

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	Midterm Review (MTR) International Consultant
Cluster/Project:	Programme and Results Cluster/Clearing for Results, Phase III (CFR III): Mine Action for Human Development
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station/Expected Place of Travel:	Phnom Penh, with travel to project sites in Battambang, Banteay Meanchey, and Pailin provinces and other travel as required
Contract Duration:	30 working days (from 13 November 2017)

2. Background and Context

Cambodia's landmine problem is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid of 1960s until the end of 1998. The nature of landmine and explosive remnants of war (ERW) contamination in Cambodia is highly complex. The north-western provinces highly affected by landmines, the central provinces moderately affected by both landmines and ERW, while the eastern provinces highly affected by ERW, including cluster munitions.

By end of 2016, the Royal Government of Cambodia (RGC) has estimated that some 1,970 km² of land would require clearance for the next eight years. The 2018 - 2025 National Mine Action Strategy (NMAS) aims to significantly address Cambodia's remaining mine and ERW problem through the achievement of the eight goals of the NMAS.

The RGC has requested continued support from donors for this purpose. UNDP, together with the Australia and Swiss Governments, is currently supporting mine action through the Clearing for Results Phase III - Mine Actions for Human Development (CFR III/MAfHD) Project (2016-2019). The project seeks to support the government in the development of holistic approaches that would help maximise mine action results on human development impacts by putting in place institutional measures to strengthen the contribution of the national mine action programme to the development of poor communities.

CFR III/MAfHD is implemented by the Cambodian Mine Action and Victim Assistance Authority (CMAA) with technical and financial support from UNDP. It builds on the successful implementation of the first and second phases of the project (Clearing for Results, 2006-2015) during which considerable gains were achieved in building CMAA's capacities in the areas of quality assurance, strategic and policy formulation as well as the socio-economic management of mine clearance of land for productive use.

The CFR III/MAfHD is originally articulated around three key deliverables as follows:

- A. Mine action policies and strategic frameworks are aligned to national and sub-

- national sectorial policies and planning strategies,
- B. CMAA mine action programme performance monitoring system exists that delivers quality evidence on sustainable development outcome/impact and
- C. A minimum of 27 km² of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free.

Various evaluations were also conducted in 2016 which may have an impact on CFRIII/MAfHD, including the Independent Review of the Mine Action Sector, Environmental and Social Impact Assessment, CFRII Final Evaluation and the Gender Mainstreaming Strategy.

CFRIII is now looking to hire a qualified and experienced mid-term review international consultant to conduct a mid-term review of the project and lead the mid-term review team consisting of one national consultant (also recruited by UNDP):

- A. Provide an independent assessment for the CfRIII project board on the progress of the CfRIII project delivery in the following aspects:
 - a. Mine action strategy
 - b. Mine action performance monitoring system
 - c. Land release
- B. Identify issues requiring decisions and actions;
- C. Identify initial lessons learnt about project design, implementation and management; and
- D. Examine measures to improve the likelihood of sustaining the results of the project.

Findings of this evaluation will be incorporated as recommendations for mid-course adjustments of the project as needed.

3. Objectives and scope of the mid-term review

Geographic areas and timeframe:

Geographical areas:

The work of the team will mainly be in Phnom Penh with travel to the provinces of Battambang, Banteay Meanchey and Pailin to validate and/or collect additional information.

Timeframe of the evaluation:

Maximum 30 working days from second week of November to first week of 2018.

Scope of Evaluation: The international consultant is expected to frame this evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Final Evaluations of UNDP.

A. Relevance: to review the relevance of the CFRIII's strategy, design and implementation arrangements in today's development context while also considering future challenges. This includes overall relevance of the CFRIII in the national and local context.

- To what extent does the CFRIII intervention meet the needs of local mine affected communities and does the intervention align with national priorities?
- Are the activities and outputs of CFRIII consistent with the overall project objectives and goal?
- Related to activities and capacity level, was the project timeframe (including each result) reasonable to achieve the outputs and outcomes.

