

## Description of Requirements

Context of the Requirement	<b>Evaluation of the Cambodia United Nations Development Assistance Framework (UNDAF) Cycles 2011-2015 and 2016-2018</b>
Objective of the Required Services	<p>(1) Support <b>greater accountability of the UN system</b> for working effectively and in alignment with UN programming principles to contribute to agreed results in the UNDAF 2011-2015. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.</p> <p>(2) Promote <b>greater learning from the experience of implementing the current UNDAF</b> 2016-2018 about what works, what doesn't and why. This should include providing lessons learned on what the added value of the UN has been and could be in the future, especially considering the changing development landscape and emerging new actors and how the UN adapts to the changing environment in Cambodia. It should therefore take into consideration not only what is covered in the UNDAF, but also examine which aspects are not covered although they are relevant to the current and future context, including related to the SDGs (Cambodia is in the process of SDG localization which is expected to be completed in 2017). Recommendations should also include what can be excluded in the future UNDAF.</p>
List and Description of Expected Outputs to be Delivered	<ul style="list-style-type: none"> <li>• Output 1: Inception report</li> <li>• Output 2: PowerPoint presentation</li> <li>• Output 3: Evaluation report</li> <li>• Output 4: Data and infographics</li> </ul>
Person to Supervise the Work/Performance of the Service Provider	Evaluation commission, comprised of the RC and UN Heads of Agencies and Government representatives
Location of work	Home-based and Phnom Penh, Cambodia (team will be required to visit pertinent programmatic areas in two provinces)
Expected duration of work	The timeframe is six months from beginning of April to September, 2017. Adequate effort should be allocated to the evaluation to ensure timely submission of all deliverables, approximately 20 weeks of the part of the evaluation team.
Target start date	April 2017
Latest completion date	September 2017
Travels Expected	Programmatic areas in two provinces
Special Security Requirements	Not Applicable

Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	Not Applicable
Implementation Schedule indicating breakdown and timing of activities/sub-activities	Required
Names and curriculum vitae of individuals who will be involved in completing the services	Required
Submission of Proposal	<ul style="list-style-type: none"> <li>• Technical Proposal: The Offeror shall prepare one original and two copies of the proposal, clearly marking each "Original Proposal" and "Copy of Proposal" as appropriate. In the event of any discrepancy between them, the original shall govern. In addition to the hard copy, if possible please also provide the information on CD along with the technical proposal envelope.</li> <li>• Financial Proposal: One original in separate sealed envelope</li> </ul>
Currency of Proposal	United States Dollars
Value Added Tax on Price Proposal	must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (Counting for the last day of submission of quotes)	<p>120 days</p> <p>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</p>
Partial Quotes	Not permitted
Payment Terms	<p>The Service Provider shall be paid the consultancy fee upon completion of the following milestones:</p> <ul style="list-style-type: none"> <li>• 30% after approval of the inception report, including an Evaluation Brief for external communication;</li> <li>• 30% after presentation of a Power Point presentation containing initial evaluation findings to facilitate validation of the preliminary findings;</li> <li>• 40% after approval of the final evaluation report that includes an executive summary, infographics to be used for publication; and a PowerPoint presentation used to share findings with the reference group and for use in subsequent dissemination events.</li> </ul> <p>The contractor fee will be paid as a lump sum amount (all-inclusive of expenses related to the consultancy including travels inside and outside the duty station and any tax obligations). The contract price will be fixed regardless of changes in the cost components.</p>

Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	United Nations Resident Coordinator in Cambodia
Type of Contract to be Signed	Contract for Professional Services
Preliminary Examination	<p>UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, whether or not the Proposer is in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's list of suspended and removed vendors, and whether the Proposals are generally in order, among other indicators that may be used at this stage.</p> <p>The below requirements will be reviewed under Preliminary Examination before proceeding with the evaluation. UNDP may reject any Proposal at this stage.</p> <ul style="list-style-type: none"> <li>- Legally registered organization/firm with Certificate of Business Registration, Patent Certificate including Articles of Incorporation, or equivalent document if Bidder is not a corporation;</li> <li>- <b>Form for Submitting Service Provider's Technical Proposal</b> is duly completed and signed as per <b>Annex-2</b> (<i>completion in the template in Annex-2 is mandatory for Proposers as the form would allow Proposers to confirm its conformity with the requirements defined in the Request for Proposal and all its attachments, as well as the provision of UNDP General Contract Terms and Conditions which is required under this process</i>). Bidders may choose to use its own template and acceptable if it is duly signed by authorized person and confirm the same as Annex-2.</li> <li>- Technical and Financial Proposals are submitted in separate sealed envelopes;</li> <li>- Proposer is not in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's list of suspended and removed vendors.</li> </ul>
Criteria for Contract Award	<p><input checked="" type="checkbox"/> Having received the Highest Combined Score (based on the 70% technical weight and 30% price weight distribution)</p> <p>The total score for each proposal will be calculated independently by the following formula:</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;"><b>TP Rating</b> = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;"><b>FP Rating</b> = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> </div>

		<p><u>Total Combined Score:</u></p> <p>(TP Rating) x Weight of TP (70%)</p> <hr/> <p>+ (FP Rating) x Weight of FP (30%)</p> <hr/> <p><b>Total Combined and Final Rating of the Proposal</b></p>
		<p><input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.</p>

Criteria for the Assessment of Proposal

**Stage 1: Technical Proposal Evaluation (70%)**

The Technical Proposal of the offerors will be evaluated based on the following criteria:

The total number of points allocated for the technical proposal is 1000. The technical proposal of the offeror is evaluated based on following criteria:

No.	Summary of Technical Proposal Evaluation Forms	Points Obtainable
1	Expertise of organization	300
2	Proposed Approach and Methodology	200
3	Proposed Personnel	500
	Total	1000

No.	Technical Proposal Evaluation Form 1: Expertise of organization	Points Obtainable
1	Reputation of Organization and Staff Structure / Size of the Organization/Credibility / Reliability / Financial Stability	50
2	Back-stopping support and quality assurance system	20
3	Organizational experiences on similar programme/projects: <ul style="list-style-type: none"> <li>• A minimum of five years of experiences in managing evaluations, producing high quality analytical research/assessment and providing technical advice or consulting services on issues pertaining to development;</li> <li>• Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset;</li> <li>• A strong record in conducting qualitative and quantitative evaluations, using UNEG norms and standards</li> </ul>	100

4	Experience with UN and major multilateral programmes/agencies: <ul style="list-style-type: none"> <li>• Prior experience in working with multilateral agencies;</li> <li>• Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF</li> </ul>	50
5	Experience on Projects in the Region: <ul style="list-style-type: none"> <li>• Previous working experience in an East Asian context is desirable, together with understanding of Cambodia context and cultural dynamics is also considered an asset.</li> </ul>	50
6	Samples of previous work on similar project	30
Total:		300

No.	Proposed Approach and Methodology	Points Obtainable
1	To what degree does the Offeror understand the task? Have the important aspects of the task been addressed in sufficient detail?	50
2	Is the scope of task well defined and does it correspond to the TOR?	50
3	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation in line with the required project's timeline?	100
Total:		200

