





FINAL EVALUATION REPORT

Building Capacities for Civic Engagement, Peacebuilding, and Inclusive Dialogue: Towards **Inclusive and Participatory Governance**

UNDP Cambodia Country Office

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Evaluation Team

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1. INTRODUCTION	11
2. CONTEXT AND BACKGROUND	12
2.1 CONTEXT	
2.3 Theory of Change	
2.4 EVALUATION PURPOSE, OBJECTIVE AND SCOPE	
3. METHODOLOGY	18
3.1 PHASE 1 – INCEPTION PHASE - DESK RESEARCH, DOCUMENT REVIEW AND INCEPTION REPORT	18
3.1.1 EVALUABILITY ANALYSIS	
3.1.2 Cross-cutting Themes – Human Rights, Gender Equality and Leave No One Behind	
3.1.4. EVALUATION DESIGN	
Overall Approach	
Specific Approach	20
3.2 PHASE 2 – DATA COLLECTION, ANALYSIS AND VALIDATION	21
3.2.1 Data collection methods and instruments	21
3.2.2 SAMPLING METHODS FOR QUALITATIVE AND QUANTITATIVE DATA COLLECTION	
3.3 PHASE 3 – DATA SYSTEMATISATION, ANALYSIS AND INTERPRETATION OF FINDINGS, TRIANGULATION DRAFTING, REVISION AND FINALISATION	22
3.3.1 ANALYTICAL METHODS	22
3.4 CHALLENGES AND LIMITATIONS OF THE EVALUATION AND MITIGATION RESPONSES	24
3.5 EVALUATION TEAM	24
3.6 DATA MANAGEMENT PLAN, INFORMED CONSENT AND ETHICAL CONSIDERATIONS	25
4. FINDINGS	25
5. CONCLUSIONS	
6. RECOMMENDATIONS	44
7. LESSONS LEARNED	
ANNEX I – KEY EVALUATION CRITERIA AND QUESTIONS AS PER THE TERMS OF REFEREN	
ANNEX I – REY EVALUATION CRITERIA AND QUESTIONS AS PER THE TERMS OF REFEREN	
ANNEX II - EVALUATION MATRIX	53
ANNEX III - INFORMED CONSENT PROTOCOL AND DATA COLLECTION TOOLS AND INSTRUMENTS	65
3.1 Informed Consent Protocol	65
3.2 Key Informant Interview Guides	66
ANNEX IV. STAKEHOLDERS MET	74
ANNEX V OUTCOME AND OUTPUT INDICATORS	77
5.1 OUTCOME INDICATORS	
5.2 Output Indicators	
ANNEX VI TERMS OF REFERENCE	82
ANNEX VII UNEG ETHICAL PLEDGE IN EVALUATION	. 112

PROJECT PROFILE

Project Identification				
Project title	Building Capacities for Civic Engagement, Peacebuilding,			
	and Inclusive Dialogue: Towards Inclusive and Participatory			
	Governance			
Project Number	00090594			
	UNDP Cambodia Country Programme Document 2019-			
2023	·			
UNDAF/CPD outcome and CPD	UNDAF Outcome 4: By 2023, women and men, including			
output	those underrepresented, marginalized and vulnerable,			
	benefit from more transparent and accountable legislative			
	and governance frameworks that ensure meaningful and			
	informed participation in economic and social development			
	and political processes.			
Project Information				
Country	Cambodia			
Region	Asia Pacific			
Project dates	Start dates: 01 March End Dates: 28 February 2024			
	2020			
Project Budget				
Project Budget	US\$ 2,144,703.69 (excluding 1% levy: US\$16,395.04)			
Project Expenditure	US\$ 1,690,390.04 (79% of total project budget)			
Funding Source(s)	Government of Japan and UNDP Cambodia			
Project partners:	Ministry of Interior (MoI)			
Implementing Partner	United Nations Development Programme Cambodia			
Evaluation Details				
Evaluation Type	Final Evaluation			
Evaluation coverage	1 st March 2020 – 31 st October 2023			
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The evaluation team extends its thanks to all the partners who participated in the evaluation, including the responsible parties, sub-national authorities, CSOs and NGOs. In particular, the evaluation team would like to thank the many beneficiaries of the project who participated in key informant interviews and focus group discussions. Their openness and willingness to share information were critical in providing a comprehensive assessment of the project's results.

Thanks is also extended to the UNDP Bangkok Regional Hub for their kind review and quality assurance of the evaluation deliverables.

ABBREVIATIONS

CBO Community Based Organization CCC Cooperation Committee for Cambodia

CPD Country Programme Document CEP Civic Engagement Project

CHRAC Cambodian Human Rights Action Coalition

CPDD Coalition for Partnership in Democratic Development

C/SDG Cambodia/Sustainable Development Goals

CSO Civil Society Organisation FGD Focus Group Discussion

GEWE Gender Equality & Women Empowerment

HRBA Human Rights Based Approach

IR Inception Report

ISAF Implementation of the Social Accountability Framework

KII Key Informant Interview

LANGO Law on Associations and Non-Governmental Organisations LGBTQI+ Lesbian, Gay, Bi-sexual, Transexual, Queer, Intersex +

LNOB Leave No One Behind
M&E Monitoring & Evaluation
MoI Ministry of Interior

NASLA National School of Local Administration

NCDD National Committee for Sub-National Democratic Development

NGO Non-Governmental Organisation
NSDP National Strategic Development Plan

OECD/DAC Organisation for Economic Co-operation and Development/Development

Assistance Committee

PPD Provincial Partnership Dialogue PPP Public-Private Partnership

ProDoc Project Document

RGC Royal Government of Cambodia SDG Sustainable Development Goal SEP Stakeholder Engagement Plan SIA Social Impact Assessment SNA Sub-National Administration

STA Strengthening Trust and Accountability in Local Governance through Civil

Engagement Project

ToC Theory of Change ToR Terms of Reference

UNDAF United Nations Development Assistance Framework

UNDP United Nations Development Programme

UNEG United Nations Evaluation Group

UPR Universal Period Review

EXECUTIVE SUMMARY

This Evaluation Report relates to a Final Evaluation of the Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance in Cambodia Project (hereinafter the Civic Engagement Project or CEP). The project is implemented by UNDP Cambodia. The evaluation was commissioned by the project and covers the entirety of the project's implementation period from 1 March 2020 – 31 October 2023. The evaluation covers activities at the national level as well as activities in the four implementing provinces – Kampot, Kampong Cham, Ratanakiri and Siem Reap. The project is funded by the Government of Japan and UNDP Cambodia and its budget is US\$ 2,144,703.69.

As per the OECD/DAC Evaluation Criteria,¹ the evaluation aims to provide UNDP, the donor, government counterparts, civil society partners and other stakeholders with an impartial assessment of the results generated to date. The evaluation assesses the Project's relevance/coherence, effectiveness, efficiency and sustainability as well as gender equality/human rights/leave no one behind. It identifies and documents evidence-based findings and provides stakeholders with recommendations to inform the remaining implementation phase as well as the design and implementation of any future interventions.

The intended users of the evaluation include primary evaluation users, namely UNDP Cambodia and the UNDP Bangkok Regional Hub (BRH) as well as secondary users, including the project's partners and the Government of Japan. Overall, all users can use the evaluation for accountability and transparency purposes, to hold UNDP accountable for its development contributions. The evaluation team sought to ensure the full and active participation of all users as relevant throughout the evaluation process.

The methodology used a mixed-methods approach but was essentially qualitative. It comprised an analysis of all relevant project documentation shared by the project – over 50 documents in total, and data collected both in-person and virtually through a total of 12 key informant interviews and 10 focus group discussions, covering all four project locations. A total of 71 partners and stakeholders were met - 28 women (40%) and 43 men (60%) - including representatives from national and provincial authorities; civil society organisations; the project's two responsible parties; beneficiaries of the project's interventions; the project's donor; and UNDP project and programme representatives.

Overall, the project has achieved good results. It is well aligned with the development priorities of the Royal Government of Cambodia (RGC), the UN and UNDP and most importantly to the needs of its beneficiaries – the people of Cambodia. Despite initial challenges regarding the sensitivities surrounding civil engagement in Cambodia, and the understanding of what civic engagement entails, the project has shown flexibility and adaptability as well as a keen commitment towards listening to its stakeholders. The success of the project indicates that there is a tangible appetite for enhanced civic engagement within the Cambodian context. The positive results, whether in terms of increased capacities among national and local authorities and civil society organisations for participation; enhanced mechanisms and processes to strengthen the quality and effectiveness of the dialogue between sub-national authorities and civil society; or improved partnerships and relationships between sub-national authorities and civil society in the four target provinces, all underscore the potential for meaningful civic involvement. Recognising these successes as the first step is crucial to building on the momentum generated by the project. And while the project has provided a foundation for meaningful change at the provincial level, the results achieved need to be scaled-up and reinforced to ensure their sustainability and long-lasting impact. This will require

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 $^{^{1}\} https://www.oecd.org/dac/evaluation/daccriteria for evaluating development assistance. htm$

the long-term financial commitment from both UNDP and the project's donor.

This evaluation report provides a set of 10 findings, five conclusions, six recommendations and five lessons learned. A summary of the key findings, conclusions and recommendations are provided below.

Findings

Relevance

Finding 1: The Civic Engagement Project is very relevant to its context and contributes towards the national development priorities of the Royal Government of Cambodia including its Rectangular and Pentagonal Strategies. It is aligned with the UNDP Strategic Plan and the UNDAF, in particular outcome 4. It also contributes towards the 2030 Agenda and the Sustainable Development Goals, specifically SDG 16, which could be leveraged further to drive project results. Moreover, the project is relevant to the needs of its beneficiaries. Cognisant of the shrinking democratic and civic space, the project skilfully tailored its approach to focus on activities at the local level, where there is more space, more opportunities for change and institutions are closer to the people.

Finding 2: Challenges in the initial design of the project led to two substantial revisions to the project document. The initial project document was designed quickly, with limited analysis and consultation largely due to time constraints. This led to a misunderstanding of what the project was about and to mistrust on the side of civil society. The project responded robustly to these challenges and utilised various tools including conducting a Social Impact Assessment and Stakeholder Engagement Plan to identify potential risks and develop mitigation strategies to address them. Through showing flexibility and adaptability in this way, the project was able to respond to changes in its context, including political and social changes as well as in its response to the COVID-19 pandemic.

Coherence

Finding 3: UNDP has ensured the coherence of the project within the UNDP Country Office and specifically in the governance portfolio. There is less evidence of external coherence with other donor initiatives, which may in part be due to UNDP's approach to civic engagement differing from others and going beyond support to elections. UNDP's comparative advantage and convening power could be leveraged further to contribute towards greater coherence going forward.

Finding 4: Using the Human Rights-Based Approach, the project has significantly enhanced the capacities of both sub-national authorities to listen and respond to people's needs, as well as civil society's capacities to be able to represent their communities and advocate for their needs. The project has increased the participation of civil society in development and planning processes at the sub-national level and increased the understanding of both parties of the role and contributions the other can make towards enhanced service provision at the local level. These approaches are well aligned with the SDGs and in particular SDG 16.

Effectiveness

Finding 5: Contributing towards SDG 16, the project has enhanced existing mechanisms and processes to strengthen the quality and effectiveness of the dialogue between the sub-national administration and civil society organizations. It has convincingly opened the space for dialogue between these two groups, in particular at the local level. The Public Provincial Dialogues are highly valued by both the provincial governments and civil society and have achieved tangible results in strengthening the partnership between the two.

Finding 6: The project has significantly improved partnerships and relationships between subnational authorities and civil society in the four target provinces. This has been achieved through employing innovative approaches such as the bootcamp and innovation training, as well as a well targeted study tour to Japan. Through undertaking outcome harvesting, the project can clearly demonstrate the increase in knowledge and skills of the participants and their application of these in their daily work.

Efficiency

Finding 7: Despite initial changes in the project's staffing structure, its current organisational setup is efficient and fit for purpose. The expertise and support it offers the project's partners is highly regarded and well respected. Since the current organisational structure has been in place the project's partnerships have been considerably strengthened. UNDP's convening power in being able to bring together government and civil society brings an added value to the project, which is recognised by its partners and which lends to the efficiency of the project in terms of achieving its results. The project could use its Project Board as more as a steering mechanism to guide the direction of the project and for decision-making purposes.

Finding 8: The project included a highly robust and sophisticated system of monitoring and evaluation that includes outcome harvesting and sensemaker reports, which seek to capture the contribution of the project towards achieving higher level goals and more meaningful change. The evaluation recognises this as a best practice. Despite initial delays, the project's delivery in currently on-track and the project is expected to complete all planned activities by the end of its implementation period.

Sustainability

Finding 9: The project has built considerable momentum for strengthening civic engagement and has increased the trust and confidence of the government at the national and local levels as well as among civil society organisations. Ownership of the project and its results among the project stakeholders is assessed as high. While many of the project's results are showing good sustainability prospects, these will need to be further reinforced to ensure their longer-term sustainability. This includes the full institutionalisation of the Provincial Partnership Dialogue (PPD) model as well as its replication and scaling-up. This will require the long-term financial commitment of both UNDP and the project's donor.

Human Rights, Gender Equality, Leave No One Behind

Finding 10: The project mainstreamed the human rights-based approach into both its design and its implementation. Women's inclusion and participation has also been mainstreamed although it has remained a challenge throughout the project implementation. Some gains have been made with regards to inclusion at the local level as well as with engaging youth with regards to social inclusion. Some of the language used by the project could be more sensitive and inclusive.

Conclusions

Relevance/Coherence

Conclusion 1: The project's level of flexibility and adaptability and willingness to listen to its stakeholders overcame the initial challenges in the design of the project. By focusing the project on the improvement of local service provision the project was able to allay fears and sensitivities among its stakeholders. Development related thematic areas, such as SDG localisation are viewed as non-sensitive and as such, the implementation is unchallenged, however, for more sensitive areas, such as collaboration between government and civil society, there are still challenges that

remain in terms of strengthening civic engagement in Cambodia.

Based on findings 1, 2 and 3

Effectiveness/Efficiency

Conclusion 2: The project has been able to achieve considerable results due to its approaches. This includes strengthening existing mechanisms and processes on civic engagement, such as building on existing dialogue processes and strengthening existing CSO networks rather than creating new structures. This ensured the buy-in and commitment of the project's stakeholders to the project's goals - to promote democratic governance initiatives and a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using dialogue in Cambodia. Using innovation, such as the innovation challenges, bootcamps, study tours, with a focus on local service provision, the project has been able to build the trust and confidence of its stakeholders not just with the project, but most importantly between themselves to strengthen civic engagement.

Based on findings 2, 4,5 and 6

Conclusion 3: The project's successes are the first step towards strengthening civic engagement in Cambodia, in particular with regards to local planning and service provision and providing a voice to civil society. The results gained in terms of increasing trust between the stakeholders, strengthening civic engagement in local planning processes and capacity building of both LSGs and CSOs need further reinforcement together with the long-term financial commitment of both UNDP and the donor. A whole of society approach is also needed to take civic engagement to the next level. A whole of society approach requires the active participation and collaboration of all sectors of society, including governments, civil society organizations, businesses, media, academia and individuals. This approach recognizes that no single entity or sector can address the complex challenges of sustainable development on its own. Instead, it emphasizes the need for comprehensive partnerships and cooperation to effectively implement the SDGs.

Based on findings 4, 5, 6 and 9

Sustainability

Conclusion 4: Significant results have been made where problems have been jointly identified and solutions have been co-designed. The project was able to achieve significant results at the local level through its approach towards collaborative problem-solving and co-designing of solutions. This underscores the power of collective problem identification and that the success of initiatives becomes more pronounced when challenges are identified collectively and solutions are developed in partnership. The project facilitated the coming together of the stakeholders, which brought in diverse perspectives, experiences and expertise, which contributed to a more nuanced and holistic view of the challenges faced. Through facilitating the project's stakeholders to actively participate in the creation of solutions, the project ensured that the interventions were contextually relevant, culturally sensitive and well-suited to the unique challenges in each of the four implementing provinces. Co-designing solutions promoted ownership, commitment and a sense of shared responsibility among those involved. The sustainability of these results is stronger were cofinancing solutions are also achieved. Co-financing has been achieved for some of the prototypes and this indicates a genuine and shared commitment to their success. It also reflects a shared responsibility and enhances the financial sustainability of the initiatives. This encourages ongoing commitment and collaboration among the project's stakeholders, fostering a sense of mutual accountability.

Based on findings 4, 5, 6 and 9

Gender Equality, Human Rights, Leave No One Behind

Conclusion 5: Despite considerable efforts with regards to gender and social inclusion, this has

remained a challenge throughout the project implementation, particularly in terms of women's participation. Further efforts should be made in this regard to ensure the core message of the 2030 Agenda of Leave No One Behind is fully mainstreamed throughout all project activities going forward.

Based on findings 4, 5, 6 and 10

Recommendations

Relevance/Coherence

Recommendation 1: Using the data and lessons learned from Phase I, UNDP should develop an evidence-based project document, based on comprehensive consultations with and participation of the projects stakeholders. This should include an appropriate project organisational structure with clear roles and responsibilities. The project document should also include a defined exit strategy. A donor mapping and resource mobilisation strategy should also be undertaken. It will be important for the project to have clear messaging around the project's goals - SDG localisation and strengthened service provision and to secure the buy-in and commitment of the stakeholders during the project design process. This includes continued efforts towards changing the narrative and understanding of what civic engagement means. Civic engagement is a dynamic and multifaceted concept that extends far beyond the confines of elections and formal democratic processes, yet this is still not fully understood in Cambodia. The project should continue to strengthen the understanding of wider civic engagement around localisation of the SDGs, strengthened service provision and providing a voice to civil society.

Recommendation targeted at UNDP, short/mid-term priority, based on findings 1, 2 and 7 and conclusion 1

Effectiveness

Recommendation 2: The next phase of the project should focus on localisation of the SDGs through improved service provision. For this, the project will have to expand both vertically and horizontally, while also strengthening the enabling environment for national and local level dialogue processes and capacity development efforts. Leveraging the SDGs can also drive progress towards project results, strengthen policy coherence among decision-makers at the national and local level and further strengthen CSO capacities. The contribution of the project towards the SDGs should be captured in its results framework.