B. Effectiveness: to evaluate how effective CFRIII was in achieving its objectives during each year of its two years of implementation. The evaluation will also look at how the project identified, managed and mitigated risks and will provide practical recommendations concerning the improvement of future project effectiveness.

- To what extent were the project objectives achieved / are likely to be achieved by end of December 2019?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the project's capacity building process been effective in helping the CMAA to effectively manage and coordinate Cambodia's national mine action programme?
- Review and assess the CMAA management and implementation capacity and processes against all KD3 deliverables of CFRIII (planning, implementing and procurement processes);
- Assess partnership effectiveness amongst all key project partners (CMAA, UNDP, donor agencies) in achieving the project's intended results. The consultant may consider the effectiveness on assurance support, strategic guidance, etc.
- To what extent has the project established partnerships, or lack thereof, with other key stakeholders, especially through sector coordination mechanisms, e.g. Technical Working Group – Mine Action, has impacted the achievement of project's intended results?

C. Results: assessment of intended results elaborated in the project document shall be conducted to measure to what extent CFRIII has achieved and to be achieved the stated results in the project document.

- Define what the main factors are that have affected the achievement of CFRIII outputs;
- Assess the extent to which CFRIII has achieved its outputs and how have these have contributed to the CFRIII outcomes;
- Identify lessons learnt / strategies to improve project delivery;
- Assess the extent to which CFRIII has implemented the recommendations from the various reviews conducted in 2016 (independent review of the mine action sector, CfrII final evaluation, environment and social impact assessment and gender

mainstreaming strategy) and the extent to which these were incorporated into the new NMAS, and prioritise the recommendations from these reviews;

- Assess extent to which CFRIII have contributed to UNDP Country Programme Action Plan (CPAP) outcomes;
- Recommend revisions and/or adjustments to the contents of the project document including the project Theory of Change and ME framework, as deemed necessary;
- Identify possible entry points for CMAA to collaborate with the ASEAN Regional Mine Action Centre once established.

D. Efficiency: To the extent possible, the evaluation will compare the benefits from CFRIII with the budget to assess how efficient the project is. The review will provide practical recommendations regarding how to improve the efficiency, as required.

- Were project activities cost-efficient?
- Are the current procurement processes to contract demining services an efficient method to achieve value for money and deliver high-quality clearance services?
- Were project annual outputs achieved on time?
- **Impact:** while CFRIII releases mine/ERW contaminated land to promote agricultural and livelihood development, a key component of the project is on building the national capacity of the CMAA to manage the mine action sector. The review should analyse how capacity has been developed and how project achievements contribute to future strengthening of capacities.
 - What were the changes resulting from CFRIII intervention in the way in which Cambodia is addressing Cambodia's national mine action programme issues?
 - What were the impacts of CFRIII on developing the institutional capacity of CMAA?
 - Did the intended beneficiaries benefit from the project and in what way? What should the project do otherwise to maximise its impact?

E. Sustainability: The review will assess how the project's achievements contribute to sustainability by engaging appropriate Government, non-Government and community level stakeholders.

- To what extent are the benefits of CFRIII likely to continue after its completion?
- Identify a strategic approach for a gradual handover of project implementation responsibilities from UNDP to CMAA;
- What were the major factors which influenced the achievement or non-achievement of sustainability?
- Identify CMAA capacity for securing funding through the governmental cost-sharing and/or domestic financial resources to fund mine action/RGC sustainable development goal 18.

F. Gender:

- Has the CFRIII project ensured that it has delivered an inclusive approach?
- Has gender mainstreaming at all levels of the project cycle been delivered to ensure this?

G. Environment:

- Identify extent to which CFRIII/CMAA have implemented the recommendations from the 2016 Environmental and Social Impact Assessment.