No	Proposed personnel	Points Obtainable
<b>1. International Team Leader (1 person) [200 points]</b>		
1.1	Qualification requirement: <ul style="list-style-type: none"> <li>• Advanced University Degree (Masters or PhD) in political science, public administration, development studies, law, human rights or other relevant field</li> </ul>	20
1.2	Professional Experience in the area of specialization: <ul style="list-style-type: none"> <li>• Minimum fifteen years of relevant professional experience</li> <li>• A strong record in designing and leading evaluations</li> <li>• Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods</li> <li>• Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams at the international level</li> </ul>	120

	<ul style="list-style-type: none"> <li>• Technical competence in undertaking complex evaluations which involve use of mixed methods</li> </ul>	
1.3	<p>Experience with multilateral and UN programming:</p> <ul style="list-style-type: none"> <li>• Prior experience in working with multilateral agencies</li> <li>• Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF</li> <li>• Strong experience and knowledge in the five UN programming principles: human rights (the human rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development</li> </ul>	60
<b>2. International Team Member(s) (Max 2 persons) [180 points]</b>		
2.1	<p>Qualification requirement:</p> <ul style="list-style-type: none"> <li>• Advanced University Degree (Master or PhD) political science, public administration, development studies, law, human rights or other relevant field</li> </ul>	20
2.2	<p>Professional Experience in the area of specialization:</p> <ul style="list-style-type: none"> <li>• Minimum of ten years of relevant professional experience</li> <li>• Strong data collection and analysis skills</li> <li>• Technical competence in undertaking complex evaluations which involve use of mixed methods</li> <li>• Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders</li> </ul>	70
2.3	<p>Experience with multilateral and UN programming:</p> <ul style="list-style-type: none"> <li>• Prior experience in working with multilateral agencies</li> <li>• Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF</li> <li>• Strong experience and knowledge in the five UN programming principles: human rights (the human rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development</li> </ul>	50
2.4	<p>Experience on Projects in the Region:</p> <ul style="list-style-type: none"> <li>• Previous working experience in an East Asian context is desirable, together with</li> </ul>	40

	<ul style="list-style-type: none"> <li>understanding of Cambodia context and cultural dynamics is also considered an asset</li> <li>• Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset</li> </ul>	
<b>3. National Team Member(s) (Max 2 persons) [120 points]</b>		
3.1	Qualification requirement: <ul style="list-style-type: none"> <li>• Advanced University Degree (Master or PhD) in the field of political science, governance, public administration, development studies, law, human rights or other relevant field</li> </ul>	15
3.2	Professional Experience in the area of specialization: <ul style="list-style-type: none"> <li>• Minimum five years of relevant professional experience</li> <li>• Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders (including in local language)</li> <li>• In-depth knowledge and strong research record of Cambodian socio-economic development</li> <li>• Experience in translation and interpretation</li> </ul>	85
3.3	Experience with multilateral and UN programming: <ul style="list-style-type: none"> <li>• Strong experience and knowledge in the five UN programming principles: human rights (the human rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development</li> </ul>	20
	Total:	500
<p>The minimum score required to pass the evaluation of technical proposal is 70% of the total obtainable score of 1,000 points.</p> <p><b><u>Stage 2: Financial Proposal (30%)</u></b></p> <p><input checked="" type="checkbox"/> Only the Financial Proposal of the Service Providers that passed the minimum technical score of 70% of the obtainable score of 1000 points in the evaluation of the technical proposals will only be considered and opened for evaluation using the above formula.</p>		
Post Qualification Review	UNDP reserves the right to undertake a post-qualification exercise aimed at determining, to its satisfaction the validity of the information provided by the Proposer. Such post-qualification shall be fully documented and, among those that may be listed in the Terms of Reference, may include, but need not be limited to, all or any combination of the following: <ol style="list-style-type: none"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Proposer on the legal, technical and financial</li> </ol>	

	<p>documents submitted;</p> <p>b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;</p> <p>c) Inquiry and reference checking with other previous clients on the quality of performance on ongoing or previous contracts completed;</p> <p>d) Physical inspection of the Proposer's offices, branches or other places where business transpires, with or without notice to the Proposer; and</p> <p>e) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</p>
UNDP will award the contract to:	One Service Provider
Annexes to this RFP	<ul style="list-style-type: none"> <li>• Form for Submission of Technical Proposal (Annex 2)</li> <li>• Form for Submission of Financial Proposal (Annex 3)</li> <li>• General Terms and Conditions / Special Conditions (Annex 4)</li> <li>• Detailed Terms of Reference (Annex 5)</li> </ul>
Contact Information for Inquiries (Written inquiries only)	<p>UNDP Cambodia Registry Office (located in Building No. 3, Ground Floor) No. 53, Pasteur Street, PO Box 877, Phnom Penh, Cambodia Tel: 023 216 167 Attn: Procurement Unit, E-mail: <a href="mailto:procurement.kh@undp.org">procurement.kh@undp.org</a></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>



## FORM FOR SUBMITTING SERVICE PROVIDER'S TECHNICAL PROPOSAL<sup>1</sup>

**(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>2</sup>)**

[insert: Location].

[insert: Date]

To: UNDP Cambodia  
No. 53, Pasteur Street, Boeung Keng Kang 1, Phnom Penh

Attn: Procurement Unit

Name of Proposing Organization / Firm:	
Country of Registration:	
Name of Contact Person for this Proposal:	
Address:	
Phone / Fax:	
Email:	

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the **Request for Proposal (RFP) Process No. 35-45493**, and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions.

### A. **Qualifications of the Service Provider**

This section should describe the organizational unit that will be responsible for the contract, and the general management approach towards this project. This should fully explain the Bidder's resources in terms of personnel and other resources necessary for achieving project results. The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

1. Profile – provide description of the organization/firm including the year and state/country of incorporation and a brief description of the Bidder's present activities (focusing on the services related to the Proposal). The Bidder should describe its experience in similar projects;
2. Business Licenses – Registration Papers, Tax Payment Certification, etc.;
3. Track Record – list of clients for similar services indicating description of contract scope, contract duration, contract value, and contact references within the last 5 years;
4. Latest Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;

<sup>1</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>2</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

5. Back-stopping support and quality assurance mechanism
6. Samples of previous work on similar project
7. Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc. (if any)
8. Written Self-Declaration that the Service Provider is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

**B. Proposed Methodology for the Completion of Services**

This section should demonstrate the Bidder’s responsiveness to the specification by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; and demonstrating how the proposed methodology meets or exceeds the requirements. The Service Provider must describe how it will address/deliver the demands of the RFP.

**C. Qualifications of Key Personnel**

- The service provider shall submit the proposed team structure to successfully deliver the assignment. The specific roles and responsibilities of each team member shall be clearly presented. The service provider shall also provide the updated CV of each team member as the supporting evidence of their qualification

**[Name and Signature of the Service Provider’s Authorized Person].....**  
**[Designation].....**  
**[Date].....**

FORM FOR SUBMITTING SERVICE PROVIDER'S FINANCIAL PROPOSAL<sup>3</sup>(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>4</sup>)

[insert: Location].