Recommendation targeted at UNDP, short/mid-term priority, based on findings 1 and 2 and conclusions 1 and 3

Recommendation 3: The project should expand its partnership architecture utilising the whole of society approach advocated by the 2030 Agenda. This should include expansion to include both the private sector as well as community engagement through the establishment of community monitoring groups. Public-private partnerships involve collaborations between the public sector (government) and the private sector (businesses and investors) to jointly plan, finance, implement, and manage projects that deliver public goods or services. These partnerships leverage the strengths of both sectors, combining public resources and regulatory authority with private sector efficiency and innovation. By introducing the private sector into the project's dialogue processes, in particular the PPD, the project can seek to advance public-private partnerships at the local level to further improve local service provision and sustainable development in Cambodia. To maximise the benefits of this, the project should support institutional capacity and prioritise joint projects that align with local development priorities and the broader SDG agenda. Community monitoring groups can monitor the follow-up actions and decisions made during the PPDs and hold the government and service providers to account.

Recommendation targeted at UNDP, short/mid-term and long-term priority, based on findings 4, 5 and 6 and conclusions 3, 4 and 5

Efficiency

Recommendation 4: The next phase of the project should also include a sophisticated system of monitoring and evaluation, which ensures not just that its progress towards outcome and output indicators are regularly measured and captured but that also incorporates learning feedback loops into the project's implementation and decision-making processes. The project has generated considerable knowledge during phase I on what works well and less well with regards to strengthening civic engagement and local service provision in Cambodia. This should be codified and integrated into both the project's capacity development processes (i.e. into policy development to strengthen the enabling environment, into NASLA curricula etc.) as well as into the project's implementation cycle.

Recommendation targeted at UNDP, short/mid-term and long-term priority, based on finding 8 and conclusions 2 and 3

Sustainability

Recommendation 5: In order to improve service provision, increase participation and contribute towards the sustainability of the project's goals, the project should upscale its small grant mechanism that funds the innovation prototypes to support well targeted projects that have jointly defined issue identification, co-designed solutions and also that are co-funded between the project, government, civil society, the private sector and communities. The awarding of the grants should be made based on clearly defined criteria, including the co-identification of the problem/issue to be addressed; the co-design of the solution of how to address it; the roles and responsibilities of each stakeholder; and the co-financing of the project to address it. The longer term sustainability of the initiative/project should also be a key consideration. This will encourage and promote broader engagement between the government, civil society, the private sector and communities.

Recommendation targeted at UNDP, short/mid-term and long-term priority, based on findings 4, 5, 6 and 9 and conclusions 2, 3 and 4

Gender Equality, Human Rights, Leave No One Behind

Recommendation 6: The project should bolster its efforts to mainstream gender equality and social inclusion, not just into the design of the project but also in its implementation and the project's results. This should be captured through sex and social inclusion disaggregated indicators at both output and outcome level. For example, the project should include vulnerability criteria in the selection of its expanded target provinces during the next phase of the project as well as sex and social inclusion disaggregated data into its results framework. This will ensure that the project is well aligned with human rights principles and the HRBA and that the processes supported by the project become more rights-based, fostering environments that respect, promote and fulfil the rights of every community member.

Recommendation targeted at UNDP, short/mid-term and long-term priority, based on finding 8 and conclusions 2 and 3

FINAL EVALUATION

Building Capacities for Civic Engagement, Peacebuilding, and Inclusive Dialogue: Towards Inclusive and Participatory Governance

1. Introduction

This Evaluation Report relates to a Final Evaluation of the Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance in Cambodia Project (hereinafter the Civic Engagement Project or CEP). The project is implemented by UNDP Cambodia. The evaluation was commissioned by the project and covers the entirety of the project's implementation period from 1 March 2020 – 31 October 2023. The evaluation covers activities at the national level as well as activities in the four implementing provinces – Kampot, Kampong Cham, Ratanakiri and Siem Reap. The project is funded by the Government of Japan and UNDP Cambodia and its budget is US\$ 2,144,703.69.

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The intended users of the evaluation include primary evaluation users, namely UNDP Cambodia and the UNDP Bangkok Regional Hub (BRH) who will use the evaluation to understand the progress of the project to date and further strategize for promoting civic engagement in Cambodia. The secondary users, namely the project's partners, will use the information to learn about what works and what does not when promoting civic engagement in Cambodia. The Government of Japan may use the evaluation for accountability and as input for decision-making purposes. Overall, all users can use the evaluation for accountability and transparency purposes, to hold UNDP accountable for its development contributions. The evaluation team sought to ensure the full and active participation of all users as relevant throughout the evaluation process.

The Evaluation Report is structured as per the United Nations Development Programme (UNDP) Evaluation Guidelines³ as follows:

Chapter 2 presents the context and background as well as the project itself. Chapter 3 provides the evaluations' objective, scope and purpose as well as the evaluation approach, methods and data analysis approaches utilised as part of the evaluation process. Chapter 4 presents the findings, Chapter 5 the conclusions, Chapter 6 the recommendations and Chapter 7 the lessons learned.

There are a number of annexes to the Evaluation Report, including the key evaluation questions, evaluation matrix, informed consent protocol and data collection tools and instruments, the stakeholder met, the Terms of Reference for the evaluation (ToR) and the signed UNEG Ethical Pledge.

² https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

³ http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

2. Context and Background

2.1 Context

Over the past two decades, Cambodia has made significant progress in reducing poverty and improving access to education, health and other services. With support from the UN and the international community, it has put in place and strengthened institutional mechanisms as well as laws and policies to address the country's development needs. Cambodia has also maintained its growth at above 7 percent for over two decades. The country graduated from low income to lower middle-income country status in 2016. The Royal Government of Cambodia (RGC) aims to reach higher middle-income country status by 2030 and high-income country status by 2050.

Cambodia is a state party to eight out of nine core human rights treaties. According to the Universal Human Rights Index, there are 188 Universal Period Review (UPR) recommendations directly linked to SDG16 on Peace, Justice and Strong Institutions (408 recommendations/observations among 10 mechanisms including UPR). Cambodia's Voluntary National Review 2019 included three indicators and targets from Sustainable Development Goal (SDG) 16 as the Cambodian SDG Framework: rule of law (16.3), responsive and inclusive participation in decision making (16.7) and legal identify for all (16.9). However, Target 16.7 is the only one on track, measured by the 'proportion of female government official in ministries/agencies' and there is no other available data (e.g. proportion of population who believe decision-making is inclusive and responsive by sex, age, persons with disabilities, and population groups).

Economic growth and stability can be sustained if it is built on trust, people are able to participate in public life, and their voices are heard by decision-makers, recognizing their voices are not monolithic. Young people have different views from older generations and their ways of engaging in public life are shaped by new elements of the modern-day society, including technology. Women's participation in political and economic decision making is still not equal regardless of their potential roles. There are groups, e.g. migrant workers, indigenous communities, ethnic minorities, people with disabilities, LGBTQI+ who have not been benefiting equally from positive development regardless of the rapid economic growth and improvement in the human development index. And there are evolving threats such as the pandemics and climate change. A key finding from the economic and social assessment of the COVID-19 pandemic indicated economic growth could contract from 6.5 percent for 2020 to -4.1 percent using one of the models (a static general equilibrium model). And this would impact disproportionately on certain population groups such as youth and women. COVID-19 has impacted the garment, textile and footwear sector in Cambodia in which nearly 80 percent of workers are women as well as young women and men (under 34 years old). A report informed reduction of absolute GDP by 2.5 percent in 2030 and 9.8 percent in 2050 with current levels of climate change adaptation. Among some analysts and members of the political establishment there is recognition that the current status quo is not conducive to the accomplishment of the country's development needs, including realization of the Cambodia's Sustainable Development Goals (CSDGs), and that there needs to be more representative participation and people's trust in the democratic system need to be strengthened.

The evolving situation demonstrates the potential need for considering a new model of social contract among government authorities, citizens, civil society, academia, the private sector, etc., based on inclusive and equal participation and opportunities. Initial consultation and existing analyses have identified both challenges and opportunities. The challenges include perceived unequal relationships, weakened confidence in the democratic system, limited opportunities for civil society to engage directly with the government, ineffectiveness of existing civic engagement infrastructure and an enabling environment for civil society. Opportunities were also identified including a commitment by the RGC to promoting partnership with civil society organizations

(CSOs) in all aspects of development. This is reinforced by various strategies in recognizing the importance of building a peaceful and trusting society, e.g. the Rectangular Strategy-Phase 4 and Development Cooperation and Partnership Strategy (2019-2023). The Rectangular Strategy places governance reform centre stage and expresses its focus on 'strengthening the rule of law, democracy, peace culture, social morality, respect for human rights and dignity. In line with the Rectangular Strategy, the Development Cooperation and Partnership Strategy has a partnership objective to 'fostering effective partnering arrangements with non-state actors including CSOs and private sector. Especially the Ministry of Interior (MoI) demonstrated changes by removing certain administrative requirements for civil society, holding regular consultative fora with its members, and establishing an inter-ministerial working group to address their requests and concerns, including the clarification and amendment of the Law on Associations and Non-Governmental Organizations (LANGO). Cambodia's Sustainable Development Goals framework, completed in late 2018 with the technical support of UNDP, reaffirms the Royal Government's commitment to promote effective partnership with CSOs. The rise of a new generation of leaders in State institutions, at both political and civil service levels, and in civil society organizations, presents an opportunity to improve trust among different stakeholders.

Strengthening partnerships at the different levels are important for a social contract: government institutions, CSOs, academia and the private sector at the national level and development partners at the international level.⁴ It was against this backdrop, that the project, as described below, was developed.

2.2 Description of the Intervention

It was against this context that UNDP launched the Civic Engagement Project on 1 March 2020. The overall objective of the project is to promote democratic governance initiatives and a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using dialogue in Cambodia.

The project is premised on 3 pathways in its theory of change:

Pathway 1: Capacity Development of CSOs and Government Institutions

This pathway focuses on developing the capacities of civil society and the government (both national and sub-national administrations, targeting provincial level) to meaningfully engage using existing civic engagement infrastructure. This pathway feeds into Pathway 2, strengthening infrastructure for civic engagement.

Pathway 2: Improving Quality in Engagement Modalities

The second pathway addresses strengthening existing infrastructure for civic engagement, i.e., mechanisms, processes, and policies, building on improved capacity of key stakeholders (Pathway 1).

Pathway 3: Increase Exposure and Opportunities for citizens, CSOs and government institutions to work together.

The last pathway supports the direct engagement of public administrations, citizens and CSOs through innovation.

With these three Pathways, the project aims to promote democratic governance contributing to a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic

13

⁴ Project Document, Civic Engagement, (Approved 2nd Revision), October 2022

engagement using dialogue in Cambodia. In line with the overall objective, the project proposes to achieve three interrelated outputs:

Output 1 – Capacity development: CSOs and governmental authorities (both national and subnational) will be able to engage each other better in responding to citizens' interests and in recognizing different voices of men and women, with particular attention to marginalized groups.

Under output 1, there are three activities:

Activity 1.1: Develop capacity of civil servants in relevant ministries and subnational authorities

Activity 1.2: Develop capacity of CSOs

Activity 1.3: Develop tools and knowledge to understand men and women citizens' interests, particularly marginalized groups' interests

Output 2 – Supporting Dialogue: Existing infrastructure for civic engagement (mechanisms, processes, and policies) will be more constructive, inclusive, and open to diverse opinions.

Activity 2.1. Provide mediators and facilitators

Activity 2.2: Institutionalize existing infrastructure and support implementation of its work plans

Activity 2.3: Develop communications products and knowledge management

Output 3 – Enhancing Government-CSO relations: Partnership among citizens, CSOs and government institutions (both national and sub-national) will be strengthened through identifying more benefits of civic engagement.

Activity 3.1.: Organize innovation challenge on civic engagement

Activity 3.2. Organize study tours

The project started on 1 March 2020 and will be implemented until 29 February 2024. It has a total project budget of US\$ 2,144,703.69, with the majority of the funds being provided by the Government of Japan (US\$ 1,639,504) and the remaining funds (US\$ 500,000) being provided by UNDP TRAC resources. 2023 marks the completion of project activities.

Key Project Partnerships

The project is implemented with the Ministry of Interior, the Government of Japan and Cambodian civil society entities, who are the strategic partners of the initiative. The project supports building confidence and strengthening partnership between the overall government institutions and civil society. For the project implementation, the government institutions are coordinated through the Ministry of Interior, who is the main stakeholder for the project and a member of the project board. The National School of Local Administration (NASLA) and the Cooperation Committee for Cambodia (CCC) were identified as responsible parties for Activity 1.1 and Activity 1.2 respectively. Civil society is coordinated by coordination CSOs including the Cambodian Human Rights Action Coalition (CHRAC) and the Coalition for Partnership in Democratic Development (CPDD). The project is also guided by independent advice from the Office of the United Nations High Commissioner for Human Rights (OHCHR). The private sector's engagement was not excluded but it was not the focus of the project. The private sector could have been included when its engagement is critical to enhance civic engagement between government institutions and civil society, however in reality, this did not happen during the current project. The key project partners and their role in the project is provided below:

Institution/Organisation	Role in Project				
Ministry of Interior	Member of Project Board				
Ministry of Interior - National School of	Member of project board; responsible party				
Local Administration (NASLA)	for Activity 1.1.				
Cooperation Committee for Cambodia	Member of project board; responsible party				
(CCC)	for Activity 1.2.				
Cambodian Human Rights Action Coalition	Member of project board				
(CHRAC)					
Coalition for Partnership in Democratic	Member of project board				
Development (CPDD)					
Embassy of Japan	Project donor				
Kampot Provincial Administration	Pilot province engaged in all project				
	activities				
Kampong Cham Provincial administration	Pilot province engaged in all project				
	activities				
Ratanakiri Provincial Administration	Pilot province engaged in all project				
	activities				
Siem Reap Provincial Administration	Pilot province engaged in all project				
	activities				
Kampot NGO Network	Engaged in all project activities – beneficiary				
Kampong Cham NGO Network	Engaged in all project activities – beneficiary				
Ratanakiri NGO Network	Engaged in all project activities – beneficiary				
Siem Reap NGO Network	Engaged in all project activities – beneficiary				

Geographical Scope of the Project

The project is implemented in four distinct provinces in Cambodia. Criteria for selection of the target provinces were (i) existence of provincial level of CSOs coordination and (ii) commitment from the governor's office to dialogue with CSOs to strengthen the Provincial Partnership Dialogue Forum and (iii) geographical spread. Based on the criteria, the following provinces are the project targets: Kampong Cham, Kampot, Ratanakiri, and Siem Reap.

Table 1: List of provinces

	1		
Region	Provinces		
Northwest	Kampon Chang, Pursat, Battambang, Pailin, Banteay Meanchey, Oudor		
	Meanchey, Siem Reap		
Highlander	Tbong Khmum, Kratie, Stung Treng, Ratanakiri, Mondulkiri, Preah Vihear		
Coastal	Preah Sihanouk, Koh Kong, Kampot, Kep		
Central	Kampong Thom, Kampong Cham, Svay Rieng, Prey Veng, Takeo, Kandal,		
	Kampong Speu		

2.3 Theory of Change

The theory of change (ToC) of the project is twofold and reads as follows:

Theory of Change 1:

IF resilience and sustainability of civil society organizations in embodying the views and voices of different groups are enhanced and capacity of governmental counterparts as duty bearers are developed, and

IF both the government and CSO obtained necessarily skills, tools and knowledge on participatory facilitation, principles of inclusive participation and monitoring civic engagement,

THEN Quality of civic engagement in existing infrastructure will become more meaningful in leading to strengthening confidence between civil society and government institutions.

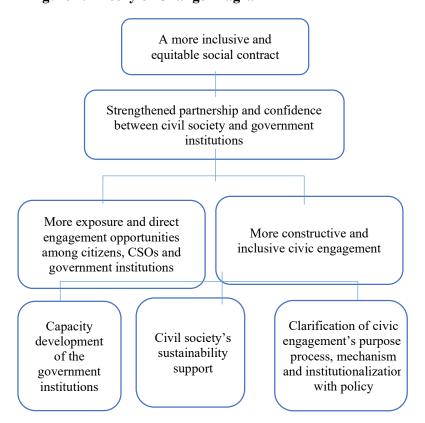
Theory of Change 2:

IF more opportunities for engagement through dialogue among government institutions and civil society are supported specifically targeting groups whose voices are not heard,

THEN Their partnership will be based on more equal and inclusive relationship, and confidence with each other will improve.

While it is unusual to have two theories of change to guide a project, they are overlapping to some extent and are both contributing to the same goal. This is depicted in the theory of change diagram, included in the prodoc, which is underpinned by five assumptions. This is shown in Figure 1 below.

Figure 1. Theory of Change Diagram



Assumptions

- There are other approaches to support forging a new social contract and stakeholders who prefer to pursue different ways to achieve their objective.
- Enabling environment for CSOs could become more challenging due to evolving political and economic situation during the project's duration.
- There are genuine interests from the Government and civil society in equal and inclusive partnership.
- The development partners continue to support the Government's reform agenda that support civic engagement at commune and district levels, such as ISAF.
- The UN's whole-of-system approach to social contract continues (e.g., additional democratic governance support on Human Rights, the judiciary and legislation).

In addition to the well elaborated ToC diagram, which charts the causal pathways foreseen to achieving the project's results, the project's results framework contains the three output statements with their corresponding indicators. Output 1 has three corresponding indicators, output 2 has one, while output 3 has two, totalling 6 indicators. In addition, the project document and its Results Framework detail the contribution of the project towards higher level goals, namely UNDAF Outcome 4 and the UNDP Strategic Plan 2018-2021 Outcome 2. Under the UNDAF outcome

indicators, the results Framework includes an additional 6 qualitative and quantitative outcome level indicators, which were envisaged to be measured by way of a baseline and endline survey.

2.4 Evaluation purpose, objective and scope

The ToR (available at Annex VI) provide the overall framework for the evaluation, including the purpose, objective and scope, which the evaluation team analysed to develop the specific methodology for conducting the evaluation.