4. Expected Outputs, Deliverables and Formats:

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required <i>(Indicate designation of person who will review outputs and confirm acceptance)</i>
1	Deliverable 1: Evaluation inception report/work plan and evaluation matrix Presentation of inception report/work plan to CMAA, UNDP, SDC and DFAT	8 days	22 Nov 2017	UNDP Mine Action Specialist and CMAA CfRIII Project Manager
2	Deliverable 2: Preliminary findings and recommendations presented to CMAA, UNDP, SDC and DFAT. Draft evaluation report and recommendations circulated to CMAA, UNDP, SDC and DFAT for review/comments.	15 days	15 Dec 2017	UNDP Mine Action Specialist and CMAA CfRIII Project Manager
3	Deliverable 3: Final evaluation report that addresses comments received from CMAA, UNDP, SDC and DFAT.	07 days	First week of January 2018	UNDP Assistant Country Director – Programmes and CMAA CfRIII Project Director
Total # of Days:		30 days		

Expected Format of final report:

- A. Cover page, containing project identification, entity evaluated, date and author;
- B. Content;
- C. Executive Summary – not more than 3 pages, wherein are presented the major points of analysis, major finding (relevance, impact, effectiveness, efficiency, sustainability, gender equality, capacity development, etc.), major recommendations, lessons learnt and best practices, and the principal conclusion;
- D. Introduction – shall explain the purpose, expected uses of evaluation results, and the structure contents of the report, etc.;
- E. Intervention: - shall include evaluation objectives, scope, coverage, criteria and methodology, and limitation;
- F. Answered questions / findings;
- G. Overall assessment – based on the evaluation criteria;
- H. Conclusions and recommendations, including action item with responsible entity;
- I. Lessons learnt and best practices; and
- J. Annexes.

There should be a minimum of the following annexes:

- A. Evaluation consultant's ToR/short CV;
- B. Terms of Reference of the review;
- C. Glossary and Abbreviations;
- D. List of persons/organizations consulted;
- E. List of literature/documentation consulted;
- F. Evaluation work plan executed;
- G. Problems and adjustments table; and
- H. Findings synthesis table with performance rating.

Main text excluding annexes should be a maximum **50 pages**.

5. Institutional Arrangements

The MTR team shall consist of the following members:

- A. International consultant (team leader); and
- B. National consultant

Under overall direct supervision of the UNDP Mine Action Specialist, oversight of UNDP Programme Analyst and guidance from National Project Management Director and Manager, the MTR team will be responsible to deliver the outputs stated above:

Role of the international consultant (team leader):

- A. The international consultant will be designated as the team leader and will be responsible to lead the MTR and deliver the expected outputs;
- B. The international consultant shall report to the assigned focal person from UNDP project team, the Mine Action Specialist;

- C. The international consultant needs to maintain daily communication with the UNDP project focal person as and if/when problems emerge during the consultancy period, especially if they affect the scope of the job.

Role and tasks of the national consultant:

A national consultant will be recruited separately for 20 working days. The national consultant will work under the guidance and direction of the international consultant and is expected to:

- A. Compile and review key resources, including those that are available in Khmer only, and provide summary findings to the team leader for inclusion in the MTR report;
- B. Provide analysis, other input and assistance as relevant to the team leader to ensure the relevance of the MTR to the Cambodian context, including contributing to the draft MTR;
- C. Conduct consultations with stakeholders and key informants if relevant and as agreed with the team leader;
- D. As a resource person throughout the process, discuss trends and findings with the team leader to enrich and complete the analysis;

The national consultant is responsible to provide her/his technical expertise to deliver the expected outputs as per her/his ToR;

Role of UNDP:

- A. UNDP focal person, Mine Action Specialist, will act as the focal person to interact with the MTR team to facilitate the assignment, to facilitate the review of each outputs and ensure the timely generation of the comment from stakeholder on each output.
- B. The UNDP programme unit will review deliverables for payment release;

A short weekly update is expected from the international consultant outlining significant achievements and events for the week and expected significant achievements and events for the following week. This will be submitted to the UNDP mine action specialist by Friday afternoon of every week.

