

TERMS OF REFERENCE
Individual Contractor

Assignment Information

Assignment Title:	International Consultant for EGR Project - Final Evaluation
UNDP Practice Area:	Environment and Energy
Cluster/Project:	Environment Governance Reform (EGR) project
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home based and Phnom Penh
Expected Place of Travel:	Phnom Penh (10 days)
Contract Duration:	25 working days in March 2019 - April 20 th , 2019

Project Description

Cambodia is rapidly transiting towards a lower middle-income country. The Gross National Income (GNI) per capita is USD 1,020 (World Bank 2014) with an annual Gross Domestic Product (GDP) growth of 7.4 percent (World Bank 2013). However, Cambodia is ranked 145 out of 178 countries for the Environmental Performance Index with the overall score of 35.44 out of 100 points (Yale Center for Environmental Law and Policy, 2014). The World Bank's Country Policy Institutional Assessment (CPIA) (2014) gives the country a score of 3 out of 6 in terms of its policy and institutional capacities in attaining environmental sustainability. Like other rapidly developing countries, Cambodia thus faces challenges in terms of attaining sustainable development. In September in 2015, Cambodia endorsed the adoption of Sustainable Development Goals (SDGs) to meet these challenges. Currently, Cambodia is in a process of specifying the SDG goals in the context of the challenges pertaining to Cambodian sustainable development.

At present, Cambodia has several governmental bodies and laws to govern its natural resources and the environment. The Ministry of Environment (MoE) is one of the governmental bodies with a central mandate to ensure conservation and management of natural resources and environment. In recent years, however, the MoE has faced significant constraints in addressing the emerging environmental issues and challenges due partly to its rigid organizational structure, strategic priorities and implementation plans, and partly to insufficient human and technical resources.

Moreover, there was limited inter-ministerial coordination and legal framework that provide overarching guidance and direction for sustainable development. Additionally, the mandates and regulations of existing ministries could correspond to some extent to current and emerging challenges. Finally, overlapping jurisdictions and mandates among line ministries prevents a more effective governance of natural resources and environment. This has resulted in uneven and inadequate enforcement and application of environmental and natural resource requirements and standards, thus constraining efforts to protect the environment and facilitate sustainable development.

In response to these challenges, the Royal Government of Cambodia (RGC) embarked upon environmental governance reforms in November in 2013. These focus on three pillars of activities:

- (1) MoE modernization,
- (2) Establishment of the National Council of Sustainable Development (NCSD), and
- (3) Development of an Environmental Code.

In supporting in rolling out the Environmental Reform agenda, under the joint financial resources from USAID, Japan Government, UNEP, and UNDP a project named Environmental Governance Reform for Sustainable Development (EGR) project was developed and approved in 2016. The project has been in its implementation stage and is going to complete all its activity by early Quarter 2 2019.

Since the project is approaching to the conclusion of its committed activities, the project is looking to hire a qualified and experienced International Consultant to Conduct a Final Evaluation of the Environment Governance Reform (EGR) project.

Overall Objectives of the Assignment

The overall objectives of the evaluation are:

- To review and assess the overall achievements at results (outputs, outcomes and impacts) of the EGR Project (including the extension phase of the project) to date, as well as to identify opportunities and challenges related to design, implementation and management of the EGR and provide recommendations on how different implementation approaches may be considered in a future environmental governance related project;
- To assess how the EGR project is related to or complements other ongoing environmental projects at the ministry of environment and the National Council for Sustainable Development and their related activities;
- To identify lessons learnt and impacts from the EGR project, with potential for replication or inclusion in national or sectoral policies; and
- To what extent the programme contributed to the UNDP Country Programme and national priorities.

Specific objectives:

The final evaluation will evaluate the status of progress, implementation and management process employed under the EGR Project. The specific objectives of the assessment are as follows:

- Assess the overall design and results of the project i.e. outputs, outcomes, & impacts);
- Assess the overall extent the EGR project has supported the reform of the MoE and NCSD – including the EGR extension (April 2018 - April 2019) phase.
- Institutional systems and tools developed by the EGR project to advance the agenda on environmental protection and sustainable development;
- Assess how the institutions have integrated EGR supported systems and tools to complete strategic planning, human resource management, effective communications, the deployment of ICT solutions and in the preparation of legislation/policies – to name but a few;

- How the EGR project has strengthened capacities that would contribute to advancing the institutional reform agenda;
- Gender sensitivities in the EGR project;
- Generation of lessons learnt and sharing of this information;
- Review the extent to which the planned project activities can lead to longer term outputs/outcomes by government and if any adjustments would be required;
- Review and assess the adequacy of budget and expenditures, and provide recommendations on how these areas could have been adjusted;
- Relevance and suitability of the indicators in the results framework;
- Extent to which the planned activities allow for sustained attainment of programme objectives;
- Strategies developed and implemented in addressing the key challenges faced by the institutions;
- Value for money against outputs produced;
- To identify lessons learned (including unsuccessful practices) and any best practices which should be fed into national/sub national approaches/policies, or practices that have significant potential for replication.
- Highlight any strategic findings and recommendations from any external consultant firms/individuals that have been involved in the EGR project.