[insert: Date]

To: UNDP Cambodia  
No. 53, Pasteur Street, Boeung Keng Kang 1, Phnom Penh  
Attn: Procurement Unit

The Financial Proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category.

A. **Cost Breakdown of Outputs/Tasks [This is only an Example]:**

The Proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UNDP shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties have agreed to add new deliverables to the scope of Services.

		Position	Time Input in Day/Month/Quantity	Person Remuneration/ Unit Rate	Total
	<b>Outcome XX</b>				
	<b>Output XX</b>				
1	Personnel Services				
	a. Expertise 1		[Home]		
			[Field]		
	b. Expertise 2		[Home]		
			[Field]		
2	Other Related Costs				
	<b>Output XX</b>				
1	Personnel Services				
	a. Expertise 1		[Home]		
			[Field]		
	b. Expertise 2		[Home]		
			[Field]		
2	Other Related Costs				

<sup>3</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>4</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

B. **Cost Breakdown by Cost Component [This is only an Example]:**

Description of Activity	Total Period of Engagement	Total Person Remuneration/Unit Rate	Total
<b>I. Personnel Services</b>			
1. Services from Home Office			
a. Expertise 1			
b. Expertise 2			
2. Services from Field Offices			
a. Expertise 1			
b. Expertise 2			
<b>II. Other Related Costs</b>			
1. Travel Costs			
2. Daily Allowance			
3. Communications			
4. Reproduction			
5. Equipment Lease			
6. Others			

[Name and Signature of the Service Provider’s Authorized Person].....  
 [Designation].....  
 [Date].....

**NOTE: WHEN SUBMITTING YOUR BID DOCUMENTS, PLEASE CAREFULLY PLACE THE TECHNICAL AND FINANCIAL PROPOSALS IN SEPARATE SEALED ENVELOPES.**

## General Terms and Conditions for Services

### 1.0 LEGAL STATUS:

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP). The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

### 2.0 SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNDP or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNDP.

### 3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

### 4.0 ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

### 5.0 SUB-CONTRACTING:

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

### 6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

### 7.0 INDEMNIFICATION:

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract.

This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

#### **8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:**

- 8.1** The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
- 8.2** The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.
- 8.3** The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.
- 8.4** Except for the workmen's compensation insurance, the insurance policies under this Article shall:
  - 8.4.1** Name UNDP as additional insured;
  - 8.4.2** Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;
  - 8.4.3** Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
  - 8.5** The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

#### **9.0 ENCUMBRANCES/LIENS:**

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

#### **10.0 TITLE TO EQUIPMENT:**

Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

#### **11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:**

- 11.1** Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.
- 11.2** To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.
- 11.3** At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.
- 11.4** Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNDP authorized officials on completion of work under the Contract.

**12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS:**

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or THE United Nations, or any abbreviation of the name of UNDP or United Nations in connection with its business or otherwise.

**13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:**

Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

- 13.1** The recipient ("Recipient") of such information shall:
- 13.1.1** use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,
  - 13.1.2** use the Discloser's Information solely for the purpose for which it was disclosed.

**13.2** Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:

**13.2.1** any other party with the Discloser's prior written consent; and,

**13.2.2** the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

**13.2.2.1** a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,

**13.2.2.2** any entity over which the Party exercises effective managerial control; or,

**13.2.2.3** for the UNDP, an affiliated Fund such as UNCDF, UNIFEM and UNV.

**13.3** The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

**13.4** The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.

**13.5** The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

**13.6** These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

#### **14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS**

**14.1** In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.



- 14.2** If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.
- 14.3** Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.
- 14.4** The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in or for any areas in which the UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract..

## **15.0 TERMINATION**

- 15.1** Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 ("Arbitration"), below, shall not be deemed a termination of this Contract.
- 15.2** UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.
- 15.3** In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.
- 15.4** Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

## **16.0 SETTLEMENT OF DISPUTES**

- 16.1 Amicable Settlement:** The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.
- 16.2 Arbitration:** Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based

on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

## **17.0 PRIVILEGES AND IMMUNITIES:**

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

## **18.0 TAX EXEMPTION**

**18.1** Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.

**18.2** Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

## **19.0 CHILD LABOUR**

**19.1** The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

**19.2** Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

## **20.0 MINES:**

**20.1** The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

**20.2** Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

## **21.0 OBSERVANCE OF THE LAW:**

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

## **22.0 SEXUAL EXPLOITATION:**

**22.1** The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

**22.2** The UNDP shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

## **23.0 AUTHORITY TO MODIFY:**

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Contract signed by the Contractor and jointly by the UNDP Authorized Official.

**TERMS OF REFERENCE**  
**Professional Service**

**Project Information**

<b>Assignment Title:</b>	Evaluation of the United Nations Development Assistance Framework (UNDAF) Cycles 2011-2015 and 2016-2018 in Cambodia
<b>Cluster/Project:</b>	Coordination – UNCT cost-sharing
<b>Assignment Location:</b>	Phnom Penh with travel in Cambodia
<b>Assignment Duration:</b>	Start from April 2017 to September 2017

**Overview**

- I. INTRODUCTION
- II. BACKGROUND AND UNDAF EVALUATION CONTEXT
- III. PURPOSE, OBJECTIVES AND SCOPE
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## **I. INTRODUCTION**

The United Nations Development Assistance Framework (UNDAF) reflects the strategic orientation of the United Nations (UN) system in Cambodia. An independent evaluation of the UNDAF 2011-2015 and UNDAF 2016-2018 is foreseen in 2017 to establish the extent to which the two cycles are/have been aligned to national development priorities and to what extent UNDAF outcomes have been attained. It will help to determine the relevance, efficiency, and effectiveness of the UNDAF results, and the sustainability of the UN system support to national development priorities. The evaluation is scheduled for implementation from May to November 2017 and it will inform the design of the subsequent UNDAF.

This document presents the purpose, objectives and scope of the evaluation, proposed approach and methodological options for a team of a team leader and up to three additional team members (both national and international), who will be conducting the evaluation under the guidance of an evaluation management group. The UN in Cambodia is therefore looking for institutions with deep commitment and strong background in evaluation of development effectiveness to undertake the evaluation. Bidders will need to show relevant subject matter experience in growth and sustainable development, social development, social protection and human capital, governance and human rights.

## **II. BACKGROUND AND EVALUATION CONTEXT**

### Country Context

Cambodia has experienced significant socio-economic changes during the last decades, and has in recent years pursued a transitional approach to economic and social development: gradually promoting greater decentralisation, moving the focus of planning from rehabilitation to inclusive growth, shifting from establishing systems and developing capacity to more efficient performance of systems and use of capacity. Cambodia is expected to remain in the Least Developed Country category until at least 2025 as per UN classification. With annual average Gross Domestic Product (GDP) growth of more than 7 per cent since 2011, the country has, however, become a lower middle income country in July 2016 and is gradually moving towards full economic integration into the Association of South East Asian Nations (ASEAN). This brings a related challenge of reduced international official development aid (ODA) and the need to raise more domestic resources and forge stronger partnerships within the region and with other developing nations. The Royal Government has put good governance at the centre of the Rectangular Strategy. While progress has been slow in strengthening the rule of law and the accountability of these institutions, reforms within public administration, public financial management and decentralisation and deconcentration are on-going.