The MTR team will be allocated office space, access to existing office equipment and supplies as well as an internet connection at the Cfrill office at CMAA. However, the MTR team is expected to be self-sufficient in terms of food, accommodation, communication, transportation within Phnom Penh and other support the MTR team deems necessary to deliver the expected outputs.

The international consultant will bring their own personal computers to conduct this assessment and will also make their own travel arrangements, i.e. air tickets, accommodation etc.

The project/CMAA will provide the MTR team with transportation when travelling to the provinces. The MTR team shall cover their own food and accommodation costs during travel

to the provinces.

Within the CfRIII project office and UNDP, English is the working language.

6. Duration of the assignment

The assignment is expected to be completed within 30 working days. In Cambodia, the working week is from Monday to Friday. The MTR team is expected to be in country and start the assignment by 13 November 2017. It is expected that the final report will be submitted by first week of January 2018.

The MTR team can expect a two-working day turnaround for feedback on any material developed and submitted, except for the final report which will be at least three weeks.

7. Duty Station

The MTR team will be based at the CfRIII office at CMAA in Phnom Penh. However, given the nature of the assignment, the MTR team may opt to report to the CfRIII office at CMAA on Monday and Tuesday mornings between 9:30 am to 12:00 am. Outside of this, the MTR team may find alternative working locations at their own expense.

The MTR team is expected to travel to the provinces of Battambang, Banteay Meanchey and Pailin to validate and/or collect information. It is expected that this will be up to 20% of the assignment's duration. The project/CMAA will provide the consultant team with transportation to the provinces with further technical, administrative, and translation support as required provided by the consultant. Consultant shall cover all costs in Phnom Penh and Field Trips to the Provinces.

The MTR team 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.

CD ROMs must be made available for use in environments where access to technology poses a challenge.ⁱ

8. Minimum Qualifications of the Individual Contractor

Education:	At least advanced university degree i.e. Masters Degree in the field of social science and other relevant fields of study.
Experience:	<ul style="list-style-type: none">• At least 10 years of programme/project management and policy formulation experience in mine action and/or related field.• Prior projects/programmes/policies evaluation experience is a must. In particular, the expert must be fully conversant with Project Cycle Management (PCM) based evaluation work.• Expertise in result-based management, gender equality, and capacity building are also important.

	<ul style="list-style-type: none"> • Prior experience with evaluation of projects commissioned by the UNDP and knowledge of Cambodia, in which this evaluation is to be carried out, would be an asset. • Familiarity with and a supportive attitude towards processes of strengthening national organisations and building national capacities for self-management; • Willing to undertake regular field visits and interact with different stakeholders, especially primary stakeholders;
Competencies:	<p>Core Competencies:</p> <ul style="list-style-type: none"> • 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. • Strong interpersonal skills, ability to work with people from different backgrounds to deliver quality products within short timeframe. • Be flexible and responsive to changes and demands. • Be client oriented and open to feedback. <p>Functional Competencies:</p> <p><u>Results-based Programme Development and Management:</u> <u>Contributes into results through primary research and analysis</u></p> <ul style="list-style-type: none"> • Assesses project performance to identify success factors and incorporates best practices into project work • Researches linkages across programme activities to identify critical points of integration • Monitors specific stages of projects/programme implementation • Analyses country situation to identify opportunities for project development • Participates in the formulation of project proposals and ensures substantive rigor in the design and application of proven successful approaches and drafts proposals accordingly <p><u>Innovation and Marketing New Approaches: Enhancing processes or products</u></p> <ul style="list-style-type: none"> • Generates new ideas and proposes new, more effective ways of doing things • Documents and analyses innovative strategies/best practices/new approaches • Documents bottlenecks, problems and issues, and proposes effective solutions • Embraces new approaches