The overall purpose of the final evaluation was to provide an independent assessment of the project's progress and results, key lessons learned, and recommendations for future civic engagement initiatives. Specifically, the final evaluation assessed progress towards project outputs and outcomes as specified in the Project Document. The exercise also assessed how the project mainstreamed gender equality and social inclusion, its progress to date and recommend areas for improvement for the sustainability of the project interventions/benefits, informing new UNDP programming in this area of work.

The specific objectives of the evaluation, as per the ToR, were as follows:

- Assess the extent to which the project contributes to the national priorities, development goals, strategies and plans, and the UNDP country programme (CPD 2019-2023).
 Accordingly, assess the relevance and strategic positioning of the project to respond to the needs and challenges faced by Cambodia.
- o Review and assess the overall achievements of the project (outputs, outcomes, and impacts levels, where possible).
- o To what extent has the project been able to adapt to the COVID-19 pandemic and support CSO engagement in the country's preparedness, response, and recovery process?
- What factors, if any, contributed to or hindered project performance and, eventually, the sustainability of results?
- O Assess whether and how the project enhanced the application of a right-based approach, gender equality and women's empowerment, and participation of other groups such as youth, indigenous people, persons with disabilities, and private sector etc.
- Assess the design, implementation, and management of the project and provide recommendations on any changes in approach that may be considered in the future of project design and/or should be factored in the project exit strategy. The following elements under each project output will be considered:
 - o Identify lessons learned (including unsuccessful practices where applicable) in relation to the design, implementation, monitoring and management of the project, and any best practices which should be or have shown significant potential for replication, and inform the design of the scaling-up of the social protection programme of the Royal Government of Cambodia. The negative lessons should be analysed in terms of learnings for the future.
 - O Document potential areas for future interventions building on the achievement/lesson from the project.

In terms of scope, the evaluation covers the total duration of the project to date, since its start in March 2020 up until 31st October 2023, covering both the interventions at national level and subnational level, e.g., in the four target provinces of the project in Kampong Cham, Kampot, Ratanakiri and Siem Reap. The report will be accessible to the public following its publication on Evaluation Unit: Cambodia (undp.org).

3. Methodology

The main reference for the evaluation methodology was the OECD/DAC Evaluation Criteria⁵ as well as the UN Evaluation Group (UNEG) Norms and Standards. The evaluation also adheres to the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation⁷ and UNDP's updated Evaluation Guidelines (2021).8 Furthermore, the evaluation was designed to be gender-responsive, follow a human-rights based approach, and reflect utilisation-focused and feminist approaches. These approaches are elaborated further below. The evaluation is both summative in terms of analysing the results of the project implementation as well as formative in terms of providing forward-looking and actionable recommendations to guide the remaining implementation period as well as any potential follow-on and expansion of the project.

The methodological approach selected by the evaluation team allowed for a non-linear approach, which enabled an evidence-based analysis of the relevance, coherence, efficiency, effectiveness and sustainability of the project's interventions as well as the cross-cutting themes. The non-linear, sequential methodology for conducting the evaluation of the project consisted of three main phases:

3.1 Phase 1 – Inception Phase - Desk research, document review and Inception Report

Phase 1 was focused on the desk research, document review and preparation of the Inception Report, including the evaluation matrix and the data collection tools and instruments. The desk research and document review included: the project document (first draft and two subsequent revisions) including its results and resources framework; annual work plans; annual and quarterly project progress reports for 2020, 2021 and 2022 and the first two quarters of 2023 and financial reports; the project's LPAC; project briefs, newsletters and promotional videos; project board meeting minutes; field mission reports; strategic documents and other relevant reports. It also included a review of the Social Impact Assessment (SIA) and Stakeholder Engagement Plan (SEP), undertaken as part of the project's efforts to mitigate identified risks, as well as the project's Sensemaking and real-time monitoring outcome harvesting reports. The Inception Phase also included conducting the evaluability analysis.

3.1.1 Evaluability Analysis

As part of the inception phase, the evaluation team undertook a rapid evaluability assessment, looking at the project's ToC together with its results and resources framework and the available project documentation. The evaluation team assessed that the ToC and Results Framework are clear, with clearly and appropriately worded output statements, together with well-defined indicators, baselines and targets. The contribution of the outputs towards higher level results contained in the UNDAF outcome 4 and the UNDP Strategic Plan 2018 - 2021 are clear. Document availability was also assessed as very good. All relevant project documentation was shared with the evaluation team. Regular annual and quarterly progress reports are comprehensive and available for all years and contain some relevant and updated data, which is disaggregated where appropriate. In addition, the evaluation team has been provided with the annual work plans and relevant financial information. Overall, this means that from documentary sources alone,

⁵ Organisation for Economic Cooperation and Development / Development Assistance Committee (OECD/DAC), Network on Development Evaluation, Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use, 2019, available at: https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf

⁶ http://www.unevaluation.org/document/download/2787

⁷ http://www.uneval.org/document/download/1294

⁸ http://web.undp.org/evaluation/guideline/documents/PDF/UNDP Evaluation Guidelines.pdf

triangulation was potentially possible. The conclusion from the evaluability analysis was that the evaluability of the project is good.

3.1.2 Cross-cutting Themes – Human Rights, Gender Equality and Leave No One Behind

In addition to the OECD/DAC evaluation criteria, the evaluation team were asked to analyse the cross-cutting theme of human rights, gender equality and leave no one behind. To respond to this and as per the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, gender equality and the human rights based approach aspects were integrated into both the evaluation scope and methodology and incorporated into the evaluation matrix and evaluation questions. This allowed the evaluation team to assess how the project contributes towards human rights, gender quality and diversity and inclusion, for example through affecting gender and power relations and structural causes of inequalities. The evaluation also analysed how the project has affected men and women differently. In addition to being participatory and inclusive, the evaluation team's approach was based on the principles of gender equality. All data gathered has been disaggregated to the largest extent possible (gender, age, disability status, ethnicity etc.) and efforts were made for positive sampling in terms of ensuring a minimum of 33% women representation during the key informant interviews and focus group discussions. The evaluation team exceeded this by achieving a 40% women participation rate. To the extent possible, the evaluation team assessed gender equality and the human rights based approach using an intersectionality lens, looking at gender, age, disability status, ethnicity and other intersectional elements that were relevant.

The evaluation team adopted a two-pronged approach towards gender equality and the HRBA as a means of analysing the cross-cutting themes.

The first ensured that the evaluation was gender responsive and efforts were made to promote:

- Gender Equality and Human Rights (GE/HR) throughout the evaluation scope of analysis and the evaluation criteria. This will ensure that questions are designed to be gender responsive and that GE/HR i.e. intersectionality related data will be collected at all stages of the evaluation:
- A gender responsive methodology to ensure appropriate methods and tools that reflect gender and inclusion sensitivity. This promotes the employment of a mixed methods approach and the collection of disaggregated data. It also guarantees that a wide range of data sources and processes are employed, as well as a wide range of stakeholders interviewed, in order to promote diversity, inclusion and representation of all relevant groups in the evaluation.
- Evaluation findings, conclusions and recommendations reflect a gender and HR analysis: The evaluation will analyse the effects of the project on human rights and gender equality and ensure that findings include triangulated data and where possible disaggregated data.

The second was to ascertain the extent to which the project and its results were gender responsive. This entailed a detailed examination of the following:

- The overall design of the project and the extent to which it ensured that needs of women, in all their diversity, as well as other vulnerable groups were considered. This will include intersectional factors such as ethnicity, disability status, sexual orientation etc.
- The implementation of the project and the extent that it ensured gender sensitivity and HRBA in its activities and the promotion of gender equality and HR both from a project management perspective as well as performance.

3.1.3 Evaluation criteria, elaboration of key questions and evaluation matrix

As per the ToR, the evaluation team were asked to consider a number of key questions shaped around the OECD-DAC evaluation criteria and the additional cross-cutting theme. The key evaluation questions and sub-questions (see Annex I) have been synthesized into an evaluation matrix (see Annex II), which guided the evaluation team and provided an analytical framework for conducting the evaluation. The evaluation matrix sets out the relevant evaluation criteria, key questions and sub-questions, data sources, data collection methods/tools, indicators/success standards and methods for data analysis. The evaluation matrix was divided into each of the four evaluation criteria – relevance/coherence, effectiveness, efficiency and sustainability, with the addition of the cross-cutting theme. Within the effectiveness criteria, each of the project's three outputs were individually scrutinised.

3.1.4. Evaluation Design

Overall Approach

The evaluation was multi-faceted and the methodological approach used mixed (qualitative and quantitative) methods, as the best vehicle for meeting the evaluation's needs. The evaluation team will ensure that the evaluation is conducted through a participatory and consultative process, which includes all relevant national and regional stakeholders and the project beneficiaries. The methodological approach promotes inclusion and participation by employing gender equality and human rights responsive approaches, as detailed above under section 3.2, with a focus on utilisation-focused and feminist approaches. These approaches and how they were incorporated into both the design of the evaluation and its conduct are detailed below:

(i) Utilisation Focused Approach⁹

The evaluation team adopted a utilisation focused approach that promotes the usage of the evaluation report and seeks to enhance learning among all stakeholders. There was a strong focus on the participation of the users of the evaluation report throughout the evaluation process.

(ii) Feminist Approach

The evaluation team integrated a feminist approach into the evaluation by focusing on the gender inequalities that lead to barriers for women in participating in civic engagement processes in Cambodia. This included prioritising the capturing of women's experiences and voices in particular through key informant interviews and focus group discussions. The evaluation team encouraged knowledge sharing and participation of these groups to the largest extent possible and sought out their inputs.

Specific Approach

The evaluation's principal guide was the project document, in particular the Results Framework containing its logframe and M&E framework, which provided an indication and outline as to the set of questions that the evaluation team asked each stakeholder group. Draft Informant Interview Guides are provided at Annex III. Additional questions are provided in the Evaluation Matrix.

The draft Inception Report was presented to the UNDP programme and project team for their preliminary validation of the approach and methodology and shared with them for written comments and suggestions. The final version of the Inception Report, addressing all received comments and providing an audit trail, was submitted to UNDP Cambodia for final approval, prior to the commencement of the data collection.

 $^{^9 \ \}underline{\text{https://www.better evaluation.org/methods-approaches/approaches/utilisation-focused-evaluation}$

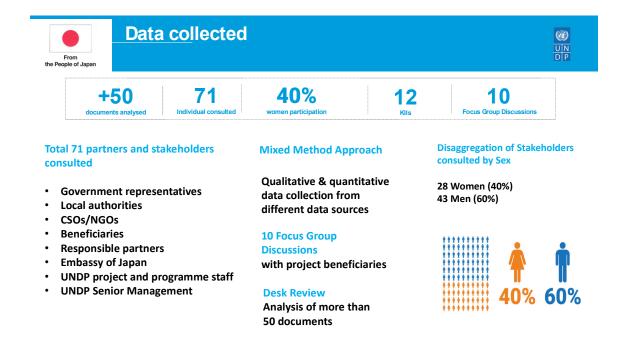
3.2 Phase 2 – Data Collection, Analysis and Validation

Phase 2 formed the largest part of the evaluation and consisted of the evaluation team conducting the data collection throughout the country.

3.2.1 Data collection methods and instruments

A number of different data collection methods and instruments were utilised by the evaluation team in order to collect as much primary and secondary, quantitative and qualitative data as possible to ensure the integrity of the evaluation. This allowed for the maximum reliability of data and validity of the evaluation findings, as well as generating feedback looks and insights to inform future planning.

- (a) Detailed desk research and document review of over 50 documents: As detailed above, the evaluation team conducted a detailed desk research and document review as part of the inception phase. This process continued throughout the evaluation to obtain additional information, to validate and verify preliminary findings, and to fact-check and cross-reference data and information. Documentary review findings were recorded using a standardised analytical tool derived from the evaluation matrix, questions, and criteria; and triangulated against other data sources to generate robust findings. Data collected from all sources was captured and systematised in a framework according to the key evaluation questions. The desk review and document research was triangulated with other data collection methods used in this evaluation to answer the evaluation questions as specified in the ToR and evaluation matrix.
- (b) Financial Analysis: A detailed financial analysis was undertaken of the project's financial reports and related documentation to determine the level of efficiency of the project implementation.
- (c) Key informant interviews/focus group discussions with 71 partners and stakeholders 28 women (40%) and 43 men (60%) in 12 key informant interviews and 10 focus groups discussions: The qualitative interviews were conducted using interview protocols developed based on the evaluation questions (main questions and sub-questions). The interviews were semi-structured, with questions included from the interview guide, but also with enough flexibility to expand the topics of conversation based on the respondent's knowledge of the project's activities and the project overall. In all cases, the evaluation team has treated all information that respondents provide as confidential, in as much as their comments have been reported in such a way that they cannot be traced back to a particular individual. This was intended to foster a frank discussion and to encourage interviewees to provide an accurate assessment of the project. A summary of the data collected is provided below and a full list of stakeholders met during the evaluation is provided at Annex IV:



3.2.2 Sampling Methods for Qualitative and Quantitative Data Collection

The geographical scope of the evaluation included all activities undertaken at the national level, as well as those conducted in the four target regions of Kampong Cham, Kampot, Ratanakiri and Siem Reap. The evaluation team ensured that stakeholders – duty bearers and rights holders - from all locations were included in the data gathering process. The evaluation team used a combination of both purposive and random sampling techniques. For example, purposive sampling techniques were used for the selection of participants from the regions where the project activities have been undertaken, to ensure their inclusion and participation in the evaluation and data collection processes. Purposive sampling techniques were also used to try to ensure as equal a gender representation as possible, with a minimum of 33% women interviewees, and for participation in the key informant interviews to ensure that the participants are able to actively engage and provide the needed information during the KIIs. Random sampling techniques were applied for participation in the focus group discussions to the extent possible.

3.3 Phase 3 – Data systematisation, analysis and interpretation of findings, triangulation drafting, revision and finalisation

Phase 3 was focused on analysing, triangulating and validating the data, developing findings, conclusions and forward-looking and actionable recommendations as well as lessons learned and drafting the evaluation report. The evaluation team prepared a first draft of the report, which was submitted to UNDP Cambodia for comments. The evaluation team then revised the draft Evaluation Report, addressing all received comments and suggestions and preparing an updated version of the Evaluation Report, together with an audit trail. All comments and suggestions were addressed and this final Evaluation Report was prepared and submitted.

3.3.1 Analytical Methods

In order to analyse the collected data, the following analytical methods were applied by the evaluation team in order to ensure that the findings are evidence-based:

Contribution Analysis

In the complex development context in Cambodia, it was difficult for the evaluation to attribute the observed results *solely* to the project. This is partly because of the number of stakeholders involved, partly because of other exogenous factors, and partly because of the complex nature of the project itself. For this reason, the evaluation team adopted a contribution analysis approach, which does not firmly establish causality but rather seeks to achieve a plausible association by analysing the project's ToC and results framework, documenting the project's successes and value added, applying the "before and after" criterion, i.e. what exists now that did not exist before and what has changed since the start of the project, and through considering the counterfactual – what would have happened without the project.

Political Economy Analysis

A political economy approach recognises the local and regional contexts and the incentives faced by the actors engaged in it, i.e. the internal and external factors that determine success. This helped the evaluation team to understand who seeks to gain and lose from the project, as well as to identify who has vested interests and the social and cultural norms that need to be taken into account. Applying political economy analysis helped answer why things are the way they are and helped unpack the enabling environment by understanding the political economy drivers behind increased civic engagement in Cambodia. A political economy approach also allowed the evaluation team to consider the geo-political sensitivities at play in the country and the region and how these might have affected (positively or negatively) the project. This included being cognisant of the political, social and economic changes that have taken place during the project implementation.

Ouantitative and Oualitative Data Analysis

Most of the primary data collection methods (interviews and focus group discussions) collected qualitative data. These were analysed using a code structure¹⁰, aligned to the key evaluation questions, sub-questions and indicators. The qualitative data from the primary data collection methods were cross-referenced with other sources such as documents. The quantitative data produced descriptive analysis (rather than more complex regressions.)¹¹

Triangulation

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. The evaluation team used more than one approach (data collection method) to address the evaluation questions in order to reduce the risk of bias and increase the chances of detecting errors or anomalies. Wherever possible all data gathered, both qualitatively and quantitatively was triangulated, through cross verification from two or more sources. For interviews, this was done through posing a similar set of questions to multiple interviewees. For the document review it was accomplished through crosschecking data and information from multiple sources to increase the credibility and validity of the material. The evaluation team applied three approaches to triangulation: methods triangulation (checking the consistency of findings generated by different data collection methods); interrogating data where diverging results arise; and analyst triangulation (discussion and validation of findings, allowing for a consistent approach to interpretive analysis).

Data Synthesis

Data synthesis is the process of bringing all the evidence together to synthesize the data and formulate findings and conclusions. Multiple lines of evidence fed into the contribution analysis. An evidence map was utilized to map information obtained from different sources on the same

23

¹⁰ A code structure is used to code the data in alignment with the key evaluation questions. It enables the evaluation team to take larger sets of semi-structured data and to structure it into smaller segments for further analysis and triangulation.

¹¹ This is because the majority of the data collected is qualitative rather than quantitative.

results area and evaluation questions, and information collected through interviews and case studies. The evaluation team synthesised data in two ways. The first was the process of articulating the key findings and cross-checking the strength of the evidence for each. Based on this, the conclusions were developed and cross-checked for their relevance to the findings.

Verification and Validation

The above steps incorporate verification and validation of evidence during the data collection and data analysis processes. In addition, the evaluation team presented the preliminary findings and recommendations at an evaluation de-brief held with UNDP Cambodia and the draft report will be shared widely amongst UNDP Cambodia, the project team and other key stakeholders, allowing for review and comments. These processes provide an opportunity to share key findings, offer mutual challenges and discuss the feasibility of and receptiveness to draft recommendations. It also provides an important opportunity to foster buy-in to the evaluation process particularly for the stakeholders who will have responsibility for implementing recommendations.