Economic growth has contributed to a steep decline in poverty, from 47.2 per cent in 2007 to 17.7 per cent in 2012 (World Bank, 2014), with around 3 million Cambodians living in poverty. Of these, 90 per cent live in rural areas. However, the recent economic growth has not benefited all, and significant geographic disparities exist, with poverty rates ranging from around 15 per cent in Phnom Penh to up to 37 per cent in the mostly rural north-eastern provinces. Of the estimated total population of 15.3 million, over 45 per cent live just above the poverty line (World Bank, 2015) and are highly vulnerable to small economic changes, natural disasters and other shocks. Cambodia has a large, very young dependant population of children and adolescents; 45 per cent of the population is aged 19 years or younger while more than 11 per cent of the total population is under 5 years of age. Cambodia has therefore currently a larger number and proportion of young people of working age than ever before, leading to the opportunity of a demographic dividend, i.e. economic growth achieved by having proportionally more people of working age. The key to harnessing the demographic dividend is enabling young people to enjoy their human rights to achieve their potential.

The political landscape in Cambodia has, during the last years, featured increasing vocal demands of civil society organisations and citizens for more inclusive growth, the protection of human rights and political participation. After the great progress made in achieving the Millennium Development Goals (MDGs), Cambodia has started to prepare the implementation of the 2030 Agenda for Sustainable Development by localizing the Sustainable Development Goals (SDGs) to the national context.

## The Role of the United Nations in Cambodia

The overarching goal of the UN in Cambodia is to support the efforts of the Royal Government of Cambodia (RGC) and its development partners to improve the life of all people living in Cambodia, especially vulnerable, poor and marginalized groups (i.e., women, youth, indigenous people, people living with disabilities, people living with HIV/AIDS). Throughout the past years, the United Nations Country Team (UNCT) worked closely with all stakeholders for the achievement of the MDGs and is now supporting the localization and the preparations for the implementation of the 2030 Agenda and the SDGs. Further, the UNCT supports major reforms and the realization of human rights and ensures a transparent and accountable use of resources made available for this purpose.

The UNDAF is the strategic programme framework that describes the collective response of the UN system to national development priorities. It reflects the comparative advantage of the UN by emphasizing the thematic competence of UN organizations involved, without necessarily highlighting their specific mandates. It shows where the UN system can bring its unique strengths to bear in advocacy, capacity development, programming, and cutting edge knowledge and policy advice, for the achievement of the internationally agreed standards and development goals, including national priorities related to the MDGs/SDGs.

Under the leadership of the UN Resident Coordinator (RC), the UNCT in Cambodia is responsible for the implementation and monitoring of the UNDAF in partnership with the RGC and in collaboration with civil society and development partners. The UNCT in Cambodia, in close partnership with the RGC, intends to undertake an UNDAF evaluation covering the UNDAF cycle 2011-2015 and the mid-point review of the 2016-2018 cycle, which should serve as a major input for the planning process of the subsequent UNDAF cycle.

## Evaluation of the United Nations Development Assistance Framework

Evaluation is an important part of the results based management cycle. A particular use of UNDAF evaluation is for course correction to strengthen programmes by realigning priorities, strategies and interventions. Evaluation-based evidence and recommendations can also be used for advocacy and resource leveraging as well as partnerships. UNDAF evaluation is mandatory as per guidance from the UN Development Group (UNDG). As the UN system in Cambodia will start preparing for a new UNDAF cycle and in anticipation that the formulation of the next National Strategic Development Plan (NSDP) will become effective in 2019 it is important to assess what has worked to inform UNDAF approach moving forward and ensure that it is evidence-based.

Evaluation improves accountability for results and provides learning in terms of what has worked, what has not and why. This is seen as crucial given the broad-based scope and the large resources involved in the UNDAFs. An UNDAF evaluation provides important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF cycle and for improving UN coordination in Cambodia. Through evaluation, the UNCT, the RGC and other UNDAF stakeholders can learn from the process of documenting good practices which can then be used for future UNDAFs, national plans and benefit of other countries as well.

The UNDAF 2011-2015<sup>5</sup> was developed in alignment with the Government's Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase II<sup>6</sup> and the NSDP 2009-2013. It built on the achievements and progress made over the last decade and leveraged the position of the UN as a trusted and neutral partner of the RGC and the people of Cambodia. It was built around five strategic outcome areas, as follows:

- (1) Economic Growth and Sustainable Development;
- (2) Health and Education;
- (3) Gender Equality;
- (4) Governance; and
- (5) Social Protection.

It comprises a results matrix (Annex I) and a monitoring and evaluation (M&E) framework and the UNCT has prepared annual monitoring reports and conducted a joint review meeting with the RGC annually.

The UNDAF 2016-2018 reflects the strategic orientation of the UN system in Cambodia. It is aligned to the Rectangular Strategy Phase III and the current NSDP 2014-2018. It was developed through an interactive, consultative process and is designed at an outcome level only. The UNDAF has three mutually reinforcing outcome areas:

- (1) Inclusive Growth and Sustainable Development;
- (2) Social Development, Social Protection and Human Capital; and
- (3) Governance and Human Rights.

The UNDAF 2016-2018<sup>7</sup> is harmonized with the national planning process and covers a three-year period, in line with the timeframe of the NSDP 2014-2018. In an effort to strengthen the monitoring function of UNDAF implementation and to allow evidence-based reporting at a more strategic level, the UNCT has developed consolidated annual workplans per outcome which cover the key results to be achieved for each year based on the agency country programmes and take into consideration the SDGs.

*Evaluation Rationale:* An evaluation of the UNDAF is mandatory as per the UNDAF guidelines provided by the UN Development Group (UNDG) and the UNDAF 2016-2018 document foresees the evaluation of the 2011-2015 and 2016-2018 cycles in 2017. Besides being in compliance with global guidelines and agreed timelines, the UNDAF evaluation comes at a crucial moment in the development of Cambodia. With the adoption of the 2030 Agenda and the SDGs in September 2015, the RGC is localizing the agenda (Cambodia SDGs, CSDGs) and developing a CSDGs framework that is expected to be finalized in the 2<sup>nd</sup> quarter of 2017. While the RGC is currently undertaking a mid-term review of its NSDP (2014-2018), it is expected that the CSDG framework will be fully mainstreamed into the next NSDP (2019-2023). The findings and recommendations of this evaluation are therefore expected to not only feed into the development of the next UNDAF but also to inform the next NSDP.