	<p><u>Promoting Organizational learning and Knowledge Sharing: Basic research and analysis</u></p> <ul style="list-style-type: none"> • Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things • Documents and analyses innovative strategies and new approaches • Identifies and communicates opportunities to promote learning and knowledge sharing • Develops awareness of the various internal/external learning and knowledge-sharing resources <p><u>Job Knowledge and Technical Expertise: Fundamental knowledge of own discipline</u></p> <ul style="list-style-type: none"> • Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position • Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks • Identifies new and better approaches to work processes and incorporates the same in his/her work • Analyses the requirements and synthesizes proposals • Strives to keep job knowledge up-to-date through self-directed study and other means of learning • Demonstrates good knowledge of information technology and applies it in work assignments • Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments <p><u>Client Orientation: Establishing effective client relationships</u></p> <ul style="list-style-type: none"> • Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion • Organizes and prioritizes work schedule to meet client needs and deadlines • Establishes, builds and sustains effective relationships within the work unit and with internal and external clients • Actively supports the interests of the client by making choices and setting priorities to meet their needs • Anticipates client needs and addresses them promptly
Language Requirement:	Full proficiency in English Knowledge of Khmer would be an asset
Other Requirements	

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

Technical Evaluation Criteria	Obtainable Score
Masters Degree in the field of social science and other relevant fields of study	20
At least 10 years of programme/project management and policy formulation experience in mine action and/or related field.	20
Projects/programmes/policies evaluation experience is a must. In particular, fully conversant with Project Cycle Management (PCM) based evaluation work. Experience in similar evaluation with United Nations and/or other multilateral/bilateral development assistance agencies.	40
Experience in capacity building processes of national organisations	20
Total obtainable score:	100

10. Payment Milestones

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

N	Outputs/Deliveries	Payment Schedule	Payment Amount
1	Upon satisfactory completion of Inception report/work plan	27 November 2017	20%
2	Upon submission of draft evaluation report.	20 December 2017	40%
3	Upon submission of final evaluation report	Firs week of January 2018	40%

11. ANNEXES

Existing literature or documents that will help a consultant gain a better understanding of the project situation and the work required should be provided as annex/es to the ToR, especially if such literature or documents are not confidential.

Annex 1: Project Profile

Annex 2: Documents for literature review

Annex 3: Provisional list of interviewees

12. Approval

Signature: _____

Name: _____

Title/Unit/Cluster: _____

Date: _____

Annex 1: Project Profile

Project ID: 00090541

Title of the project: Clearing for Results III (2016-2019)

Type of the project: Multi-Donor project

UNDP 2016-18 CPAP outcome: National and subnational capacities strengthened to develop a more diversified, sustainable and equitable economy (Outcome 1).

UNDP CPAP output: National structures and mechanisms ensure demining resources are effectively allocated promoting the release of land for productive use by the poor.

Project deliverables:

1. Mine action policies and strategic frameworks are aligned to national and sub-national sectorial policies and planning strategies,
2. CMAA mine action programme performance monitoring system exists that delivers quality evidence on sustainable development outcome/impact and
3. A minimum of 27 km² of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free.

UNDP implementation arrangement: National Implementation (NIM)

Implementing partner: The Cambodian Mine Action and Victim Assistance Authority (CMAA)

Other partners: United Nations Development Programme (UNDP)

Original starting date of the project: March 1, 2016

Effective starting date of the project: December 31, 2019

Total resource as per Prodoc. US\$ 11.2 Million

Total resources available: **Estimated around** US\$ 10 Million

DFAT: 6.5 million

SDC: 3.5 million

UNDP: TBC

Annex 2: Documents recommended for literature review

On CFR III 2016-2019 project:

1. Project Document for the Clearing for Results III 2016-2019 by UNDP.
2. Procurement Manual of CMAA by CMAA
3. Quarterly project narrative reports of the Clearing for Results III (2016-2017) by CMAA.
4. Annual Project Report 2016 of the Clearing for Results III by CMAA.
5. Final project report of the Clearing for Results III (2011-2015) by UNDP.
6. Final Evaluation report of the Clearing for Results I (2011-2015) by UNDP
7. Country Programme Action Plan (CPAP 2016-2018) by UNDP
8. CPAP 2016-2018 M&E Framework
9. UNDP Annual Report 2016
10. 2016 independent Sector Review and management responses
11. Environmental Sustainability and Impact Assessment (ESIA) and management responses
12. Gender Mainstreaming Strategy in Mine action (2017-2021) by CMAA UNDP
13. Mine Action Performance Monitoring System (PMS)
14. IMPACT ASSESSMENT SURVEY REPORT- CFRII 2011-2015
15. UNDP evaluation policy, UNEG norms and standards

On NMAS:

1. The National Mine Action Strategy 2018-2025 by CMAA.
2. The National Mine Action Strategy 2010-2019 by CMAA.
3. Article 5 Extension Request submitted by the Royal Government of Cambodia under the Anti-Personnel Mine Ban Treaty.
4. NMAS 2010-2019 M & E framework by CMAA.
5. NMAS 2018-2025 M & E framework by CMAA.
6. Mine Action in Cambodia (xxx) by CMAA.

Additional documents:

1. Evaluation Policy of UNDP <http://web.undp.org/evaluation/policy.htm>
2. Development Assistance Committee: Principles for Evaluation of Development Assistance, OECD, 1991 <http://www.oecd.org/dataoecd/secure/9/11/31779367.pdf>
3. The UNEG Norms and Standards for Evaluation, United Nations Evaluation Group, February 2012 <http://www.uneval.org/normsandstandards/index.jsp>
4. The UNEG Ethical Guidelines, United Nations Evaluation Group, February 2012 <http://www.unevaluation.org/ethicalguidelines>
5. Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, June 2009 <http://web.undp.org/evaluation/handbook/>
6. Empowered and Equal: Gender Equality Strategy 2008 – 2011, UNDP, December 2007 <http://www.undp.org/women/docs/Gender-Equality-Strategy-2008-2011.doc>
7. The United Nations Gender Guidelines for Mine Action Programmes, UNMAS, March 2010 <http://www.mineaction.org/overview.asp?o=7>

Annex 3: Provisional list of interviewees

1. CMAA

- Secretary General / National Project Director for CFR III
- Deputy Secretary General for Regulation & Monitoring
- Deputy Secretary General attached to the CMAA Vice President
- Deputy Secretary General for Public Relations and Victim Assistance / Chair of the Technical Working Group (TWG) on Mine Action
- Director of General Administration Department
- Director of Regulation & Monitoring Department
- Quality Management Manager of Regulation & Monitoring Department
- Director of Socio-Economic Planning Department
- Deputy Director of Socio-Economic Planning Department for IMSMA
- Gender Focal Point
- Finance and Procurement Advisor
- Mine Action Planning Units (MAPU) officers
- Operators

2. UNDP

- Country Director
- Assistant Country Director - Programme
- Programme Analyst - CfR III
- Mine Action Specialist
- National Programme Officer
- M&E Specialist

3. Accredited operators

- CMAC
- NPMEC
- Halo Trust
- MAG

4. Other organizations

- NPA
- Handicap International Belgium
- JMAS
- Apopo
- UNICEF

5. Development Partners contributing to the CFR III project:

- DFAT
- SDC

Partners contributing to the mine action sector:

- Canada
- Germany

- Japan
- USA
- Norway
- UK
- ASEAN ARMAC

6. Beneficiaries of mine action services in the selected provinces.
7. Other relevant government ministries / agencies

ⁱ POPP: <https://intranet.undp.org/global/popp/cap/Pages/administration-of-travel-of-ic.aspx>