3.4 Challenges and Limitations of the Evaluation and Mitigation Responses

The evaluation team faced some limitations regarding available data and information. In order to track progress towards the outcomes and outputs, the evaluation team required data, information and statistics from the project. The evaluation team was informed that there was limited data and information relating to the outcome indicators. To mitigate this, the evaluation endeavoured to collect as much data – both qualitative and quantitative as possible during the data collection phase and from the documents made available by UNDP. This included the outcome harvesting reports and the sensemaker report as well as the regular project progress reports. The evaluation team also conducted additional consultations with the project's M&E officer and project manager to ensure that all available data was collected.

The evaluation team also potentially faced response bias. Informants may have given the evaluation team only positive remarks about the project because they would like to stay involved with the intervention in the future and they think that a negative evaluation could mean the end of project opportunities. The evaluation team adopted two main strategies for mitigating this bias. First, they stressed for each informant that they would maintain confidentiality and anonymity and then explained the evaluation team's independence from both UNDP and the project. Second, questions designed to elicit specific examples helped to identify response bias.

3.5 Evaluation Team

The evaluation team was comprised of an international consultant and team leader and a national consultant as the national expert. A brief summary of their roles and responsibilities is provided below.

Joanna Brooks - Team Leader

Joanna was the team leader for the evaluation. As such, Joanna's role was to lead and coordinate all aspects of the evaluation as outlined in the ToR. Joanna provided general oversight as well as ensured that quality and consistency was maintained throughout the reporting process. Responsibilities included desk research and document review of all project documentation and supporting documentation; preparation and presentation of inception report; participation in the collection of primary data in Cambodia; analysis of primary and secondary data, presentation of preliminary findings; preparation and presentation of evaluation report. At all stages of the evaluation, Joanna maintained regular communication with the evaluation manager as well as with the project team.

Dr. Tech Chey - National Expert

Dr. Tech Chey was the national expert and supported all stages of the evaluation process. In particular, Dr. Tech provided the analysis of the national context and the political economy of the current situation in Cambodia, in which the project is being implemented. Dr. Tech was primarily responsible for translating the key informant interview guides and focus group discussion protocols into Khmer as well as providing translation services during the interviews and FGDs when required. He was also responsible for organising the meeting schedule for the in-country data collection. Dr. Tech also participated in the analytical and drafting processes.

3.6 Data management plan, informed consent and ethical considerations

The evaluation adhered to international best practices and standards in evaluation, including the OECD DAC ethical considerations for development evaluations¹² and <u>UNEG Ethical Guidelines</u> and <u>Code of Conduct</u>. ¹³ In addition, the evaluation team signed the UNEG Pledge of Ethical Conduct at the start of the evaluation process (please see Annex VII). All stakeholder information has been handled with confidentiality and in accordance with UNDP's Rules on Personal Data Protection. All interview notes were de-identified by the evaluation team and all names were changed into a code. At the end of the evaluation, all notes and data will be destroyed.

4. Findings

This chapter presents the analysis and findings of the final evaluation grouped around each of the evaluation criteria and cross-cutting issues and based on the analysis of the qualitative and quantitative data collected. Each of the key evaluation questions is answered within the narrative and the analysis and findings are also informed by the guiding questions provided in the ToR.

4.1 Relevance/coherence

Finding 1: The Civic Engagement Project is very relevant to its context and contributes towards the national development priorities of the Royal Government of Cambodia including its Rectangular and Pentagonal Strategies. It is aligned with the UNDP Strategic Plan and the UNDAF, in particular outcome 4. It also contributes towards the 2030 Agenda and the Sustainable Development Goals, specifically SDG 16, which could be leveraged further to drive project results. Moreover, the project is relevant to the needs of its beneficiaries. Cognisant of the shrinking democratic and civic space, the project skilfully tailored its approach to focus on activities at the local level, where there is more space, more opportunities for change and institutions are closer to the people.

The Civic Engagement Project is very relevant to the context of Cambodia and contributes towards its national development priorities. This includes the National Strategic Development Plan (NSDP) for Cambodia, the "Rectangular Strategy Phase IV: Striving for Quality Growth, Equity, Efficiency, and Democratization" covering the period from 2019 to 2023. ¹⁴ The Rectangular Strategy is a comprehensive and multi-dimensional development framework introduced by the Royal Government of Cambodia. The Rectangular Strategy is designed to guide Cambodia's socio-economic development by outlining key policy priorities and strategic directions across various sectors. The Rectangular Strategy consists of four main pillars, often represented in the shape of a rectangle, each symbolizing a critical dimension of the country's development agenda. The four pillars are – Enhancing Economic Growth; Ensuring Equity and Social Well-

25

¹² https://www.oecd.org/development/evaluation/qualitystandards.pdf

¹³ United Nations Evaluation Group (UNEG), UNEG Ethical Guidelines for Evaluation- UNEGFN/CoC, 2008.

¹⁴ http://cdc-crdb.gov.kh/en/strategy/documents/Rectangular Strategy Phase IV Eng.pdf

being; institutional and Administrative reform; and Land, Agriculture and National Resource Management. In particular, the project is relevant for pillars 2 and 3.

There is less evidence of how the project contributes to the RGC's Development Cooperation and Partnership Strategy 2019 – 2023, approved through the Decision no 03 SSR dated on 11 January 2019. The overarching objective of the DCPS is to support the implementation of the Rectangular Strategy Phase IV and the National Strategic Development Plan (NSDP) through mobilizing and managing all development finance flow to ensure that all resources are used for maximum effectiveness. As indicated in the strategic objective 2: Partnership Coordinated and coherent support to deliver services and strengthen national systems. Partnership arrangements identify and employ approaches that focus on collaborative/joint programming, coordinated implementation and systems strengthening which include support to RGC reforms and fostering effective partnering arrangements with non-state actors including CSOs and private sector. This is discussed further under finding 3.

The RCG's Pentagonal Strategy¹⁵ was adopted in August 2023 and provides a comprehensive policy framework for achieving the National Strategic Development Plan 2024 – 2028 and moving Cambodia towards its vision 2050. In particular, the project contributes towards the overall goal of good governance, as well as Pentagon 1 – Human Capital Development and Pentagon 4 – Resilient, Sustainable and Inclusive Development.

The project also contributes towards UN and UNDP priorities in Cambodia, including UNDAF Outcome 4: By 2023, women and men, including those underrepresented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes. Strengthening of civil society and governmental counterparts is a major contribution to this outcome.¹⁶

The CE project's objective is also in line with Pillar 3 of UNDP's current Country Programme Document (CPD) (2019-2023) aiming at (1) promoting an effective, inclusive, and participatory system of governance and active stakeholder engagement, and (2) improving institutional capacity. Engagement with CSOs, academia and think-tanks is a key strategic approach of UNDP's current programme. Specifically, UNDP considers that a collaboration with CSOs will not only help strengthen their voice, but also contribute to national policy and programme formulation and implementation.

The project is aligned with and contributes towards the Agenda 2030 and the Sustainable Development Goals (SDGs), and in particular SDG 16 on peace, justice and strong institutions, as well as SDG 5 on gender and SDG 10 on inequalities. Given the commitment of the RCG to achieving the SDGs, the contribution of the project towards their achievement could be leveraged further to foster additional buy-in and commitment and drive project results.

Finally, the project is relevant to the needs of its beneficiaries – i.e. the people of Cambodia - in particular in terms of strengthening participation and improvement of public service provision. Due to the current challenges in terms of shrinking democratic and civic space in Cambodia, the project skilfully focused its attention at the local level, where there is more space and more

 $^{^{15}}$ https://mfaic.gov.kh/files/uploads/1XK1LW4MCTK9/EN%20PENTAGONAL%20STRATEGY%20%20PHASE%20I.pdf

¹⁶ Sub-Outcome 4.1: By 2023, women and men, including the under-represented, marginalized and vulnerable, enjoy their human right to participate, directly and through representative organizations, in public and civic affairs through collaborative decision-making processes and to monitor public programmes, seek accountability from democratic institutions, and access functional grievance mechanisms.

opportunities for change. In addition, the institutions are closer to the people at the local level thereby providing a greater chance for meaningful and impactful change for the people and communities. As one stakeholder explained:

"This project is related to the needs and priorities of the target group/beneficiaries, especially to solve the practical problems that are not restored in the provincial investment projects and has strengthened the cooperation between the provincial administration and civil society organizations."

Finding 2: Challenges in the initial design of the project led to two substantial revisions to the project document. The initial project document was designed quickly, with limited analysis and consultation largely due to time constraints. This led to a misunderstanding of what the project was about and to mistrust on the side of civil society. The project responded robustly to these challenges and utilised various tools including conducting a Social Impact Assessment and Stakeholder Engagement Plan to identify potential risks and develop mitigation strategies to address them. Through showing flexibility and adaptability in this way, the project was able to respond to changes in its context, including political and social changes as well as in its response to the COVID-19 pandemic.

The initial project document was designed quickly, due to resource mobilisation requirements, with limited analysis and consultation. Cognisant of this, the project included a sixth month inception period, during which it was envisaged that additional consultations and analysis would be undertaken, which would feed into the design of the implementation phase. However, the initial limited consultation and analysis led to some misunderstanding of the project and its goals, which were perceived by some stakeholders, principally civil society, as legitimising the RCG as well as endorsing the 2018 elections.¹⁷ This meant that many CSOs would not engage with the project. In response to this and based on extensive consultations and additional analysis conducted during the inception phase, the project document underwent its first major revision. This included revisions to the capacity development, dialogue and civic engagement approaches as well as the introduction of a new output on partnership development. Members of the project board were clarified and a technical committee was established to review context, update risk analysis, and identify the target infrastructure of civic engagement based on the context/needs. The project also upgraded its relationship with NASLA at this time.¹⁸

However, this did not completely allay the concerns of civil society and when the project undertook the updated UNDP Social and Environment Screening Procedure (SESP) based on the modifications to the project design following the inception phase, the SESP assessed the project's risk as "substantial." The risks identified were primarily related to human rights and social impact. The project responded swiftly and undertook a Social Impact Assessment and Stakeholder Engagement Plan that sought to assess these risks and their potential impact and identify measures to mitigate them. This led to the second major revision of the project, which saw changes to some of the project's activities as well as its outcome and output indicators. The project board was expanded to include additional representation of civil society. In addition to the Ministry of Interior and the Cambodian Human Rights Action Coalition (CHRAC), the Coalition for Partnership in Democratic Development (CPDD) was appointed as a project board member, to further represent civil society at the project board level. These revisions were approved in October 2022. The Stakeholder Engagement Plan included a grievance redress mechanism whereby all project stakeholders could voice their grievances or concerns and the project would respond accordingly.

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¹⁷ With the absence of a credible opposition, the elections were viewed as a formality to effectively consolidate the de-facto one party rule in Cambodia and were dismissed as sham elections by the international community. The Cambodian People's Party won all 125 seats in the National Assembly.

¹⁸ Although NASLA falls under the Ministry of Interior it is viewed more favourably than the Ministry of Interior as such.

At the time of conducting the evaluation, no grievances had been registered, suggesting that the approaches taken by the project to allay the concerns and risks associated with the project had proven successful.

The project also enhanced its communication efforts in order to communicate more clearly about the goals and the results of the project with a variety of different stakeholders. This has included through the production of a project brief, two newsletters, which were produced in July and December 2021 and a five-minute video-clip about the project and its results, which was released mid-2023 and is available on YouTube. This was shared widely to relevant partners and stakeholders although the number of views to date has been relatively low.¹⁹

Through these various approaches, the project was able to adapt to the changing context, respond to risks and needs as they arose and maintain its relevance throughout the implementation period. This included the challenges outlined above, as well as the project's response to the COVID-19 pandemic, which broke out at the same time the project started. This necessitated the project's activities shifting to an online modality and caused some delays in the implementation plan.

Finding 3: UNDP has ensured the coherence of the project within the UNDP Country Office and specifically in the governance portfolio. There is less evidence of external coherence with other donor initiatives, which may in part be due to UNDP's approach to civic engagement differing from others and going beyond support to elections. UNDP's comparative advantage and convening power could be leveraged further to contribute towards greater coherence going forward.

UNDP has ensured the coherence of the project within the UNDP Country Office, specifically within the governance portfolio. This ensures that there is no overlap and duplication but also that opportunities for synergies and complementarities are fully explored. This is particularly relevant for the Strengthening Trust and Accountability in Local Governance through Civil Engagement (STA) Project. The STA project has four key focus areas – (i) Vertical accountability and trust (National–Sub-National Administrations-People); (ii) people's knowledge about their rights and how to hold SNA councils and SNA accountable; (iii) Mainstreaming of cross-cutting issues such as digital governance, climate change, gender equality and social equality and inclusiveness; and (iv) Monitoring and reporting of Cambodia Sustainable Development Goals at the sub-national level. The STA project shares the same project management team as well as the same geographical locations as supported by the CE project. This allows for creating synergies, for example the STA project stakeholders can benefit from capacity development activities from the CE project. Similarly, the partnerships and relationships created through the CE project can be further reinforced and developed by the STA project.

There is also less evidence of how the project is ensuring coherence with the RGC's Development Cooperation and Partnership Strategy 2019 – 2023 and of how the project is ensuring coherence with other development partners and donor initiatives This may be in part be due to different approaches amongst the donor community. While UNDP approaches civic engagement from the perspective of strengthened service delivery, most other organisations approach it from the perspective of democratisation and elections.

For example, the Improved Service Delivery for Citizens in Cambodia (ISD) programme is implemented by the National Committee for Sub-National Democratic Development Secretariat (NCDDS), the Ministry of Interior (Mol), the Ministry of Health (MoH), the Ministry of Economy and Finance (MEF) and other line ministries. Commissioned by the German Federal Ministry for

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¹⁹ 124 views as of 8 December 2023. The video clip can be accessed via https://www.youtube.com/watch?app=desktop&feature=shared&v=CCDsThsacpQ

Economic Cooperation and Development (BMZ) and the Swiss Agency for Development and Cooperation (SDC), the programme runs from March 2022 until December 2025 with a financial volume of up to EUR 10.7 million. One of the programme's focus areas is on citizens' access to decision-making processes and the strengthening of the complaint mechanism at district and municipal level. The project combines technical and process advice at national and sub-national levels with offices in Phnom Penh, Battambang, Banteay Meanchey and Siem Reap and there are potentials for complementarities between this programme and the CE project.

4.2 Effectiveness

This section analyses the effectiveness of the project and is broken down by each of its three outputs. While it does not analyse all of the project's activities, it uses certain activities to evidence the analysis conducted.

Finding 4: Using the Human Rights-Based Approach, the project has significantly enhanced the capacities of both sub-national authorities to listen and respond to people's needs, as well as civil society's capacities to be able to represent their communities and advocate for their needs. The project has increased the participation of civil society in development and planning processes at the sub-national level and increased the understanding of both parties of the role and contributions the other can make towards enhanced service provision at the local level. These approaches are well aligned with the SDGs and in particular SDG 16.

Under output 1, the project has focused on the provision of capacity development so that CSOs and governmental authorities (both national and sub-national) will be able to engage each other better in responding to peoples' interests and in recognizing different voices of men and women, with particular attention to marginalized groups. There are three main activity areas under this output – (i) to develop capacity of civil servants in relevant ministries and subnational authorities (ii) to develop capacity of CSOs; and (iii) to develop tools and knowledge to understand men and women citizens' interests, particularly marginalized groups' interests.

Through its partnership with NASLA, the project has been able to meaningfully strengthen the capacities of governmental authorities, in particular with regards to innovation and more recently, with regards to the localisation of the SDGs. The first training series, which was focused on innovation in terms of improving service provision, was highly welcomed and well received by the participants, who reported that they have been able to apply the skills and knowledge they learnt into their daily work. As one stakeholder informed:

"I learnt and apply this knowledge in my daily work, for example how to prioritise needs and how to motivate civic participation. I also tried to share my knowledge at the district and commune levels."

Another confirmed that:

"I learnt about planning and how to prioritise and integrate these priorities into our planning.

I use this new knowledge all the time in my daily work."

The project is on-track to deliver training to 340 civil servants at both the national and local levels by the end of 2023. In order to assess the impact of its capacity development efforts, the project goes further than simply conducting post-training participant satisfaction surveys, but also conducts surveys as to the attainment of knowledge, its usefulness for the participants and their level of confidence in applying it. For example, at the last innovation training conducted

during Q2 of 2023, there were 175 participants, with 47 participants being women (27%). Post-training survey data responded to two indicators: 1) *The percentage of participants who applied the following capabilities after learning sessions*: Citizen and Stakeholder Engagement, Problem Solving, Data Literacy and Evidence, Enabling Creative environment, System thinking and Storytelling and Advocacy,²⁰; and 2) *The level of confidence in the following capabilities learned*: Citizen and Stakeholder Engagement, Problem Solving, Data Literacy and Evidence, Enabling Creative Environment, System Thinking, Storytelling and Advocacy.²¹

In terms of the level of helpfulness of the topics for the participants, analysis of the survey data showed the following:

Table 1: Evaluation of Indicator 1

Topics		Results Framework		
Project	NASLA Curriculum	Baseline (2022)	Target (2023)	Achievement
Citizen and	Civic Engagement	N/A ²²	50%	99.07%
Stakeholder Engagement				
Data Literacy and	Introduction to		50%	99.07%
Evidence	Innovation			
Problem Solving	Problem-Solving		50%	100%
Storytelling and	Storytelling		50%	98.15%
Advocacy				
System thinking	System Thinking		50%	99.07%
Enabling Creative	Action Planning		50%	99.07%
Environment				
Storytelling and				
Advocacy				

In terms of the level of confidence for indicator 2, analysis of the survey data showed the following:

Table 2: Evaluation of Indicator 2

Topics		Results Framework		
Project	NASLA Curriculum	Baseline (2021)	Target (2023)	Achievement
Citizen and	Civic Engagement	More than	50%	93.52%
Stakeholder		50%		
Engagement		confidence		
Data Literacy and	Introduction to	level on five	50%	95.37%
Evidence	Innovation	capabilities ²³		
Problem Solving	Problem-Solving		50%	95.37%
Storytelling and	Storytelling		50%	89.81%
Advocacy				
System thinking	System Thinking		50%	90.74%

²⁰ This indicator is stated in the project document (please refer to this link: <u>Approved 2nd revision UNDP_Project document Civic Engagement completed.pdf</u>). However, in order to fit into the real context, NASLA tailored its Innovation Training Curriculum to the following topics: Civic Engagement, Problem Solving, Introduction to Innovation, Action Planning, System Thinking, and Storytelling. These topics correspond to the indicators properly. In this sense, the Sensemaker captured the results of the tailored curriculum.