*Evaluation Use:* The primary users of this evaluation are the decision-makers within the UNCT including resident and non-resident UN entities, UN partners and the RGC, which will use the results to strengthen accountability and learning, both for the implementation of the ongoing UNDAF and for the preparation of the subsequent one. Recommendations will be used to adjust the way the UNDAF is designed and could result in establishing a results measurement framework. Secondary users are other development partners and civil society organizations participating in UN programmes as well as the UN Development Operations Coordination Office (DOCO) and other countries, which are expected to use the evaluation process and results for accountability

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<sup>5</sup> [http://kh.one.un.org/content/dam/unct/cambodia/docs/unct\\_kh\\_UNDAF\\_doc\\_2011-2015\\_2016.pdf](http://kh.one.un.org/content/dam/unct/cambodia/docs/unct_kh_UNDAF_doc_2011-2015_2016.pdf)

<sup>6</sup> The Rectangular Strategy for growth, employment, equity and efficiency phase II is the "Socio Economic Policy Agenda" of the Royal Government of Cambodia of the fourth legislature of the national assembly. The Rectangular Strategy phase II maintains the earlier structure and fine-tunes and sharpens the prioritized policies of the rectangular strategy in its first phase.

<sup>7</sup> [http://kh.one.un.org/content/dam/unct/cambodia/docs/unct\\_kh\\_UNDAF\(2016-2018\)\\_2016](http://kh.one.un.org/content/dam/unct/cambodia/docs/unct_kh_UNDAF(2016-2018)_2016)

learning, decision making and improved performance, awareness raising and advocacy purposes. Since DOCO is in the process of developing new guidelines for a new generation of UNDAFs that will take into account the results and recommendations from the Quadrennial Comprehensive Policy Review (QCPR) 2016, this evaluation can constitute a meaningful source of what has worked and what has not.

### III. PURPOSE, OBJECTIVES AND SCOPE

#### Purpose of the Evaluation

The independent evaluation of the UNDAF 2011-2015 and mid-point review of the UNDAF 2016-2018 serves two main purposes:

- (3) Support **greater accountability of the UN system** for working effectively and in alignment with UN programming principles to contribute to agreed results in the UNDAF 2011-2015. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.
- (4) Promote **greater learning from the experience of implementing the current UNDAF** 2016-2018 about what works, what doesn't and why. This should include providing lessons learned on what the added value of the UN has been and could be in the future, especially considering the changing development landscape and emerging new actors and how the UN adapts to the changing environment in Cambodia. It should therefore take into consideration not only what is covered in the UNDAF, but also examine which aspects are not covered although they are relevant to the current and future context, including related to the SDGs (Cambodia is in the process of SDG localization which is expected to be completed in 2017). Recommendations should also include what can be excluded in the future UNDAF.

The UNDAF evaluation should be as forward looking as possible to provide lessons learned that will feed into the next UNDAF cycle. It will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving UN coordination at the country level. The UNCT, the RGC and other UNDAF stakeholders can learn from the process of documenting good practices. The evaluation should therefore also assess the UN architecture/structure and the way the UN in Cambodia functions and manages itself and how the UNDAF serves as a tool. In addition, attention should be given to how prepared the UN in Cambodia is for emergency situations and how effectively it develops related capacity of institutions.

#### Evaluation Objectives and Scope

The overall objectives of the evaluation are the following:

- Assess the previous (2011-2015) and current (2016-2018) UNDAF cycles by reviewing its effectiveness on advancing the national development agenda of the RGC;
- Review sustainability in relation to the results achieved under the 2011-2015 cycle;
- Focusing primarily on the current UNDAF 2016-2018 review its relevance, efficiency, effectiveness and sustainability on the national development agenda of the RGC;
- Review design, focus and comparative advantage of the UN system in the inception process;
- Examine how the five UN programming principles<sup>8</sup> have been mainstreamed in the results-based management cycle (design, implementation and M&E) of the UNDAF 2016-2018; and

<sup>8</sup> Human rights based approach, gender equality, and environmental sustainability, capacity development, and results-based management.



- Provide actionable strategic and programmatic recommendations, in priority order, for improving the contribution of the UNCT to the RGC's development priorities under the UNDAF 2016-2018, which can be considered for the next 2019-2023 UNDAF and taking into consideration the SDGs at the top level (and not be a compilation of agency specific evaluations or review exercises or comment on any agency specific performance).

Data collection is expected to be conducted at national, sub-national and community provincial level.

The UNDAFs will be evaluated against the strategic intent laid out in the two UNDAF documents, respectively, and specifically the contribution to the national development results laid out in the UNDAF results frameworks. The evaluation will therefore be global in scope, in the sense that it will cover all sectors of the UNDAF. In terms of time, the evaluation will cover two UNDAF cycles (2011-2015 and 2016-2018), hence the period from 1 January 2011 to 31 December 2015 and 1 January 2016 to 31 March 2017. Evidence and findings of the UNDAF evaluation will embrace the views of all key stakeholders, including vulnerable, poor and marginalized groups. Benefit gained by vulnerable population from UNDAF implementation and focus on provinces lagging behind should be given attention to during the evaluation. Two provinces are expected to be selected by the evaluation team based on an analysis during the inception phase.

## IV. EVALUATION APPROACH AND METHODOLOGY

### Evaluation Approach and Criteria

As per the guidance document 'UNDAF Evaluation Guidelines for Terms of Reference'<sup>9</sup> (TOR), this evaluation is a programmatic evaluation in that it assesses the UNCT's performance against the UNDAF 2011-2015 and the UNDAF 2016-2018 programmatic framework that specifies its strategic intent, objectives and outcomes set forth in the results framework. As such it is a country-level evaluation carried out jointly with the UNCT and the overall approach is participatory and orientated towards learning on how to jointly enhance development results at the national level. As outlined in the purpose and scope section, the evaluation will also assess how the UN coordinates itself under the UNDAFs 2011-2015 and 2016-2018 including with regard to joint funding and resource mobilization, e.g., through joint programmes and joint initiatives.

Given that (a) outcomes are, by definition, the work of a number of partners, and (b) UNDAF outcomes are set at a very high level, attribution of development change to the UNCT (in the sense of establishing a causal linkage between a development intervention and an observed result) may be extremely difficult and in many cases infeasible. The evaluation will therefore consider **contribution** of the UNCT to the change in the stated UNDAF outcomes and the evaluators will need to explain how the UNCT contributed to the observed results. In conducting the assessment, first, the evaluators will examine the stated UNDAF outcomes for 2011-2015 and 2016-2018; identify the change over the period being evaluated on the basis of available baseline information; and observe the national strategy and actions relevant to the focus of the UNDAF and the role of the UN in support of that change. Second, they will examine the implementation of UNDAF strategy and actions in support of national efforts.

The following key areas of inquiry, drawn from the United Nations Evaluation Group (UNEG) norms and standards<sup>10</sup> and the Organization for Economic Cooperation Development/Development Assistance Committee (OECD/DAC) evaluation criteria<sup>11</sup>, must be addressed by the evaluation:

### UNDAF 2011-2015

<sup>9</sup> See [www.undg.org/main/undg\\_document/undaf-evaluation-guidelines-for-terms-of-reference/](http://www.undg.org/main/undg_document/undaf-evaluation-guidelines-for-terms-of-reference/)

<sup>10</sup> See [www.uneval.org](http://www.uneval.org)

<sup>11</sup> See the Development Assistance Committee criteria for evaluating development assistance factsheet at [www.oecd.org/dac/evaluation/49756382.pdf](http://www.oecd.org/dac/evaluation/49756382.pdf)

### *Relevance*

- To what extent was the UNDAF designed to be in line with the national development needs and priorities and MDGs?

