Consultant
Draft report submission	-	15 Nov 2021		Consultant
Consolidated UNDP and stakeholder comments to the draft report	-	20 Nov 2021	UNDP	Evaluation manager and evaluation reference group
Final Debriefing after receiving comments from UNDP	-	25 Nov 2021	Remote	Evaluation team and consultant
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office and Power Point Presentation of key evaluation finding, and Audit Trail report	5 days	25-30 Nov 2021	Home-based	Consultant
Submission of the final evaluation report, Audit Trail Report, and power point presentation to UNDP country office (40 pages maximum excluding executive summary and annexes)	-	05 Dec 2021	Home-based	Consultant
Estimated total days	35 days			

10. Minimum Qualifications of the Individual Contractor

Education	<ul style="list-style-type: none"> Minimum of a master's degree or equivalent in economics, public policy, development studies, or related field relevant to the position.
Experiences	<ul style="list-style-type: none"> At least 7 years experience designing, implementing, and evaluating development projects with UNDP, UN, or other international organizations; Strong record of evaluating development projects in the field of youth development, skill development, entrepreneurship, and other similar projects; Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis, and evaluation report writing; Proven knowledge on youth development, skill development, and entrepreneurship especially in Cambodia and other ASEAN countries with similar context; Previous evaluation experience for UNDP projects is a strong asset;

Competencies	<ul style="list-style-type: none"> • Excellent evaluation skills, including the capacity to produce high quality and constructive reports; • Demonstrated analytical skills, ability to assess complex situations, to succinctly and distill critical issues, and to draw practical conclusions; • 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; • Experience leading multi-disciplinary, multi-national teams; • Ability to meet short deadlines; • Excellent English report writing skills; • Good facilitation and presentation skills; • Be client-oriented and open to feedback; • Excellent interpersonal, coordination, and planning skills. Sense of diplomacy and tact; and • Ability to carry out related activities and meetings using virtual tools or remote working arrangements; and • Computer literate (MS Office package).
Language Requirements	<ul style="list-style-type: none"> • Excellent written and spoken English required

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

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 designing, implementing, and evaluating development projects with UNDP, UN, or other international organizations	20
Strong record of evaluating development projects in the field of youth development, skill development, entrepreneurship, and other similar projects (previous evaluation reports to be submitted for assessment)	20
Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis, and evaluation report writing (previous evaluation reports to be submitted for assessment)	40
Proven knowledge on youth development, skill development, and entrepreneurship especially in Cambodia and other ASEAN countries with similar context	20
Total Obtainable Score:	100

12. Payment Milestones

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

Deliverables	Date of Payment	Payment Percentage
• Upon satisfactory completion of output #1	27- Sep- 2021	10%
• Upon satisfactory completion of output #2	25-Oct- 2021	40%
• Upon satisfactory completion of output #3 & 4	05-Dec-2021	50%
TOTAL		100%

Annexes provided once completed

- Project Document and Revised Result Framework
- Annual, semi-annual, and quarterly progress reports
- List of key stakeholders and partners that should be consulted
- Current CPD and UNDAF (2019 – 2023)
- Monitoring reports, project case-studies;
- National Policies on Youth Employment
- Cambodia Digital Economy and Society Policy Framework 2021-2035
- Report on Assessing Demand for and Supply of ICT and Digital Skills Economic Return to Investment in Education and TVET Micro and Macro Perspectives
- Digital Literacy Assessment/Policy Brief for Youth Employability and Entrepreneurship
- Youth Entrepreneurs Support Guidebook
- Review of Cambodia's Garment Industry Adaptation toward Automation/Technologies Focusing on Youth Employment and Skills Development