²² There is no specific percentage and number for the baseline.

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²¹ See above notes.

²³ The sampling size was very small in 2021 (25 out of 50 participants).

Enabling Creative	Action Planning	50%	94.44%
Environment			
Storytelling and			
Advocacy			

From this, we can see that an overwhelming number of participants found the topics helpful for their everyday work as well as saw their level of confidence in applying the skills they learnt grow convincingly. This evidences the impact and results that the project has achieved and anecdotally this was confirmed during the KIIs and FGDs conducted as part of the evaluation.

Complementary to this, the project designed and delivered a comprehensive capacity development programme for local civil society organisations. This was focused on strengthening the organisational and individual capacities of CSOs and CBOs as well as their resource mobilisation capacities and strengthening their sustainability prospects and sectorwide resilience. It also increased their capacities to be able to fulfil their obligations regarding the LANGO In addition, the project developed a sub-grant programme, through which the CCC, as a responsible partner, provided sub-grants for eight proposals (2 per province) focused on the resilience and sustainability of civil society. Learning workshops, reaching 1,600 participants were provided through the project to support this.

These activities have proven to be instrumental is strengthening the capacities of civil society in the four target provinces. As one stakeholder informed the evaluation:

"The capacity development provided by the project improved our internal mechanisms and strengthened the capacities of staff."

The project has also strengthened civil society networks in each of the four provinces. While these Networks has existed previously, they were largely disused or not operational. With the project's support the Networks have been reactivated and strengthened. This has been highly valued by civil society, with one stakeholder noting:

"Without the project it would be very difficult because civil society is fragmented. Now we work together with one purpose and share our skills and resources."

Other stakeholders concurred:

"The CSO Networks play a crucial role in connecting government and civil society."

"The best advantage of the network is the capacity development. The budget is small but we can do a lot, especially because we have many members. Al members are now more active and participatory."

There is now a common understanding among civil society in the four provinces of the need to work together in a network, to share experiences and come together to find solutions jointly. There is a clear realisation that they are stronger together than as individual organisations and that their voice is louder and more impactful when speaking together.

The project has also achieved results in terms of strengthening the sustainability prospects of civil society and results have been achieved beyond the framework of the project. This includes with regards to resource mobilisation, where the CSOs and CBOs have been able to apply the skills and knowledge they learned through the project to positive effect:

"CBOs now understand better their capacities. 8/50 in our network have written proposals and have applied for support from the Fund for Gender Equality."

In order to develop tools and knowledge to understand men and women citizens' interests, particularly marginalized groups' interests, the project undertook a Social Cohesion Assessment during 2022. This engaged 30 young people to identify social cohesion issues in their daily life and make policy recommendations from the sub-dimensions of trust in institutions and religion; cultural and social identity; security; inclusion in education, city design, gender, and digital transformation. The evaluation was informed that the report was then used by CCC and Future Forum to strengthen the advocacy capacity of the provincial NGOs on social cohesion related topics during 2023, although this was not reported during the data collection processes for the evaluation.

Finding 5: Contributing towards SDG 16, the project has enhanced existing mechanisms and processes to strengthen the quality and effectiveness of the dialogue between the sub-national administration and civil society organisations. It has convincingly opened the space for dialogue between these two groups, in particular at the local level. The Public Provincial Dialogues are highly valued by both the provincial governments and civil society and have achieved tangible results in strengthening the partnership between the two.

Output 2 was focused on supporting dialogue so that existing infrastructure for civic engagement (mechanisms, processes, and policies) will be more constructive, inclusive, and open to diverse opinions in ensuring women's participation. Under this output there were two main activities – to institutionalize existing infrastructure and support implementation of its work plans; and to develop communications products and knowledge management.

Under this output, the project provided support to prepare both the SNAs and the CSOs for the Provincial Partnership Dialogues (PPDs) through capacity and skills building. This focused around a co-design challenge and the four provinces conducted joint activities between the provincial government and CSOs to improve the PPD. For example, terms of reference were drafted to provide a framework for the PPD in Kampot and Ratanakiri. In the other provinces, Decisions were made to formally adopt the PPD. These activities have contributed towards strengthening the trust and partnership between the provincial governments and CSOs. As one stakeholder commented:

"This is the first time we have had direct engagement and partnership with provincial authorities."

While some level of PPD existed prior to the project, the project has contributed to strengthening and reactivating the mechanism. All stakeholders consistently informed the evaluation of the value of this mechanism and how the project's support has strengthened it. This is illustrated by one stakeholder who said:

"The Public Partnership Dialogue existed before but was not really used. Now we are regularly meeting three times per year. This provides an opportunity to discuss all relevant issues and to incorporate them into the provincial government's strategic planning. The support provided by the project has been invaluable."

In addition, the project signed a Letter of Agreement with NASLA to develop a case study and curriculum on partnership. This case study and curriculum are designed to ensure the engagement of different stakeholders including local administrations and CSO representatives using human-

centred design and applying innovation tools provided in the bootcamp which took place in 2021. At the time of conducting the evaluation, consultative workshops and field work had been conducted and this activity is due to be finalised by the end of 2023.

With regards to communication products and knowledge management, the project developed a promotional video on the Innovation Bootcamp, as mentioned under finding 2. It was intended that the video would explain the project's theory of Change and highlight its innovation approach. It aimed to capture the engagement and collaboration between provincial authorities and CSOs. The video includes interviews with 12 people from the MOI, Embassy of Japan, SILAKA, UNDP, provincial government and provincial CSOs. Although the video has been circulated widely and has been available online since September 2023, data shows that there have been less than 150 views on YouTube and the project does not have analytics to show its impact. The video can be accessed via https://www.youtube.com/watch?app=desktop&feature=shared&v=CCDsThsacpQ

Finding 6: The project has significantly improved partnerships and relationships between subnational authorities and civil society in the four target provinces. This has been achieved through employing innovative approaches such as the bootcamp and innovation training, as well as a well targeted study tour to Japan. Through undertaking outcome harvesting, the project can clearly demonstrate the increase in knowledge and skills of the participants and their application of these in their daily work.

Output 3 focused on enhancing government (both national and sub-national) and CSO relations through identifying more benefits of civic engagement. Under this output, there were two main activities – firstly to organise the innovation challenge on civic engagement and secondly to organise study tours.

Since the start of the project implementation, the project has organized two innovation bootcamps and innovation challenges, the first in 2021 and the second in 2023. The bootcamps have proven to be highly successful – not just in strengthening the relationship between the sub-national authorities and civil society but also in terms of the prototypes, or projects that have been codesigned by the participants. The bootcamps brough together representatives from NASLA and the MoI at the national level, together with representatives from the provincial governments and civil society in the four target provinces. The participation of four deputy provincial governors in the bootcamp evidences the commitment of the SNA to the process. As a result of the bootcamps, the level of trust and confidence building between the SNAs and provincial NGOs has increased considerably. Both realise the benefits of working together and the SNAs have become more aware of the capacities of civil society and the contribution they can make towards strengthening service provision at the local level. This was confirmed by stakeholders in the KIIs and FGDs who commented:

"I attended the bootcamp and can see how good it is and how much it is needed by both government and civil society."

"My feeling is that the government is more open after the project. Previously we didn't really trust each other but since the bootcamp we have conducted projects together."

One of the Deputy Provincial Governors who participated in the bootcamp added:

"Through the bootcamp we have learnt about prioritising the needs of the community and how to work with NGOs. We now have good collaboration, which will improve the lives of the community, including vulnerable groups."

At the end of each of the bootcamp events, the project organised an innovative outcome harvesting. The purpose of the outcome harvesting was to gather data to measure the change of knowledge, behaviour, practices, and relationship between government officials/public authorities and CSO. The main objective of the outcome harvesting was to offer precise evidence of real-time information about achievements through the co-design process for the Provincial Partnership Dialogue's structure and process. Thus, the harvesting is crucial in demonstrating evidence to inform the intervention model and justify the project for better services and achieving better outcomes. The sample size for the first outcome harvesting was 21 for 5 FGDs and 21 for a key respondent survey. For the second outcome harvesting the sample size was 36 participants for both FGDs and the respondent survey. However, only 33 participated in the FGDs (12 women and 21 men) and only 25 responded to the survey (10 women and 15 men). The participants were from CSOs and government who participated in the online innovation bootcamp and co-design training. The outcome harvesting found that the project achieved several outcomes. There was an increase in knowledge and skills among participants from both CSO and government on project development, but government authorities gained more new knowledge than CSOs who had attended similar training previously. The project also had significant outcome achievement on improvement of the working relationship between CSO and government in designing a 'common project'. Many respondents commented that this was the first time they had participated jointly with civil society and government representatives in the same training. In addition, the project had significant outcome achievement on building trust and confidence between CSO and government to work together in designing the solution. Furthermore, the project strengthened cooperation between CSO and government in the process of co-design proposal. Lastly, adoption of gender equitable approaches and participant gender-focused dynamics were integrated in the training.²⁴ It is interesting to note that the qualitative data gathered through the final evaluation also aligns with these findings.

To complement these efforts, the project organised a well targeted and highly tailored study tour to Japan for 12 representatives of the national and provincial authorities and civil society (four women). The theme of the study tour was SDGs Localisation and participants were provided with the opportunity to enrich their knowledge on various SDG-related issues and exchange insightful views with their Japanese counterparts. The participants also consolidated their partnership and engagement and all participants agreed on further collaboration and exchanges of views in the future. This included the establishment of a Telegram chat group, whereby participants are easily able to contact each other and exchange views, ask questions etc. This chat group is still being well used at the time of the evaluation. The project also organised a reflection workshop among the participants after the study tour. Reportedly, in the workshop, the study tour participants reflected and shared findings and learning points throughout the study tour in Japan such as partnership, SDGs and Innovation. In addition to this, participants also developed a joint action per province and an action by NASLA to share the learning/findings in respective provinces and/or a proposal for integrating approaches and mechanisms in existing works of the provincial administrations and NGO Networks. By the end of the reflection session, each provincial team and NASLA team have material to share their learning and an agreed action to use the study tour experience.

Stakeholders consistently informed the evaluation about the benefits of the study tour, which went beyond the formal study tour programme but also included benefits of the informal interaction between the participants. As one stakeholder reflected:

"Through the study tour we learnt about the importance of good cooperation between all stakeholders, in particular at the local level to further the SDGs. We learnt about the importance

²⁴ Outcome Harvesting Report – First Bootcamp, January 2022

of including the private sector and communities as well as how to protect the environment. The biggest challenge is changing mindsets and behaviours but the study tour has brought us closer together and we understand the value of joint collaboration."

4.3 Efficiency

Finding 7: Despite initial changes in the project's staffing structure, its current organisational setup is efficient and fit for purpose. The expertise and support it offers the project's partners is highly regarded and well respected. Since the current organisational structure has been in place the project's partnerships have been considerably strengthened. UNDP's convening power in being able to bring together government and civil society brings an added value to the project, which is recognised by its partners and which lends to the efficiency of the project in terms of achieving its results. The project could use its Project Board as more as a steering mechanism to guide the direction of the project and for decision-making purposes.

As revisions were made to the project document, so revisions were made to the project's organisational structure. This led to some delays in implementation and the evaluation was informed that initially there was overlap and a lack of clarity in staffing roles and responsibilities. Since the current organisational structure has been in place as of September 2022, this has largely overcome these challenges and has also contributed towards strengthening the project's partnerships. This is largely due to the leadership of the project manager, who has cultivated strong partnerships with all of the project's stakeholders, based on trust and mutual respect. The expertise and support that the current project manager and project team offer is highly regarded and well respected. As the evaluation was informed:

"UNDP's local staff are excellent and we are well informed about the project."

"If we need any support, UNDP is always there."

UNDP's convening power in being able to bring together government and civil society is also well recognised by its partners and brings an added value to the implementation of the project, which lends to its efficiency. This sets it apart from other organisations who perhaps are not as well placed to bring the different sides together. As two of the stakeholders commented:

"UNDP designed a good process of how to bring people together and to work together and to bring influence to the government."

"UNDP was a bridge between civil society and the government."

The project's organisational structure also includes a project board, which is the governing board for the project and responsible for providing strategic direction to the project. The project board members include UNDP's Resident Representative or his/her designated officer, as the chair, and Minister of Interior (or designated officer), Ambassador from the Embassy of Japan (or designated officer), and Executive Director (or designated officer) from the Cambodian Human Rights Action Coalition (CHRAC) and Executive Director (or designated officer) from the Coalition for Partnership in Democratic Development (CPDD). The Board is supported by a Programme Analyst, independent from the project team as quality assurance officer. Since the start of the project there have been three project board meetings held. One project board member shared that:

"At the first meeting we discussed launching the project; at the second and third the project's progress and budget. It would be better to spend less time on results and more on strategic direction and brainstorming."

Despite having a detailed ToR, there seems to have been some misunderstanding as to the roles and responsibilities of the project board. For example, some project board members noted that there were no beneficiaries included in the project board structure and that the demand side should be included in order to use the project board more for accountability purposes. They also mentioned that despite a number of requests made by the project board to the project team to conduct a site visit to the project locations, this had still not happened. They also added that there is a need to empower the project board further. The evaluation was informed that there is a plan to conduct a site visit by the end of December 2023.

Finding 8: The project included a highly robust and sophisticated system of monitoring and evaluation that includes outcome harvesting and sensemaker reports, which seek to capture the contribution of the project towards achieving higher level goals and more meaningful change. The evaluation recognises this as a best practice. Despite initial delays, the project's delivery in currently on-track and the project is expected to complete all planned activities by the end of its implementation period. The project has convincingly monitored risks throughout the project implementation, allowing it to respond and mitigate these to the extent possible.

The project has developed a highly robust and sophisticated system of monitoring and evaluation (M&E) which goes well beyond the measuring of quantitative, output level indicators. This includes six outcome level indicators, five of which are qualitative, and are thus better able to capture the project's progress towards higher level goals, including changing behaviours and mindsets. These indicators are measured through a baseline survey, which was conducted at the start of the project and subsequently through the outcome harvesting and sensemaker reports. However, the project is not reporting on these in its regular quarterly or annual progress reports and so it is difficult to analyse the full progress that has been made towards achievement of the outcome indicators. While an endline survey was also planned to measure the outcome level indicators, the evaluation was informed that this will not take place. There has undoubtedly been progress, as the outcome harvesting and sensemaker reports show, however the project should report on these, at least during its annual reports and in its end of project report. This will allow the project to fully capture and showcase the higher level results that have been achieved. The outcome indicators and their baselines and targets are included at Annex V.

At the output level, the project includes a total of six indicators – three under output 1, one under output 2 and three under output 3. As per the most recent project progress report from the end of Q3 2023, the project has already achieved all its targets under output 1; under output 2 the activities have only just started but the target is expected to be achieved by the end of the project implementation period; and for output 3 the project has achieved one target and overachieved the second. This is with regards to the number of prototypes co-designed by the SNAs and CSOs, where the target was 2 and 6 have to date been designed. The output level indicators and their progress are also provided at Annex V.

When the project's efficiency is looked at in terms of its delivery, according to the latest available cumulative figures from the end of Q2 2023, there is a rather mixed picture. This is in large part due to two reasons. First is the delays that have been caused due to the revisions to the project document and the changes in the project's organisational structure as well as due to the impact of the COVID-19 pandemic on the project implementation during 2020, 2021 and 2022. Second is that the project has been implemented in a very linear way, with the

completion of one activity before the commencement of the next. Despite this, it is expected that the project will have completed all activities by the end of its implementation period and we will have a high delivery rate across all outputs. The overall delivery rate currently stands at 76%, which is solid at this point. This is illustrated in the table below.

Table 3: Cumulative Expenditure by Activity (from 1 March 2020 to 30 June 2023)									
ACTIVITY	Total Budget 2020-Feb 2024	CUMULATIVE I		TOTAL	DELIVERY (%)				
	[Revision G04]	UNDP	GoJ						
Activity 1.1: Develop capacity of civil servants in relevant ministries and subnational authorities	567,044.56	368,792.31	135,570.10	504,362.41	24%				
Activity 1.2: Develop capacity of CSOs	318,241.87	-	128,031.81	128,031.81	40%				
Activity 1.3: Develop tools and knowledge to understand male and female citizens' interests, particularly marginalized groups' interests	31,654.80	-	31,654.80	31,654.80	100%				
Activity 2.1: Provide mediators and facilitators	500,334.78	-	448,999.22	448,999.22	90%				
Activity 2.2: Institutionalize existing infrastructure and support implementation of its work plans	0.00	-	0.00	0.00	0%				
Activity 2.3: Develop communications products and knowledge management	7,553.52	-	6,419.52	6,419.52	85%				
Activity 3.1: Organize innovation challenge on civic engagement	50,521.85	-	5,090.04	5,090.04	10%				
Activity 3.2: Organize study tours	102,096.72	-	93,725.23	93,725.23	92%				
Project Management	567,255.59	83,917.15	332,886.42	416,803.57	73%				
TOTAL	2,144,703.69	452,709.46	1,182,377.15	1,635,086.61	76%				

When broken down at the output level, it can be seen that US\$916,941 or 42.7% of the project's resources were allocated to output 1; US\$507,888 or 23.6% to output 2 and US\$152,618 or 7% to output 3. Cumulative delivery rates per output stand as 55% under output 1, 58% for output 2 and 51% for output 3. With project activities remaining on-track for completion by the end of the project implementation period, this suggests that the project has allocated and utilised resources appropriately.

The evaluation notes that there is a rather higher project management to activity ratio at 26% - 74%. The evaluation team was informed that this can be explained in part due to the difficulties in clearly separating management and project costs in the budget as well as due to the fact that in response to the sensitivities of the project, UNDP's programme management team have had to be more closely involved in the project to monitor and respond to risks and conduct the quality assurance for the project. It is also noted that initially, the project required substantial high level technical expertise in order to build the national level capacities, which at that time were limited with regards to civic engagement. Conducting the SIA and SEP have also contributed towards the project management costs. The evaluation concludes that these have been pragmatic approaches taken by the project in order to ensure its results.