Scope of Work

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

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

- Relevance: to assess the relevance of the EGR project strategies and implementation arrangement, for environmental governance reform.
 - To what extent does the EGR interventions meet the needs of MoE/NCSD?
 - To what extent are the activities of the EGR project valid and aligned with national priorities the MoE/NCSD?
 - Were the activities and outputs of the EGR consistent with the overall objectives and goals of the EGR projects overall scope and objectives?
 - Related to activities and capacity level, was the programme timeframe (including activities during the extension phase) reasonable to achieve the outputs and outcomes?
- Efficiency: to the best extent possible, the reviewer will compare the institutional benefits of the EGR with the budget to assess the overall efficient of the project. The reviewer will provide practical recommendations regarding how to improve efficiencies in future environmental projects.
 - Has the UNDP approach resulted in optimum transaction costs and oversight?
 - Were activities cost-efficient?
 - Were outputs achieved on time?

- Effectiveness: to assess how effective is the EGR project in achieving the objectives (outputs and outcomes).
 - To what extent were the EGR governance structures in particular, the project support board, was effective in facilitating smooth implementation?
 - To what extent were the objectives achieved / are likely to be achieved by the end of the project?
 - What were the major factors influencing the achievement or non-achievement of the objectives?
- Impacts: The EGR project had aimed to strengthen MoE/NCSD institutional systems, tools and capacities to more effectively address environmental concerns and the overall sustainable development agenda. It should be noted that it can take significant time before improvement in capacities or the full adoption of new systems/tools; therefore, the reviewer should analyse both how capacity/tools/systems have been developed and how project achievements contribute to the institutional reform agenda.
 - What were the institutional changes resulting from the EGR interventions? Did the project change the way the institutions are addressing internal administrative and the delivery of technical functions? Did the project change the way the institutions are addressing externalities?
 - Where there any change management results in staff at the institutions?
 - What were the changes in staff behaviours to better address the institutions vision and mandate?
- Sustainability: The review will assess how the programme achievements contribute to sustainability by engaging appropriate Government, non-Government and other relevant stakeholders.
 - To what extent has the EGR project contributed to nurturing Government ownership and leadership in the implementation of environmental and sustainable development results?
 - To what extent are the benefits of the EGR project likely to continue after its completions?
 - What were the major factors which influenced the achievement or non-achievement of sustainability?

Coherence/Complementarity

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

Partnership

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

Expected Deliverables

Deliverables	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
Deliverable 1. A detailed review methodology, including timelines	3 working days	24 March 2019	UNDP Project Manager, National Project Counterprt, Programme Analyst, and Assistant Country Director of UNDP
Deliverable 2. Completion of field mission and presentation of preliminary findings to key stakeholders of the EGR project	6 working days	1 April 2019	
Deliverable 3. completion of draft version of the evaluation report.	12 working days	15 April 2019	
Deliverable 4. A final evaluation report produced at the quality required, addressing consolidated findings and recommendations	4 working days	20 April 2019	
Total estimated number of days:	25 days		

Note *: in case, there is any feedback/comments from the UNDP Independent Evaluation Office after report submission, the consultants will be made to improve accordingly.

Duty Station

The duty station for this assignment is home country and Cambodia (one trip in country mission). During the assignment the reviewer is expected to be based in Phnom Penh. It is estimated that the reviewer needs to be on mission to Cambodia one time, for the period of 6 working days, to meet all the key stakeholders and to present preliminary finding. The consultant is expected to be on mission. When the consultant is on board the exact date will be fixed.

During the mission in Cambodia, the transportation costs within Phnom Penh will be covered by the consultant.

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

Institutional Arrangement

The EGR project team will work closely with the evaluator to facilitate the process, including providing relevant documents related to the EGR for desk review, identifying stakeholders and sources of information, assisting in organizing meetings with stakeholders and assisting to resolve any issues arising during the assignment period to the extent possible.

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

The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks. Recommended methods include (non-exhaustive):

- ☐ Desk reviews,
- ☐ Interviews with EGR team,
- ☐ Interviews with UNDP and EGR donors,
- ☐ Interviews with strategic partners supporting EGR implementation
- ☐ Key informant interviews
- ☐ Interviews and focus groups discussions

Minimum Qualifications of the Individual Contractor

Education:	Minimum of a master's degree or equivalent in environmental governance, natural resource management, environment, development studies or related field demonstrably relevant to the position.
Experience:	<ul style="list-style-type: none"> • At least 7 years' experience conducting project evaluations, including 5 years' experience evaluating development projects in the field of environmental, natural resource management; • Proven experience in data collection, analysis and evaluation report writing; • Proven experience in leading multi-stakeholder consultations with government and other stakeholders in developing countries; • Prior experience working in Asia • Previous evaluation experience for UNDP projects is a strong asset;
	<ul style="list-style-type: none"> • Strong technical background and proven competency in environmental management paired with institutional reform

Competencies:	<ul style="list-style-type: none"> • Excellent evaluation skills, including capacity to produce high quality and constructive reports • Excellent English report writing skills • Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distil critical issues, and to draw practical conclusions • Demonstrated ability to work with developing country government agencies. • Experience leading multi-disciplinary, multi-national teams. Ability to meet short deadlines. • Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact. • Ability and willingness to travel to Cambodia • Computer literate (MS Office package).
Language Requirement:	English