### *Effectiveness*

- To what extent have the outcomes from the UNDAF 2011-2015 been achieved and helped to inform the formulation of the current UNDAF planning cycle?
- What lessons have been learned from the previous UNDAF, which helped to support to CMDG achievement and can be used to effect the achievement of the CSDGs?

### *Sustainability*

- Looking at the past, the present and the future, how well designed was the previous UNDAF in relation to the results achieved?

## **UNDAF 2016-2018**

### *Relevance*

- To what extent is the UNDAF aligned with the national development needs and priorities and should adjustment in UNDAF implementation be considered to align with SDGs? How well does the design of the UNDAF address the needs of the most vulnerable groups in Cambodia?
- To what extent is the UNDAF responsive to changing environment in Cambodia at national and subnational level and how should it adapt to these changes?

### *Effectiveness*

- To what extent is the current UNDAF on track to achieve planned results (incl. intended and unintended, positive or negative)?
- How were the five UN programming principles mainstreamed in the design, implementation and monitoring and evaluation (M&E) of the UNDAF 2016-2018?
- To what extent has the UN been able to form and maintain partnerships with other development actors including bilateral and multi-lateral organizations, civil society organizations and the private sector to leverage results?

### *Efficiency*

- To what extent and how has the UN system mobilized and used its resources (human, technical and financial) and improve inter-agency synergies to achieve its planned results in the current UNDAF cycle?
- To what extent has the UNDAF increased the synergies between the programmes of UN agencies?

### *Sustainability*

- What is the likelihood that the benefits that resulted from the previous and current UNDAF will continue at national and subnational level through adequate ownership, commitment, willingness displayed by the government?

- Looking at the past, the present and the future, how well designed is the UNDAF in order to remain valid in light of the changing environment?

In addition to these core questions, the evaluation team will develop context-specific sub-questions during the inception phase of the UNDAF evaluation. To this purpose, during the inception mission the evaluation team will conduct a **stakeholder analysis** followed by ample in-country consultations with all key response stakeholders, to ensure that their views on issues that need to be considered, potential sub-questions, etc. are incorporated into the UNDAF evaluation. The inception report will also confirm the objectives around which to assess results and consider the preparation for the new UNDAF. The evaluation is intended to be forward looking and therefore needs to take into consideration what is important for the future, including with regard to the 2030 Agenda.

## Methodology

The evaluation will use **mixed-method analysis**, employing the most appropriate **qualitative** and **quantitative** approaches, data types and methods of data analysis. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources. **Methodological rigor will be weighted significantly in the assessment of proposals. Hence bidders are invited to interrogate the approach and methodology proffered in the TOR and improve on it, or propose an approach they deem more appropriate to achieve the intended evaluation results.** In addition, a participatory and utilization-focused approach to involve key stakeholders and boost ownership of the evaluation shall be adopted.

The evaluation team will be guided by the major analytical frameworks that form the basis for drawing final conclusions and generating forward looking recommendations, namely: the evaluation criteria, the UNDAF 2011-2015 and UNDAF 2016-2018 results framework, the National Strategic Development Plan 2009-2013 and 2014-2018 as well as CMDGs reports as the main reference to assess the overall UNCT's performance, and to understand whether the UNDAF's objectives have been met and what results have been achieved.

While assessing performance using the above criteria the evaluators will identify the various factors that can explain the performance. This will allow lessons to be learned about why the UNCT performed as it did. Where these factors have been identified as UNDAF outcomes in their own right, they should be considered both results and enabling factors. For instance, strengthened human rights and equity and gender equality could be an UNDAF outcome to be assessed as part of the evaluation, while gender-responsive programming or gender mainstreaming as an explanatory factor that may have helped achieve UNDAF results from equitable poverty reduction to improved social services. Although UNDAFs are implemented in a wide range of contexts, there are some standard issues that can be assumed to affect performance.

During the inception phase, the evaluation team will propose a detailed methodology designed to provide evidence around the result areas of the UNDAF 2011-2015 and the UNDAF 2016-2018. An evaluation matrix will be prepared during the inception phase in which the sources of data, methods and criteria will be defined for each evaluation question, including assuring triangulation of data. The inception report should include a description of data sources, data collection and analysis methods, indicators, triangulation plan, factors for comparative analysis, and validation strategy, as well as how the team intends to incorporate the views various stakeholders (including vulnerable, poor and marginalized groups). The inception report will also provide a detailed stakeholder analysis and a clear indication of how and which national and provincial entities and communities will be consulted, engaged and involved in the evaluation process as relevant. The evaluation team should explicitly describe in the inception report the approaches and strategies that will be used to identify and reach out to various stakeholders. These strategies may include, among others, the selection of key informants, the use of snowball sampling strategies, the use of focus groups, etc. The advantages and limitations of the use of these methods should also be clearly explained.

The evaluation team will conduct field visits to pertinent programmatic areas. The team should seek to spend the necessary amount of time during the field mission to conduct direct consultations with subnational authorities and communities that have benefitted from the UN assistance. The focus of these consultations should be on the change in government actions at national and subnational level as a result of UN policy advice. The evaluation should, wherever possible, undertake systematic data gathering from both beneficiaries and non-beneficiaries on the appropriateness and quality of the assistance provided. In deciding the amount of time to be spent in consultation with communities, it is important that the evaluation team maintains a balance in terms of the need to identify high-level outcomes and the need to ensure sufficiently ample consultations.

The UNDAF evaluation will use a variety of validation methods to ensure that the data and information used and conclusions made carry the necessary depth including, but not limited to:

- **Document review** focusing on UNDAF planning documents, mid-term progress reviews (where undertaken), annual reports and past evaluation reports (incl. those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments. There are several crucial strategic documents currently under development which need to be taken into consideration even though they might become available only when the actual reviewing phase is over.<sup>12</sup>
- **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members, and implementing partners;
- **Surveys and questionnaires** including participants in development programmes, UNCT members, and/ or surveys and questionnaires involving other stakeholders at strategic and programmatic level;
- **Focus group discussions** involving groups and sub-groups of stakeholders and decision-makers; and
- **Other methods** such as outcome mapping, observational visits, etc.

In general, the evaluation approach should follow the UNEG guidance on integrating human rights and gender equality, UNEG norms and standards and international principles for development evaluation.<sup>13</sup> In particular, in line with the UN System-Wide Action Plan (UN-SWAP)<sup>14</sup> on gender equality, data collection methods and process should consider gender sensitivity. The final report should be compliant with UNEG quality checklist of evaluation reports<sup>15</sup> and acknowledge how inclusive stakeholder participation was ensured during the evaluation process and any challenges to obtaining the gender equality information or to addressing these issues appropriately. Data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually-relevant markers of equity.

Adherence to a code of ethics and a human rights based and gender sensitive approach in the gathering, treatment and use of data collected should be made explicit in the inception report. Perspective from both rights holders and duty bearers shall be collected.