The project has convincingly monitored risks throughout its implementation, allowing it to respond and to mitigate risks to the extent possible. This included the conducting of the SIA and SEP in response to the SESP, where those project activities that had been identified as having substantial or high risks were amended or dropped. The project regularly updates its risk log, which contains its risk mitigation plan.

4.4 Sustainability

Finding 9: The project has built considerable momentum for strengthening civic engagement and has increased the trust and confidence of the government at the national and local levels as well as among civil society organisations. Ownership of the project and its results among the project stakeholders is assessed as high. While many of the project's results are showing good sustainability prospects, these will need to be further reinforced to ensure their longer-term

sustainability. This includes the full institutionalisation of the PPD model as well as its replication and scaling-up. This will require the long-term financial commitment of both UNDP and the project's donor.

The project has built considerable momentum for strengthening civic engagement and has increased the trust and confidence of the government at the national and local levels as well as among civil society organisations. There are indications that this strengthened relationship will continue beyond the lifespan of the project, as commented by one of the stakeholders:

"The relationship and trust between government and CSOs is still good even though the activities have ended, we still communicate regularly."

The PPD also shows good signs of continuing in the future. Its organisational structure is in place, Terms of Reference have been developed and agreed, the PPD chairperson has a specific mandate, all of which suggest that the dialogue will continue going forward. However, it is not yet fully institutionalised and there is currently no official coordination between the PPD and national level dialogue processes.

With regards to the sustainability of the CSOs, there is no doubt that their capacities have been strengthened, which has increased their resilience and sustainability prospects for the future. In particular, gains have been made with regards to the sectoral infrastructure through the establishment of the Networks as well as to the financial viability of individual CSOs. For example, the CSO Networks now have their organisational structures in place and Terms of Reference to govern this. As the evaluation was informed "Everyone knows their roles and responsibilities and obligations." In Siem Reap for example, the Network has developed a handbook to share Lessons Learnt and Best Practices and all information regarding the network, including profiles on each CSO is included. The Network is starting to develop standardised documents that all members will be able to use – e.g. templates for financial reporting, for project proposals etc. In some of the provinces, the Networks have established a Resource Mobilisation Committee or similar structure, which advises all Network members on resource mobilisations efforts and when there are opportunities to apply for grants. However the project's support was fairly short-lived and in order not to lose the gains made, UNDP should continue to reinforce these efforts. As one stakeholder informed:

"The project is very important for both civil society and the government and there is a large need to continue dialogue and joint efforts."

With regards to capacity building of the national and sub-national authorities, there are also some good indications of the project's results. For example, the innovation training curricula has been standardised and adopted into the regular training curricula of NASLA. There are also plans to extend the innovation training beyond the provincial level to cover all civil servants at the district and commune level. It is envisaged that the SDG localisation training will also be adopted. Further, the learning that has been gained on innovation and dialogue processes through the training has already been integrated into the local provincial plans and strategies to some extent, which has embedded the CSOs voices into strategic planning, investment plans and training plans.

As one stakeholder informed the evaluation:

"We will mainstream all lessons learnt from the innovation training into our regular training and planning processes."

The sustainability prospects look stronger in provinces where there is some level of co-funding solutions for the implementation of the co-designed projects and prototypes. For example, in Ratanakiri there is a joint commitment from the provincial authorities and some CSOs to co-fund their waste management project. This illustrates the commitment of the stakeholders to continue with the project's results going forward.

However, it should be noted that many of the gains made are at the micro level and have only been achieved in the specific project target provinces. In addition, the project document does not contain any specific exit strategy, which would reinforce the project's results and strengthen their sustainability prospects going forward. While the project has identified some exit strategies to sustain its results,²⁵ in order to ensure their full sustainability—the PPD, CSO sustainability and the Networks, the capacity building efforts and PPD will require a strengthened enabling environment as well as the long-term financial commitment from UNDP and the donor.

There are also some key social and political risks that may jeopardise the sustainability of the project's outputs and outcomes. However, the project is aware of these and has put in place mitigation measures to address them. These include, but are not limited to, limited participation by women in the project; project activities providing legitimacy to the government; self-censorship; failure to include key stakeholders; and indigenous people. These are well detailed in the Social Impact Assessment and the project has taken on board the mitigation measures to address them.

4.5 Gender Equality, Human Rights, Leave No One Behind

Finding 10: The project mainstreamed the human rights-based approach into both its design and its implementation. Women's inclusion and participation has also been mainstreamed although it has remained a challenge throughout the project implementation. Some gains have been made with regards to inclusion at the local level as well as with engaging youth with regards to social inclusion. Some of the language used by the project could be more sensitive and inclusive.

The project was designed and implemented in line with the human rights-based approach, working both top down with duty bearers (national and provincial authorities) and bottom-up with rights holders (civil society). The project mainstreamed gender into its design and activities and made additional efforts to try to ensure that the Leave No One Behind (LNOB) principle was reflected through an inclusive selection of beneficiaries in its activities. It also made efforts to engage meaningfully with vulnerable groups, including youth. For example, as mentioned in Finding 4, a social cohesion contextualization report and modelling were developed with experts' and young people's opinions. The report informs contexts in which civic engagement takes place. The report explored the relevance of social cohesion at this point in Cambodia by reviewing social and historical narratives. It identified four social cohesion dimensions such as trust, inclusion, belonging, and security with 11 sub-dimensions and a narrative on cohesion highlighting

1. Provincial NGO network is accountable to provincial administration by continuing to work closely with provincial administration based on the decision of provincial partnership dialogue developed through boot camp under project activities.

²⁵ Some exit strategies to sustain the results produced by the project:

^{2.} Provincial administration is need to have budget allocation in order to conduct PPD rather than waiting for NGOs to fund all the meetings as this is the benefit of people.

^{3.} Due to the result project produced is aligned with the commitment and mandate of NASLA such as the criteria of selecting future SDG. NASLA can be the lead and work with the ministry of Planning to integrate this ideas nationwide which will be continue and big impact

^{4.} Provincial partnership dialogue decision still visible and active only if the budget allocation at sub-national level include provincial annual budget plan.

^{5.} Budget plan include provincial partnership dialogue only if provincial strategy plan highlight the significant of other actors in improving service such as CSO and private sector.

participation, diversity, and inclusion. At the same time, young people's commentary identified social cohesion issues linked to policy recommendations. The report and bottom-up conversation by young people on social cohesion informs the shift in narratives focusing on cohesion with participation, diversity, and inclusion.

There have also been small gains made with regards to inclusion at the local level through some of the prototypes co-designed and implemented at the local level with the support of the project. For example, in Kampot, the project supported the development of mobile, online classes for children with disabilities. This has subsequently been expanded to two classes and the schools have been allocated a budget to provide this. In Ratanakiri, there was a focus on the empowerment and training of youth, who have learnt live skills and been provided opportunities to work at the CSO Centre that was established through the support of the project. The evaluation also learned that 80% of the members of community based organisations (CBOs) supported through the project are women and the CBO leaders have to be women to be eligible for support. These efforts were reflected in one of the observations made by a project stakeholder:

"This project is working with the most vulnerable people in Cambodia, including poor families, migrant families, the disabled, indigenous groups, ethnic minorities, LGBTQI+ groups, etc. By not discriminating by giving them equal participation in the project and benefiting from the project."

In Kampong Cham, one of the stakeholders elaborated how the CE project has increased participation of people with disabilities:

"We have invited people with disabilities and their families to participate in project activities, in which we have invited them to participate in meetings, forums and outreach campaigns in village and project groups mobilize people's participation in the waste management project in Kampong Cham."

The project has made efforts to promote women's participation in the capacity development activities, the bootcamps and study tour, as well as in the co-design and the implementation of the innovative solutions. In partnership with CCC, gender-focused activities were also conducted in the CSOs grant implementation. The project encouraged more feedback and voices from women through research and by inviting them to attend learning sessions, workshops and trainings. However, despite these efforts, women's participation and inclusion in general continues to be a challenge. For example, during the last NASLA innovation training, only 26% of the participants were women.

The project did not include any sex or inclusion disaggregated data in its results framework either at outcome or output level, so it is difficult to measure the true contribution the project has made in this regard. There is one sex disaggregated indicator at the UNDP CPD level - *Percentage of local administration councillors and officials reporting improvement in their performance as a result of training and other capacity development support from the project (by gender)* - however at the time of conducting the evaluation there was no updated data related to this. This indicator also relates to the UNDP portfolio overall and not just the results of the project.

The project's language is also not fully inclusive with frequent references to citizens, which does not acknowledge the diversity within communities beyond formal citizenship.

5. Conclusions

Conclusion 1: The project's level of flexibility and adaptability and willingness to listen to its stakeholders overcame the initial challenges in the design of the project. By focusing the project on the improvement of local service provision the project was able to allay fears and sensitivities among its stakeholders. Development related thematic areas, such as SDG localisation are viewed as non-sensitive and as such, the implementation is unchallenged, however, for more sensitive areas, such as collaboration between government and civil society, there are still challenges that remain in terms of strengthening civic engagement in Cambodia. *Based on findings 1, 2 and 3*

The project's success can be attributed to its level of flexibility, adaptability and a genuine willingness to engage with its stakeholders. This has provided a foundation for meaningful change at the provincial level. In the initial stages, the project faced challenges related to its design, which could have potentially impeded its effectiveness. However, the project and programme team's commitment to being responsive and adaptive in the face of challenges allowed them to navigate and overcome these obstacles.

A key factor in the project's success was its receptiveness to the concerns, suggestions and feedback from its stakeholders – in particular those of civil society. The project demonstrated a genuine commitment to listening to the voices of those directly impacted by the initiative. This open dialogue not only fostered a sense of inclusivity but also allowed the project to adapt to the concerns of its stakeholders.

Crucially, the decision to focus the project on the improvement of local service provision played a pivotal role in assuaging fears and sensitivities among stakeholders. By aligning the project's objectives with the immediate needs and priorities at the provincial level, it effectively demonstrated a commitment to addressing concerns that were important to those involved and distanced itself from national level politics. This approach helped build trust and confidence among stakeholders, creating a positive environment for collaboration and shared progress. Furthermore, the project's ability to adapt in response to evolving circumstances showcased a proactive approach to problem-solving. Rather than adhering rigidly to a predefined plan, the project team demonstrated a willingness to modify their course based on the dynamic needs of its stakeholders and the challenges encountered. This adaptability was instrumental in ensuring that the project remained relevant and effective throughout its implementation.

Conclusion 2: The project has been able to achieve considerable results due to its approaches. This includes strengthening existing mechanisms and processes on civic engagement, such as building on existing dialogue processes and strengthening existing CSO networks rather than creating new structures. This ensured the buy-in and commitment of the project's stakeholders to the project's goals - to promote democratic governance initiatives and a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using dialogue in Cambodia. Using innovation, such as the innovation challenges, bootcamps, study tours, with a focus on local service provision, the project has been able to build the trust and confidence of its stakeholders not just with the project, but most importantly between themselves to strengthen civic engagement.

Based on findings 2, 4,5 and 6

The project's results stem from its approaches in reinforcing existing mechanisms, securing buyin from stakeholders and fostering innovation in local service provision. This deliberate focus played a crucial role in garnering the support and commitment of the project's stakeholders, ensuring a unified effort towards the realization of its goals.

One key success factor lies in the project's emphasis on strengthening pre-existing mechanisms and processes, such as reactivating and reinforcing CSO Networks and provincial policy dialogue processes. Rather than imposing entirely new structures, the project recognized the value of building upon existing frameworks. This approach not only demonstrated respect for local systems but also facilitated a smoother integration of the project into the existing social and administrative fabric.

The level of buy-in and commitment from stakeholders is a testament to the project's ability to align its objectives with their needs. By actively involving local stakeholders in the decision-making processes, the project cultivated a sense of ownership among participants. This sense of ownership, in turn, translated into a shared responsibility for the project's success, fostering a collaborative spirit that is essential for sustained impact. Furthermore, the project's commitment to innovation, particularly in the context of local service provision, has been instrumental in building trust and confidence among stakeholders. The introduction of innovative solutions tailored to address specific local needs through the bootcamps, not only showcased the project's adaptability but also demonstrated a genuine understanding of local level stakeholder's challenges and aspirations.

The emphasis on local service provision, coupled with innovative approaches, served as a catalyst for engendering trust not only in the project itself but, critically, among the stakeholders themselves – i.e. the provincial authorities and civil society. This approach laid the foundation for a deeper level of trust and confidence that extended beyond the project's specific initiatives, fostering a more enduring relationship between the project and its stakeholders.

Conclusion 3: The project's successes are the first step towards strengthening civic engagement in Cambodia, in particular with regards to local planning and service provision and providing a voice to civil society. The results gained in terms of increasing trust between the stakeholders, strengthening civic engagement in local planning processes and capacity building of both LSGs and CSOs need further reinforcement together with the long-term financial commitment of both UNDP and the donor. A whole of society approach is also needed to take civic engagement to the next level. A whole of society approach requires the active participation and collaboration of all sectors of society, including governments, civil society organizations, businesses, media, academia and individuals. This approach recognizes that no single entity or sector can address the complex challenges of sustainable development on its own. Instead, it emphasizes the need for comprehensive partnerships and cooperation to effectively implement the SDGs. *Based on findings 4, 5, 6 and 9*

The project's results are a first step towards fostering a culture of civic engagement in Cambodia. While the successes achieved are commendable, they should be viewed as the initial steps in a broader effort to empower and engage the people of Cambodia. For sustained impact, it is imperative that these results be reinforced, accompanied by a sustained commitment from both UNDP and the donor.

The success of the project indicates that there is a tangible appetite for civic engagement within the Cambodian context. The positive outcomes, whether in terms increased capacities, enhanced dialogue mechanisms or strengthened partnerships between national and provincial authorities and civil society, underscore the potential for meaningful civic involvement. Recognising these successes as the first step is crucial to building on the momentum generated by the project.

Reinforcing the gains made by the project requires a long-term commitment from both the UNDP

and the donor. Sustainable change in civic engagement is not a quick fix but a continuous process that demands ongoing support. This involves technical assistance and capacity-building initiatives to ensure that the communities continue to benefit from and contribute to the civic engagement initiatives initiated by the project. Moreover, adopting a whole-of-society approach will be essential to elevate civic engagement to the next level. This approach recognizes that civic participation goes beyond the actions of individuals; it involves the collaboration and coordination of various stakeholders, including government bodies, civil society organizations, the private sector and communities and individuals.

Conclusion 4: Significant results have been made where problems have been jointly identified and solutions have been co-designed. The sustainability of these results is stronger were co-financing solutions are also achieved.

Based on findings 4, 5, 6 and 9

Joint problem identification and co-designing of solutions can have transformative impact. The sustainability of these results is significantly bolstered when stakeholders commit not only to collaboratively addressing challenges but also to co-financing the solutions. This approach can ensure a more resilient, inclusive and enduring impact on the issues at hand.

The project was able to achieve significant results, at the local level through its approach towards collaborative problem-solving and co-designing of solutions. This underscores the power of collective problem identification and that the success of initiatives becomes more pronounced when challenges are identified collectively and solutions are developed in partnership. The project facilitated the coming together of the stakeholders, which brought in diverse perspectives, experiences and expertise, which contributed a more nuanced and holistic view of the challenges faced. Through facilitating the project's stakeholders to actively participate in the creation of solutions, the project ensured that the interventions were contextually relevant, culturally sensitive and well-suited to the unique challenges in each of the four implementing provinces. Co-designing solutions promoted ownership, commitment and a sense of shared responsibility among those involved.

Co-financing has been achieved for some of the prototypes and this indicates a genuine and shared commitment to their success. It also reflects a shared responsibility and enhances the financial sustainability of the initiatives. This encourages ongoing commitment and collaboration among the project's stakeholders, fostering a sense of mutual accountability.

Conclusion 5: Despite considerable efforts with regards to gender and social inclusion, this has remained a challenge throughout the project implementation, particularly with regards to women's participation. Further efforts should be made in this regard to ensure the core message of the 2030 Agenda of Leave No One Behind is fully mainstreamed throughout all project activities going forward.

Based on findings 4, 5, 6 and 10

The project has faced challenges with regards to achieving results in terms of gender and social inclusion, despite its considerable efforts in mainstreaming this in its design and implementation. While there is a recognition amongst the project team that addressing gender and social inclusion in an ongoing process that requires continuous attention and dedication and efforts were made to integrate this into the entire project lifecycle from planning and design to implementation, less focus was placed on these aspects in terms of the project's M&E. Fully mainstreaming GESI will require integrating gender and social inclusion considerations into the project's monitoring and evaluation processes. This involves developing indicators that specifically measure the impact on different groups and using this information to adjust strategies and activities accordingly.

6. Recommendations

The following section provides a set of forward-looking recommendations for the project, which are practical and actionable. Each recommendation is linked to the relevant finding and conclusion upon which it is based and provides an indication as to the timescale to address the recommendation. The recommendations are provided in the same order as the evaluation criteria and questions, and as per the order of the findings and conclusions, rather than in order of priority.

Each recommendation also indicates whether this is a short/mid-term priority or a long-term priority or both. It is envisaged that short/mid-term priorities would be addressed going into the design and development of the next phase of the project whereas long-term priorities would be addressed during the implementation of a potential Phase III. The evaluation does not recommend any course corrections during the remaining few months of the project implementation.

6.1 Relevance/coherence

Recommendation 1: Using the data and lessons learned from Phase I, UNDP should develop an evidence-based project document, based on comprehensive consultations with and participation of the projects stakeholders. This should include an appropriate organisational structure with clear roles and responsibilities. The project document should also include a defined exit strategy. A donor mapping and resource mobilisation strategy should also be undertaken. It will be important for the project to have clear messaging around the project's goals - SDG localisation and strengthened service provision and to secure the buy-in and commitment of the stakeholders during the project design process. This includes continued efforts towards changing the narrative and understanding of what civic engagement means.

Recommendation targeted at UNDP, short/mid-term priority, based on findings 1, 2 and 7 and conclusion 1

Going forward the project should use the evidence and lessons learned it has generated during Phase I to feed into the development of any further project. The project development process should be highly consultative and participatory, to foster the buy-in and commitment of the future project stakeholders. The project document should include an appropriate and lean organisational structure with clear roles and responsibilities of the project team. A clearly defined exit strategy should be included, which will detail how the project intends to exit from the intervention while also ensuring the sustainability of the project's results. It is recommended that UNDP and the project conduct a donor mapping exercise to identify potential resource mobilisation opportunities from which it can develop a well informed and targeted resource mobilisation strategy.

Clear messaging – around SDG localisation and strengthened service provision (see finding 2) – should be used to communicate the project's goals and avoid any misunderstanding of the project. It is important that UNDP and the project continue to change the narrative around civic engagement and the understanding of what this encompasses. Civic engagement is a dynamic and multifaceted concept that extends far beyond the confines of elections and formal democratic processes, yet this is still not fully understood in Cambodia. While elections are a crucial component of civic life, true civic engagement encompasses a broad spectrum of activities and interactions through which individuals actively contribute to the well-being of their communities and society at large. It involves not only voting in elections but also volunteering, advocacy, community organizing, and collaborative problem-solving. At its core, civic engagement reflects a sense of responsibility, shared ownership, and commitment to the betterment of society. It will

be important for UNDP to continue to reinforce and communicate this message to ensure the buyin and commitment of the project's stakeholders as well as in its resource mobilisation efforts.

6.2 Effectiveness

Recommendation 2: The next phase of the project should focus on localisation of the SDGs through improved service provision. For this, the project will have to expand both vertically and horizontally, while also strengthening the enabling environment for national and local level dialogue processes and capacity development efforts. Leveraging the SDGs can also drive progress towards project results, strengthen policy coherence among decision-makers at the national and local level and further strengthen CSO capacities. The contribution of the project towards the SDGs should be captured in its results framework.

Recommendation targeted at UNDP, short/mid-term priority, based on findings 1 and 2 and conclusions 1 and 3

The next phase of the project should be focused around localisation of the SDGs, which is perceived as a less sensitive issue that civic engagement per se, but which can be used to strengthen participation and engagement processes. SDG localization is a process through which subnational authorities, citizens and other local stakeholders operationalize the principles of the 2030 Agenda in their specific contexts and pursue the achievement of the SDGs in an integrated manner. This process involves the vertical integration of policies (across international, national, regional, territorial and community levels), as well as horizontal integration across sectors. For this, the project will have to expand both horizontally in terms of replication and scale-up to other provinces, as well vertically. Vertical expansion will require upwards expansion and strengthening the enabling environment at the national level with the MoI, National Committee for Sub-national Democratic Development (NCDD-S)²⁶ and NASLA in terms of strengthening or developing relevant policies on capacity building and PPD among SNAs, CSOs, the private sector and communities. It is also recommended that UNDP considers downwards vertical expansion, through expanding activities to include the district and commune levels. This could be done through developing a pool of master trainers at the provincial level, who can be used for capacity development of the lower level governance structures.

Lesson learned from UNDP's experience with SDG localisation through local governance show that achievement of the SDGs at the local level requires policy coordination and alignment across different levels of governance. More successful initiative have balanced the strengthening of local capacity with support to national – local dialogue and cooperation. In this context, it is also recommended that the project considers ways in which it can link the PPD to national dialogue processes. For example, UNDP could consider introducing Voluntary Local Reviews (VLRs), which are a promising approach for accelerating progress on SDG localization that help to facilitate vertical integration by ensuring that national SDG priorities are responsive to local needs. Similar to Voluntary National Reviews (VNRs), VLRs are a tool to monitor implementation of the 2030 Agenda at local levels, allowing local authorities to identify their own priorities and local

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²⁶ The National Committee for Sub-national Democratic Development (NCDD) is the inter-ministerial mechanism for promoting democratic development through decentralization and deconcentration reforms throughout Cambodia. NCDD was established by Royal Decree number Stu/jffffolded, dated on 31 December 2008. NCDD is accountable to the Royal Government of Cambodia for the implementation of the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans (Organic Law), the Law on Administrative Management of Communes/Sangkats and Decentralization and Deconcentration policy. The RGC's vision for Sub-National Democratic Development (SNDD) over the next 10 years (2021-2030) is that citizens have improved access to public services and benefit from local development provided by the SNAs in a socially equitable and inclusive manner. These initiatives will eventually contribute to the achievement of the socio-economic objective of advancing Cambodia to an upper-middle income country by 2030.

specificities within the 2030 Agenda.1 The VLR also incentivizes the production of subnational indicators, data collection at more disaggregated levels, and local policies and investments.

The SDGs can be used to strengthen policy coherence amongst decision-makers, whether at the local level of higher up. Similarly, mainstreaming the SDGs further can also strengthen CSO capacities for advocacy and report writing. Going forward, it is recommended that the project embed the SDGs into any future project's results framework to be able to fully capture the contribution of the project towards furthering the SDGs and to drive progress.

Recommendation 3: The project should expand its partnership architecture utilising the whole of society approach advocated by the 2030 Agenda. This should include expansion to include both the private sector as well as community engagement through the establishment of community monitoring groups.

Recommendation targeted at UNDP, short/mid-term and long-term priority, based on findings 4, 5 and 6 and conclusions 3, 4 and 5

Going forward, it is recommended that the project activate the whole of society approach embodied in the 2030 Agenda. This will enable the project to foster collaboration beyond just the government and civil society, but to include businesses and the private sector through public-private partnerships (PPPs) as well as communities and individuals.

Public-Private Partnerships (PPPs) have emerged as a crucial mechanism for advancing the SDGs worldwide. Cambodia, with its ambitious development agenda and commitment to the SDGs, can harness the potential of PPPs to accelerate progress in key sectors. PPPs involve collaborations between the public sector (government) and the private sector (businesses and investors) to jointly plan, finance, implement, and manage projects that deliver public goods or services. These partnerships leverage the strengths of both sectors, combining public resources and regulatory authority with private sector efficiency and innovation. By introducing the private sector into the project's dialogue processes, in particular the PPD, the project can seek to advance PPPs at the local level to further improve local service provision and sustainable development in Cambodia. To maximise the benefits of PPPs, the project should support institutional capacity and prioritise joint project that align with local development priorities and the broader SDG agenda.

Similarly, the project should engage more with communities and ensure that their voices are heard in development processes as well as empowering them to participate in monitoring processes. Community engagement plays a crucial role in promoting improved service delivery by fostering a more responsive, transparent, and accountable governance structure. When communities and individuals actively participate in decision-making processes, voice their concerns, and hold authorities accountable, it creates a dynamic and mutually beneficial relationship between the government and the people. This can lead to increased accountability, transparent decision-making, identification of local priorities, community empowerment, enhanced service design and delivery and efficient resource allocation. It can also increase trust between the government and the people, and promote social inclusion. In this context, the project should consider establishing community monitoring groups, who can monitor the follow-up actions and decisions made during the PPDs and hold the government and service providers to account.

6.3 Efficiency

Recommendation 4: The next phase of the project should also include a sophisticated system of monitoring and evaluation, which ensures not just that its progress towards outcome and output

indicators are regularly measured and captured but that also incorporates learning feedback loops into the project's implementation and decision-making processes. All knowledge gained through the first phase of the project as well as going forward should be codified and integrated into the project's capacity development processes as well as its implementation.

Recommendation targeted at UNDP, short/mid-term and long-term priority, based on finding 8 and conclusions 2 and 3

The project developed a highly sophisticated system of M&E during its first phase, which should continue going forward. However, the project should strengthen its efforts with regards to learning from these processes and to integrating systemic learning feedback loops into the project's implementation and decision-making processes. The development of a project learning plan would assist with this. All indicators, included outcome level indicators, should be regularly measured to fully capture the project's progress towards its results as well as its contribution towards higher level goals.

The project has generated considerable knowledge during phase I on what works well and less well with regards to strengthening civic engagement and local service provision in Cambodia. This should be codified and integrated into both the project's capacity development processes (i.e. into policy development to strengthen the enabling environment, into NASLA curricula etc.) as well as into the project's implementation cycle.

6.4 Sustainability

Recommendation 5: In order to improve service provision, increase participation and contribute towards the sustainability of the project's goals, the project should upscale its small grant mechanism that funds the innovation prototypes to support well targeted projects that have jointly defined issue identification, co-designed solutions and also that are co-funded between the project, government, civil society, the private sector and communities.

Recommendation targeted at UNDP, short/mid-term and long-term priority, based on findings 4, 5, 6 and 9 and conclusions 2, 3 and 4

Building on the experiences and lessons learned during Phase I, it is recommended that the project upscale its small grant facility, with a specific focus on improved service provision. The awarding of the grants should be made based on clearly defined criteria, including the co-identification of the problem/issue to be addressed; the co-design of the solution of how to address it; and the co-financing of the project to address it. The longer term sustainability of the initiative/project should also be a key consideration. This will encourage and promote broader engagement between the government, civil society, the private sector and communities.

6.5 Gender equality, human rights, Leave No One Behind

Recommendation 6: The project should bolster its efforts to mainstream gender equality and social inclusion, not just into the design of the project but also in its implementation and the project's results. This should be captured through sex and social inclusion disaggregated indicators at both output and outcome level.

Recommendation targeted at UNDP, short/mid-term and long-term priority, based on finding 8 and conclusions 2 and 3

Engaging all relevant stakeholders, including vulnerable and marginalised groups and including diverse perspectives in the SDG localisation process will help to ensure SDG integration as well as local ownership. UNDP's experience globally shows that engagement strategies worked best where they included structured mechanisms and empowerment processes, to allow the voices of populations likely to be left behind to be part of the dialogue. Vulnerable and marginalised groups often face systemic barriers that exacerbate existing inequalities. Localisation that takes their unique challenges into account can help bridge these gaps and ensure that the benefits of the project reach everyone. It will also enhance ownership and empowerment, ensuring that the voices of those most at risk of being left behind are heard and they become active contributors to decision-making processes. In this context, the project should include vulnerability criteria in the selection of its expanded target provinces during the next phase of the project as well as sex and social inclusion disaggregated data into its results framework. This will ensure that the project is well aligned with human rights principles and the HRBA and that the processes supported by the project become more rights-based, fostering environments that respect, promote and fulfil the rights of every community member.

7. Lessons Learned

There are a number of lessons learned that can be used by the project to inform its future programming. These are detailed below:

Lesson learned 1: The project design processes needs to be highly participatory and consultative, evidence based and with clear analysis of the context in which it is operating. This includes a clear understanding and analysis of the political economy at the national and local level for all of the project's stakeholders – government, sub-national authorities, civil society and the communities. Analytical processes – such as political economy analysis, stakeholder analysis and context analysis – should be ongoing throughout the lifespan of a project's implementation to ensure that course corrections can be timely made and that the project remains on-track to achieving its goals.

This lesson learned underscores the critical importance of a highly participatory, consultative, and evidence-based approach in the design processes of a project. This approach involves clear analysis of the context in which the project operates, including a nuanced understanding of the political economy at both the national and local levels for all stakeholders, such as the government, sub-national authorities, civil society, and the communities.

The lesson learned highlights the necessity of involving a broad range of stakeholders in the design processes. This participatory and consultative approach ensures that diverse perspectives, experiences and priorities are considered. By including representatives from government, subnational authorities, civil society, and communities the design of any future project will become more inclusive, reflecting the needs and aspirations of all key actors. The inclusion of the key stakeholders also signifies the importance of stakeholder engagement throughout the project lifecycle and not just at the design stage. Effective engagement involves continuous dialogue, collaboration, and consultation, ensuring that the project remains responsive to evolving needs and dynamics within the community and broader society. Once the project had integrated this into its implementation, results started to be seen.

Lesson learned 2: It is important to have clear messaging and strong visibility of the project's goals in order to generate buy-in and commitment as well as to avoid potential misunderstandings that lead to mistrust. Focusing on SDG localisation and strengthened service provision allowed the project to alleviate fears and misgivings among its stakeholders. This message needs to be continually reinforced.

As seen during the initial design of the CE project, potential misunderstandings can arise if project goals are not communicated clearly. Misunderstandings can lead to confusion, resistance, or mistrust among stakeholders. By proactively addressing this risk through clear messaging, the project can seek to mitigate potential challenges that may arise due to differing interpretations or expectations. Focusing on SDG localisation and strengthened service provision served as a strategic approach to alleviate fears and misgivings among stakeholders. This implies that by aligning the project with broader sustainable development goals and emphasizing tangible benefits like improved service provision, the project was able to address concerns and build confidence among stakeholders. Communication is an ongoing process and the clarity of messaging should be sustained throughout the project's lifespan. Regular reinforcement helps prevent message dilution and ensures that stakeholders remain aligned with the project's goals over time.

Lesson learned 3: It takes time to build trust and confidence between government and CSOs and full project results will only start to be seen once this trust and confidence has been generated. Projects cannot expect the immediate achievement of results when they are based on fostering engagement and participation. This requires patience and diligence and continuous support to the project's partners to build the confidence and trust required to further project results.

Full realization of project results hinges on the establishment of trust and confidence. There is a need for patience, diligence and continuous support to project partners to cultivate the confidence and trust necessary to advance project outcomes. Recognizing this time requirement is crucial for realistic project planning and expectation management. Until there is a solid foundation of trust, the collaborative efforts between government and CSOs may not reach their full potential. With this phase of the project, increased results were seen during 2023, once this trust and confidence had been cultivated. Confidence and trust are prerequisites for realizing meaningful project results. When government and CSOs trust each other, they can collaborate more effectively, share responsibilities, and work towards common goals. This, in turn, paves the way for the successful achievement of the project's outcomes and more sustained impact.

Lesson learned 4: Civil Society Networks plays a crucial role in connecting government with communities. In provinces where there are CSO Networks there are stronger dialogue processes and greater trust between civil society and the government. They are an important tool in strengthening civic engagement and ensuring the voice of civil society, and by extension the communities, becomes embedded in local development planning processes.

The project has clearly demonstrated that CSO Networks play a pivotal role in facilitating connections between the government and communities. In provinces where these networks exist, there are stronger dialogue processes and greater trust between civil society and the government. These networks act as intermediaries that facilitate communication, collaboration, and understanding between the two entities. The existence of these networks fosters an environment where open and constructive communication can take place. Strong dialogue processes contribute to informed decision-making, consensus-building, and the development of policies that reflect the diverse perspectives within the community. This connection is fundamental for ensuring that government policies and programmes are responsive to the needs and aspirations of the communities they serve.

CSO Networks also serve as a crucial tool in strengthening civic engagement and ensuring that the voice of civil society, and by extension, the communities, becomes embedded in local development planning processes. By providing a platform for civil society to engage with the government, the CSO Networks supported by the project contributed significantly to fostering an environment of active citizenship and have the potential ability to empower local residents to actively participate

in decisions that impact their lives. This empowerment then contributes to a sense of ownership and agency among community members.

Lesson learned 5: The project's approach of co-identification of problems/issues together with codesign of solutions has proven to be highly effective. Where this has gone further to include cofinancing of solutions, there is greater commitment amongst the stakeholders as well as stronger sustainability prospects. This is recognised as an emerging good practice.

The collaborative approach promoted and facilitated by the project towards co-identification of issues and co-design of solutions has proven to be effective. By co-identifying issues, the project established a shared understanding of challenges, fostering a sense of collective ownership and responsibility as well as ensuring that the perspectives, insights and expertise of diverse stakeholders were considered. This contributed towards a shared understanding among the provincial authorities and civil society and the development of targeted and contextually relevant solutions in each of the four provinces.

When the collaborative process extends to include co-financing of solutions, this enhances commitment among stakeholders. Co-financing solutions reflect a shared financial responsibility among stakeholders. This shared responsibility goes beyond verbal commitment and demonstrates a tangible commitment to the project's success. The co-identification of problems, co-design of solutions, and co-financing approach contribute to stronger prospects for sustainability. When stakeholders are actively engaged in the identification, design, and financing of solutions, they are more likely to remain committed to the project's long-term success.

ANNEX I – Key Evaluation Criteria and Questions as per the Terms of Reference

Relevance/ Coherence

To assess the relevance of the Civic Engagement project's strategies, design, and implementation arrangements for improving awareness raising and formulating laws and regulations to civic engagement issues.

- To what extent was the Civic Engagement project in line with national development priorities, Country Programme outputs and outcomes (as listed in the project document), the UNDP Strategic Plan, national development priorities, and the SDGs?
- To what extent does the Civic Engagement project's approaches on innovation and targeted platforms/civic engagement infrastructure is relevant and contribute to the theory of change for the country programme outputs and outcomes?
- To what extent were the methods, activities, and outputs aligned with the overall objectives and goals of the project?
- To what extent is the project responsive to the changing development context in Cambodia and specifically to the development challenges arising from the COVID-19 Pandemic?
- To what extent does the project address national development challenges, considering UNDP's comparative advantage and the roles of other key development players?
- To what extent does the project adopt gender-sensitive, human rights-based and conflict-sensitive approaches, in compliance to the principle of Leaving No One Behind (LNOB).

Effectiveness

To assess how effective was the Civic Engagement project in achieving the objectives (outputs and outcomes) using the project's result framework as a basis for the assessment.

- To what extent were the project's governance structures, in particular the project executive board, effective in facilitating smooth implementation and providing strategic direction to the project?
- To what extent were the Civic Engagement project's three outputs being likely to be achieved by the end of the project? And how have the achievements under the project led to progress against the intended results/outcomes?
- Were indicators suitable to measure progress and results, and suggest alternatives for future consideration? This could be done by an indicator progress assessment vis-à-vis the outputs and outcome targets and the proposed budget.
- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the Civic Engagement project been appropriately responsive to the needs of the national and sub-national/provincial constituents (men, women, other groups) and changing partner priorities?

Efficiency

To the extent possible, the evaluation will compare the benefits of the Civic Engagement project with the budget to assess the overall efficiency of the project. The evaluation will provide practical recommendations regarding how to improve efficiencies in future governance and CSOs-related projects.

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- Have resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes?