## **V. MANAGEMENT AND CONDUCT OF THE EVALUATION**

The UNDAF evaluation team will work under the supervision of a dual-tiered evaluation management structure: an **evaluation commission and an evaluation management group (EMG)**. The evaluation commission,

<sup>12</sup> A list of all relevant documents will be made available.

<sup>13</sup> See: <http://www.uneval.org/document/guidance-documents>

<sup>14</sup> See: <http://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

<sup>15</sup> See: <http://www.unevaluation.org/document/detail/607>

comprised by the RC and UN Head of Agencies and Government representatives, is the decision-making organ for the UNDAF evaluation. All key deliverables need to be validated by **an evaluation commission**.

An **evaluation management group** (EMG) will provide direct supervision and will function as the guardian of the independence of the evaluation. The EMG is responsible for the day-to-day implementation of the evaluation and management of the evaluation budget. The EMG core group is composed by a staff member of the RC's Office, the M&E officers/focal points from UNDP, UNICEF, UNFPA, UN Women and WHO, one representative from the Council for the Development of Cambodia (CDC) and one representative from the National Working Group (NWG) on M&E. Additional members of the EMG are three members of the Programme Management Team (UNICEF, UNOPS, WFP).

A **reference group** will provide inputs and comments on the TOR, the inception report and final report and review the main deliverables to provide quality assurance. It is composed of two focal points from CDC and the NWG M&E, three UNDAF Focal Points on Head of Agency level, the chairs of the four UN thematic groups (Gender, Human Rights, HIV/AIDS, Youth), two representatives from CSOs (CCC and NGO Forum), two evaluation experts from UNEDAP and one staff from RCO. The group will provide comments on the TOR and meets at least two times: (1) to discuss the inception report, and (2) to discuss the final report. Specific dates are suggested in Table 1, page 15. All members are expected to attend validation workshops. All deliverables will be reviewed first by members of the EMG before sharing with the reference group members.

Given the importance of UNDAF evaluation and the complexities involved in its design and implementation, it is critical that due time and effort is accorded to recruiting an external **evaluation team** which will meet the standards to conduct the evaluation. The evaluation team should ideally consist of **one team leader and between two and three additional team members with the following responsibilities**. For UNDAF evaluations, working with evaluation teams composed of members with a diverse mix of qualifications is recommended. The evaluation team needs to be balanced in terms of gender and should include at least one national team member as this will bring local perspective to the evaluation.

The evaluation team leader will lead the entire evaluation process, working closely with all team members. He/she will conduct the evaluation process in a timely manner and communicate with the EMG on a regular basis and highlight progress made/challenges encountered. The team leader will be responsible for producing high quality inception report and the draft and final evaluation reports in standard British English (both the Evaluation Brief and Executive Summary of the Evaluation Report will need to be translated in Khmer at the cost of the company).

The team members will contribute to the evaluation process substantively through data collection and analysis. They will share responsibilities for conducting desk review and interviews and conduct field visits to the project sites identified during the inception phase and collect data. They will provide substantive inputs to the inception report as well as to the draft and final evaluation reports.

## **Qualification of Evaluation Team**

### **1) International Team Leader (1 person)**

- Advanced University Degree (Masters or PhD) in political science, public administration, development studies, law, human rights or other relevant field;
- Minimum fifteen years of relevant professional experience;
- A strong record in designing and leading evaluations;
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods;
- Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams at the international level;

- Technical competence in undertaking complex evaluations which involve use of mixed methods;
- Prior experience in working with multilateral agencies;
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF;
- Strong experience and knowledge in the five UN programming principles: human rights (the human rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development; and
- Fluency in English, excellent oral, written, communication and reporting skills.

## **2) International Team Member(s) (Max 2 persons)**

- Advanced University Degree (Master or PhD) political science, public administration, development studies, law, human rights or other relevant field;
- Minimum of ten years of relevant professional experience;
- Technical competence in undertaking complex evaluations which involve use of mixed methods;
- Strong data collection and analysis skills;
- Prior experience in working with multilateral agencies;
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF;
- Strong experience and knowledge in the five UN programming principles: human rights (the human rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development;
- Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders;
- Fluency in English, excellent oral, written, communication and reporting skills; knowledge of Khmer would be an asset;
- Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset; and
- Previous working experience in an East Asian context is desirable, together with understanding of Cambodia context and cultural dynamics is also considered an asset.

## **3) National Team Member(s) (Max 2 persons)**

- Advanced University Degree (Master or PhD) in the field of political science, governance, public administration, development studies, law, human rights or other relevant field;
- Minimum five years of relevant professional experience;
- Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders (including in local language);
- Strong experience and knowledge in the five UN programming principles: human rights (the human rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development;
- In-depth knowledge and strong research record of Cambodian socio-economic development;
- Fluency in English and Khmer; and
- Experience in translation and interpretation.

### **Minimum qualifications of firm/organization:**

- A minimum of five years of experiences in managing evaluations, producing high quality analytical research/assessment and providing technical advice or consulting services on issues pertaining to development;
- Back-stopping support and quality assurance systems;
- A strong record in conducting qualitative and quantitative evaluations, using UNEG norms and standards;
- Prior experience in working with multilateral agencies;
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF;
- Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset; and
- Previous working experience in an East Asian context is desirable, together with understanding of Cambodia context and cultural dynamics is also considered an asset.

All the members of the evaluation team should be independent from any organizations that have been involved in designing, executing or advising any aspect of the UNDAF subject of the evaluation

## **VI. DELIVERABLES AND REPORTING REQUIREMENTS**

Evaluation products expected for this exercise are: 1) an inception report, including an Evaluation Brief for external communication; 2) a Power Point presentation containing initial evaluation findings to facilitate validation of the preliminary findings; 3) the final report of the evaluation with up to three revisions (complete first draft be reviewed by the EMG; second draft to be reviewed by the evaluation commission and the reference group, and a penultimate draft) that includes an executive summary ; 4) infographics to be used for publication; and a PowerPoint presentation used to share findings with the reference group and for use in subsequent dissemination events. Outlines and descriptions of each evaluation products are meant to be indicative, and include:

- **Inception report:** The evaluation team will produce an inception report not to exceed 25 pages, or 20,000 words, excluding annexes setting out: the team's understanding of the issues to be evaluated (scope), questions that the UNDAF evaluation intends to answer, and their understanding of the context in which the evaluation takes place; including of a comprehensive stakeholder analysis; any suggested deviations from the TOR, including any additional issues raised during the initial consultations; an evaluation matrix showing selected criteria of analysis, questions and sub-questions, the indicators proposed and sources of information; methodology, including details of gender analysis and triangulation strategy; data collection and analysis tools that will be used to conduct the evaluation; any limitations of the chosen methods of data collection and analysis and how they will be addressed; explanation of how the views of various stakeholders, including vulnerable and marginalized groups, will be addressed during the evaluation; fieldwork plan, timeline for the evaluation, draft dissemination strategy of the evaluation results. Please refer to the quality check for the Inception Report: <http://uneval.org/document/detail/608>. The inception will be presented at a formal meeting of the evaluation commission and the reference group.
- **PowerPoint presentation:** Initially prepared and used by the evaluation team in their presentation of the preliminary findings to the evaluation commission and the reference group, a standalone PowerPoint will be submitted to the EMG as part of the evaluation deliverables.
- **Evaluation report:** The evaluation report will not exceed 50 pages, or 35,000 words, excluding a stand-alone executive summary (max 2,500 words) and annexes. A complete draft report will include: table of

contents, summary table linking findings, conclusions and recommendations, including where responsibility for follow up should lie; analysis of the context in which the UNDAF is implemented; methodology summary: a brief chapter, with a more detailed description provided in an annex; main body of the report, including overall assessment, findings in response to the evaluation questions; conclusions and lessons learned; a parsimonious set of actionable strategic and programmatic recommendations in priority order, and a description of how they were validated; and annexes (evaluation terms of reference; data analysis framework, list of people interviewed, list of background materials used, etc.). Please refer to the UNEG Quality Checklist for Evaluation Report for guidance: <http://www.unevaluation.org/document/detail/607>.

- **Data and infographics:** Data, live data tables and infographics will be submitted to the evaluation management team as part of the evaluation deliverables.

**Bidders are invited to reflect on each outline and effect the necessary modification to enhance their coverage and clarity. Having said so, products are expected to conform to the stipulated number of pages where that applies.**

The quality of the evaluation report will be assessed according to the UNEG norms and standards for evaluation and the UNICEF and WFP quality assurance system for evaluations, respectively Geros and EQUAS.

The inception and draft reports will be produced jointly by the members of the evaluation team and will reflect their collective understanding of the evaluation. All deliverables listed will be written in standard British English (the Evaluation Brief, Executive Summary of the Evaluation Report, the PowerPoint presentation and infographics will need to be translated into Khmer). If the EMG finds that the reports do not meet the required standards, the evaluation team will make the edits and changes needed to bring it in line with the required standards at their own expenses.

An estimated budget has been allocated for this evaluation. The implementation of the evaluation is expected to follow the following time schedule.

**Table 1: Proposed UNDAF Evaluation Timeline**

TASK	TIME ESTIMATE	Due date	RESPONSIBLE PARTY
<b>INCEPTION, DOCUMENT REVIEW AND ANALYSIS</b>	<b>7 weeks, concurrent (April – May 2017)<sup>16</sup></b>		
Inception visit, drafting the inception report (methods, instruments, etc.)	2 weeks	3 April – start	Evaluation team
Presentation of first draft inception report to EMG (in-house) and feedback to the evaluation team		18 April	EMG/ Evaluation team
Second inception report - Presentation to the evaluation commission and the reference group	1 week	25 April	Evaluation team EMG/evaluation commission/reference group
Submit final inception report	1 week	3 May	EMG/ Evaluation team
Conduct document review, survey and analysis	2 weeks	17 May	Evaluation team

<sup>16</sup> There are a number of public holidays in April/May, i.e. 14-16 April Khmer New Year (with many officials usually taking the whole week 10-14 April); 1 May International Labour Day; 10 May Visak Bochea (Birth of Buddha), 13-15 King's birthday; 14 May Royal Plowing Ceremony.



Finalize and present desk review report to EMG, confirm planning for field visit	2 weeks	31 May	Evaluation team/EMG
<b>DATA COLLECTION</b>	<b>7 weeks, consecutive (End-May – mid-June, 2017)<sup>17</sup></b>		
Conduct field-based data collection	6 weeks	12 July	Evaluation team
Conduct workshop to validate preliminary findings	1 week	20 July	Evaluation team
<b>REPORTING</b>	<b>9 weeks, consecutive (July – August, 2017)</b>		
Prepare and submit a first draft of evaluation report	3 weeks	9 August	Evaluation team
Receive first draft and feedback to evaluation team	1 week	16 August	EMG
Prepare and submit second draft of evaluation report to EMG	1 week	23 August	Evaluation team
Receive second draft and feedback to evaluation team	2 weeks	6 September	EMG/evaluation commission/reference group
Receive penultimate draft and feedback to evaluation team	1 week	13 September	Evaluation team/EMG
Submit and present final report to the evaluation commission and the reference group in a workshop	1 week	20 September	Evaluation team/EMG/evaluation commission/reference group

The UNDAF evaluation has a timeline of six months from beginning of April to September, 2017. Adequate effort should be allocated to the evaluation to ensure timely submission of all deliverables, approximately 20 weeks on the part of the evaluation team.

## **VII. INSTITUTIONAL ARRANGEMENT**

As stated under V. *MANAGEMENT AND CONDUCT OF THE EVALUATION*, the UNDAF evaluation team will work under the supervision of a dual-tiered evaluation management structure: an **evaluation commission and an EMG**. The evaluation commission, comprised of the RC and UN Heads of Agencies and Government representatives, is the decision-making organ for the UNDAF evaluation. All key deliverables need to be validated by **the evaluation commission**. The EMG will provide direct supervision to the evaluation team. Head of RC office will function as the main focal point for coordinating and directly communicating with the contractor.

## **VIII. DUTY STATION**

The duty station of the work is home based and Phnom Penh, Cambodia but the team will be required to visit pertinent programmatic areas in some selected provinces. As stated above under *Evaluation Objectives and*

<sup>17</sup> 4 June - Date of Cambodia Communal Elections.

Scope, two provinces are expected to be selected by the evaluation team based on an analysis during the inception phase.

## **IX. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS**

The Service Provider shall be paid the consultancy fee upon completion of the following milestones:

- 30% after approval of the inception report, including an Evaluation Brief for external communication;
- 30% after presentation of a Power Point presentation containing initial evaluation findings to facilitate validation of the preliminary findings; and
- 40% after approval of the final evaluation report that includes an executive summary, infographics to be used for publication; and a PowerPoint presentation used to share findings with the reference group and for use in subsequent dissemination events.

The contractor fee will be paid as a lump sum amount (all-inclusive of expenses related to the consultancy including travels inside and outside the duty station and any tax obligations). The contract price will be fixed regardless of changes in the cost components.

## **X. RECOMMENDED PRESENTATION OF PROPOSAL**

The bidder shall structure the technical part of its Proposal according to the format proposed in this TOR, as follows.

- a) Expertise of firm/organization submitting proposal: This section should describe the organizational unit that will be responsible for the contract, and the general management approach towards this evaluation. This should fully explain the Bidder's resources in terms of personnel and other resources necessary for achieving project results. This section should also provide orientation to the organization/firm including the year and state/country of incorporation and a brief description of the Bidder's present activities (focusing on services related to the Proposal). Information on similar activities having been undertaken by the company, institution or team of individuals going to be involved in this assignment and recent and current contracts with similar agencies.
- b) Proposed methodology: This section should demonstrate the Bidder's responsiveness to the specification by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; and demonstrating how the proposed methodology meets or exceeds the specifications.
- c) Personnel: CVs for all team members should be attached, including a copy of an evaluation report written by the proposed Team Leader.
- d) Three references for each team member.