- Assess Value for Money against the budget and comparison to the increased volume of CSOs sustainability in the project target area and in Cambodia?
- To what extent have resources been used efficiently?
- To what extent have Civic Engagement project's interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society)?
- To what extent were resources dedicated to the most marginalized and vulnerable of the target group, the informal group in terms of gender, age, and social security?
- To what extent were partnership modalities conducive to the delivery of the project's outputs?

Sustainability

To assess how the project achievements contribute to sustainability by engaging appropriate Government, non-Government, Civil Society Organizations and other relevant stakeholders.

- To what extent will target men, women and vulnerable people benefit from the project interventions on capacity and partnership development in the long-term?
- To what extent will financial and economic resources from the national and subnational governments and CSOs be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of the project benefits?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders such as the provincial administrations and CSOs to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders, e.g., the national and provincial governments and CSOs in the target provinces support the project's long-term objectives?
- To what extent are the lesson learning and best practices being documented by the project on a continual basis to inform its implementations strategy, to share with appropriate parties who could learn from the project, and to inform future project/programme?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension?
- What could be done to strengthen exit strategies and sustainability in order to support project stakeholders (e.g., the national and provincial governments and CSOs)?

Human Rights, Gender Equality and Leaving No one Behind

- To what extent have informal groups and other disadvantaged and marginalized groups were considered by and benefited from the project?
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, monitoring, and communication of the project?
- Is the gender marker assigned to this project representative of reality?
- Were disadvantaged and marginalized groups consulted and meaningfully involved in project planning and implementation?
- To what extent the project adapted to the crisis like Covid-19 to address marginalization, inequalities, and gender equality?

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Relevant Evaluation criteria	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools	Indicators/ Success Standard •	Methods for Data Analysis ●
Relevance/ Coherence To assess the relevance of the Civic Engagement project's strategies, design, and implementat ion arrangement s for improving awareness raising and formulating laws and regulations to civic engagement issues.	*To what extent was the CEP in line with national development priorities, Country Programme outputs and outcomes (as listed in the project document), the UNDP Strategic Plan, national development priorities, and the SDGs? *To what extent does the CEP's approaches on innovation and targeted platforms/civic engagement infrastructure is relevant and contribute to the ToC for the country programme outputs and outcomes? *To what extent were the methods, activities, and	* Were any stakeholder inputs/concerns addressed at the project formulation stage? *How does the project address the human development needs of intended beneficiaries? *What analysis, in particular of the GESI/HRBA context and its political economy was done in designing the project able to adapt to evolving needs/changing context? *To what extent did it use adaptive management to maintain its relevance? * How HRBA & GE mainstreaming	*National policy documents including on civic engagement *UN/DP Strategic Documents incl. UNDP Strategic Plan, UNDAF, UNDAF, UNDP CPD, * Project Document x 3 * Project Progress Reports – annual and quarterly *Project board and other	 Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Email, phone and online follow-up where necessary 	N/A	*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Triangulation *Discussion of data amongst the evaluation team and the CEP team *Verification of data with Stakeholders

²⁷ "Gender analysis should be applied at all levels, including planning, programming, budgeting, monitoring and evaluation"; 1997 ECOSOC Resolution on gender mainstreaming.

	ANNEX II - EVALUATION MATRIX							
Relevant Evaluation criteria	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools	Indicators/ Success Standard •	Methods for Data Analysis		
	outputs aligned with the overall objectives and goals of the project? *To what extent is the project responsive to the changing development context in Cambodia and specifically to the development challenges arising from the COVID-19 Pandemic? *To what extent does the project address national development challenges, considering UNDP's comparative advantage and the roles of other key development players? *To what extent does the project adopt gendersensitive, human rightsbased and conflict-sensitive approaches, in compliance to the principle of LNOB.	principles were taken into account into project design and concretely and effectively implemented? *What project revisions were made – if any - and why? *Was a stakeholder analysis conducted as part of the project development phase? *What is the level of acceptance for and support to the Project by relevant stakeholders? *To what extent were opportunities for synergies and complementarities explored and leveraged? *Was there any overlap and duplication with other initiatives? *To what extent was there coordination and communication with other actors in the field?	meeting minutes *Baseline survey *AWPs *Sensemaking and outcome harvesting reports *Other relevant partner reports			*Fact checking by UNDP & CEP, comment and feedback to evaluation team		

	ANNEX II - EVALUATION MATRIX							
Relevant Evaluation criteria	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools	Indicators/ Success Standard •	Methods for Data Analysis		
Effectivenes s To assess how effective was the Civic Engagement project in achieving the objectives (outputs and outcomes) using the project's result framework as a basis for the assessment.	*To what extent were the project's governance structures, in particular the PEB, effective in facilitating smooth implementation and providing strategic direction to the project? *To what extent were the CEP's three outputs being likely to be achieved by the end of the project? And how have the achievements under the project led to progress against the intended results/outcomes? *Were indicators suitable to measure progress and results, and suggest alternatives for future consideration? *What were the major factors influencing the achievement or non-	*What are the key internal and external factors (success & failure factors) that have contributed, affected, or impeded the achievements, and how UNDP and the partners have managed these factors? *How effective were the strategies used in the implementation of the project? *To what extent have stakeholders been involved in project implementation? *In what ways did the Project come up with innovative measures for problem solving? *What good practices or successful experiences or transferable examples have been identified? *In which areas does the project have the fewest	*National policy documents including on civic engagement *UN/DP Strategic Documents incl. UNDP Strategic Plan, UNDAF, UNDP CPD, * Project Document x 3 * Project Document x 3 * Project Progress Reports – annual and quarterly *Project board and other meeting minutes *Baseline survey *AWPs	 Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Email, phone and online follow-up where necessary 	N/A	*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Triangulation *Discussion of data amongst the evaluation team and the CEP team *Verification of data with Stakeholders *Fact checking by UNDP & CEP, comment and feedback to evaluation team		

ANNEX II - EVALUATION MATRIX							
Relevant Evaluation criteria	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools	Indicators/ Success Standard •	Methods for Data Analysis	
	achievement of the objectives? *To what extent has the CEP been appropriately responsive to the needs of the national and subnational/provincial constituents (men, women, other groups) and changing partner priorities?	achievements? Why is this and what are the constraining factors? How can or could they be overcome?	*Sensemaking and outcome harvesting reports *Other relevant partner reports				
Output 1 - CSOs and governmenta I authorities will be able to engage each other better in responding to men and women citizens' interests and in recognizing	*To what extent have the capacities of government and CSO been strengthened under this output? What is the evidence for this? *How effective is the NASLA training programme? *How is CSOs sustainability strengthened? *What is the partnership with CCC in this regard? *What are the strengths and weaknesses of the provincial NGO	*Is any qualitative data gathered? How frequently? *To what extent does the project ensure participation of women, PWDs, and other vulnerable groups in its activities under this output? *What have been the main challenges and how have these been overcome? *Which results can be replicated and upscaled? *What are the main	* Project Document x 3 * Project Progress Reports — annual and quarterly *Project board and other meeting minutes *Baseline survey *AWPs *Sensemaking and outcome	 Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Email, phone and online follow-up where necessary 	1.1 Percentage of participants applied the following capabilities after learning sessions: • Citizen and stakeholder engagement • Problem solving • Data literacy and evidence • Enabling creative Environment • System thinking • Storytelling and advocacy 1.2 level of confidence in following	*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Triangulation *Discussion of data amongst the	

ANNEX II - EVALUATION MATRIX Indicators/ Success Relevant Kev Specific Sub-**Data collection** Methods for Data Evaluation **Questions Ouestions** Sources Methods/Tools Standard Data criteria Analysis harvesting different Network? What more lessons learned? capabilities learned evaluation team Citizen and stakeholder voices of needs to be done to and the CEP reports ensure the sustainability men and engagement team *Verification of of the Network? • Problem solving women. with *How effective have the Data literacy and data with small grants been? evidence Stakeholders particular attention to *How is social cohesion • Enabling creative *Fact checking being used to further the environment marginalized by UNDP & groups results of the project? • System thinking CEP, comment Storytelling and advocacy and feedback to evaluation team 1.3. # of prototypes supported to support CSO sustainability * Project Output 2 *How did the PPD come *Oualitative and *How is the project Document 2.1 # of engagement Existing about? What are its monitoring its results Document x 3 infrastructure quantitative data review and infrastructur under this output? supported with the strengths and * Project desk research analysis and *Is any qualitative data e for weaknesses? How does government disaggregation Progress Independent *Data synthesis civic gathered? How and CSO capacity the project support the Reports – external PPD? frequently? annual and development *Descriptive engagement research and (disaggregated by): (mechanisms *Do you see any increase *To what extent does quarterly statistical reports in trust and confidence the project ensure *Project board National analysis Key *Contribution processes, between government and participation of women, and other Sub-national informant CS? What is PWDs, and other and the meeting analysis interviews *Process tracing policies) will evidence for this? vulnerable groups in its minutes Focus group *How has the project activities under this *Baseline *Triangulation be discussions *Discussion of more ensured women's output? survey Email, phone *What have been the *AWPs data amongst the constructive. participation under this and online

ANNEX II - EVALUATION MATRIX Indicators/ Success Relevant Kev Specific Sub-**Data collection** Methods for Data Evaluation **Ouestions Ouestions** Sources Methods/Tools Standard Data criteria Analysis output? and open to main challenges and *Sensemaking follow-up evaluation team diverse *How has the project how have these been and outcome where and the CEP innovation to overcome? opinions in used harvesting necessary team *Which results can be *Verification of further results under this ensuring reports women's output - e.g. bootcamp, replicated and upscaled? *Other data with innovation challenge etc. *What are the main relevant Stakeholders participation. lessons learned? *Fact checking partner reports by UNDP & CEP, comment and feedback to evaluation team *What activities has the *How is the project * Project 3.1 % of participants in co-Output 3 *Oualitative and Document Partnership project undertaken under monitoring its results Document x 3 review and design quantitative data this output? under this output? * Project who thinks CSOanalysis and among desk research citizens, *What were the results *Is any qualitative data Progress Government disaggregation Independent gathered? How CSOs and of the study tour to Reports – relationship improved *Data synthesis external frequently? annual and *Descriptive government Japan? research and institutions *How have the SDGs *To what extent does 3.2 # of ideas that are costatistical quarterly reports *Project board (both been leveraged to further the project ensure designed and jointly analysis Kev *Contribution national and project results under this participation of women, and other implemented by the informant subnational) output? PWDs, and other meeting government and civil society analysis interviews will be *What is the innovation vulnerable groups in its minutes *Process tracing Focus group activities under this *Baseline *Triangulation strengthened challenge and how does discussions through this relate to activities output? *Discussion of survey Email, phone *AWPs identifying undertaken under output *What have been the data amongst the and online main challenges and *Sensemaking evaluation team more follow-up benefits of *Has the project engaged how have these been and outcome and the CEP where with the **UNDP** overcome? team necessary

	ANNEX II - EVALUATION MATRIX							
Relevant Evaluation criteria	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis		
civic engagement.	Accelerator Lab regarding this output?	*Which results can be replicated and upscaled? *What are the main lessons learned?	harvesting reports *Other relevant partner reports			*Verification of data with Stakeholders *Fact checking by UNDP & CEP, comment and feedback to evaluation team		
Efficiency To the extent possible, the evaluation will compare the benefits of the Civic Engagement project with the budget to assess the overall efficiency of the project. The evaluation will provide practical	*To what extent was the project management structure as outlined in the project document efficient in generating the expected results? *Have resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes? *Assess Value for Money against the budget and comparison to the increased volume of CSOs sustainability in the project target area and in Cambodia? *To what extent have resources been used	*Have the implementation modalities been appropriate and costeffective? *Was the project implemented within deadline and cost estimates? *Did UNDP solve any implementation issues promptly? *How often has the Project Board met? *To what extent was CEP able to synergize with other UNDP projects or UN agencies to ensure efficiency?	* Project Document x 3 * Project Progress Reports — annual and quarterly *Project board and other meeting minutes *Baseline survey *AWPs *Sensemaking and outcome harvesting reports	 Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Email, phone and online follow-up where necessary 	N/A	*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Triangulation *Discussion of data amongst the evaluation team and the CEP team		

ANNEX II - EVALUATION MATRIX Key Specific Sub-Indicators/ Success Methods for Relevant Data **Data collection** Evaluation **Ouestions Ouestions** Sources Methods/Tools Standard Data criteria Analysis *Is the project fully *Other *Verification of recommend efficiently? staffed and are the ations *To what extent have relevant data with staffing/management CEP's interventions Stakeholders regarding partner reports arrangements efficient? how fostered financial or *Fact checking to technical leverage from improve *Are procurements by UNDP & efficiencies other stakeholders processed in a timely CEP, comment (Government manner? and feedback to in future * Are the resources evaluation team governance institutions, development partners, allocated sufficient/too and CSOsmuch? related private sector, civil projects society)? *What were the reasons *To what extent were for over or under expenditure within the resources dedicated to the most marginalized Project? and vulnerable of the *To what extent is the existing project target group, the informal group in terms management structure of gender, age, and appropriate and social security? efficient in generating *To what extent were the expected results? *Was there good partnership modalities conducive to the delivery coordination and of the project's outputs? communication between partners in the project? * Project *To what extent will *To what extent are the N/A *Qualitative and Sustainabili Document project activities likely target men, women and Document x 3 quantitative data ty review and To * Project assess vulnerable people to be institutionalized desk research analysis and

disaggregation

Progress

and implemented by the

benefit from the project

how

ANNEX II - EVALUATION MATRIX Key Specific Sub-**Indicators/ Success** Relevant **Data collection** Methods for Data Evaluation **Questions Ouestions** Sources Methods/Tools Standard Data criteria Analysis project interventions relevant institutions Reports – *Data synthesis Independent *Descriptive achievement after the completion of annual and capacity and external this project? s contribute statistical partnership quarterly research and development in the *What are the key *Project board analysis to reports sustainabilit long-term? factors that will require and other *Political Kev *To what extent will attention to improve the meeting bv economy informant financial and economic prospects of minutes analysis engaging interviews sustainability of Project *Baseline *Contribution from appropriate resources the Focus group subresults? Government national and survey analysis discussions *To what extent do *AWPs *Process tracing nonnational governments Email, phone Government and CSOs be available stakeholders support the *Sensemaking *Triangulation and online to sustain the benefits project's long-term and outcome *Discussion of Civil follow-up achieved by the project? objectives? harvesting data amongst the Society where *Are there any social or Organizatio * To what extent were evaluation team reports necessary ns and other political risks that may *Other and the CEP sustainability relevant ieopardize considerations taken relevant team stakeholders sustainability of project into account in the *Verification of partner reports outputs and the project design and data with contributions to country implementation of Stakeholders interventions? programme outputs and *Fact checking *Is there an exit strategy by UNDP & outcomes? *Do the legal for the Project? Does it CEP, comment frameworks. policies take into account and feedback to and governance political, financial, evaluation team structures and processes technical and within which the project environmental factors? *What is the level of operates pose risks that may jeopardize national and sub-

ANNEX II - EVALUATION MATRIX							
Relevant Evaluation criteria	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools	Indicators/ Success Standard •	Methods for Data Analysis	
	sustainability of the project benefits? *To what extent do mechanisms, procedures and policies exist to allow primary stakeholders such as the provincial administrations and CSOs to carry forward the results attained on gender equality, empowerment of women, human rights and human development? *To what extent do stakeholders, e.g., the national and provincial governments and CSOs in the target provinces support the project's long-term objectives? *To what extent are the lesson learning and best practices being documented by the project on a continual	national ownership of the project activities? * To what extent has the project created a shift in attitudinal and cultural behaviour towards inclusive civic engagement? *Does the project provide for the handover of any activities? *What are the perceived capacities of the relevant institutions for taking the initiatives forward?					

	ANNEX II - EVALUATION MATRIX							
Relevant Evaluation criteria	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis		
	basis to inform its implementations strategy, to share with appropriate parties who could learn from the project, and to inform future project/programme? *To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension? *What could be done to strengthen exit strategies and sustainability in order to support project stakeholders (e.g., the national and provincial governments and CSOs)?							
Human rights, gender equality and LNOB	*To what extent have informal groups and other disadvantaged and marginalized groups were considered by and	To what extent and how interventions have challenged and changed inequalities and structural causes of	*National policy documents including on	 Document review and desk research Independent external 	N/A	*Qualitative and quantitative data analysis and disaggregation *Data synthesis		

ANNEX II - EVALUATION MATRIX Indicators/ Success Key **Specific Sub-**Methods for Relevant **Data collection** Data Evaluation **Ouestions Ouestions** Sources Methods/Tools Standard Data criteria Analysis civic *Descriptive benefited from the the denial of rights and research and project? persistence of gender statistical engagement reports inequality in the AF; analysis *To what extent have *Gender Key and whether these *Political gender equality and the assessments & informant changes are likely to empowerment strategies interviews economy women been addressed lead to the desired * Project analysis Focus group in the design. results of improved Document x 3 *Contribution discussions implementation, enjoyment of human * Project analysis Email, phone monitoring, rights and gender Progress *Process tracing and and online *Triangulation communication of the equality? Reports – follow-up annual and project? *Discussion of where *Is the gender marker quarterly data amongst the necessary assigned to this project *Project board evaluation team representative and other and the CEP reality? meeting team *Were disadvantaged *Verification of minutes and marginalized *Baseline data with groups consulted and survey Stakeholders meaningfully involved *AWPs *Fact checking *Sensemaking in project planning and by UNDP & implementation? and outcome CEP, comment *To what extent the harvesting and feedback to project adapted to the evaluation team reports crisis like Covid-19 to *Other address relevant marginalization, partner reports inequalities, and gender equality?

ANNEX III - INFORMED CONSENT PROTOCOL AND DATA COLLECTION TOOLS AND INSTRUMENTS

3.1 Informed Consent Protocol

Informed consent template

Purpose and procedures

Hello, our names are Joanna Brooks and Dr. Tech Chey. We work with UNDP Cambodia. We are speaking with you today because we are conducting a final evaluation of the UNDP project "Building capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue Towards inclusive and participatory governance, implemented from March 2020 and due to be finalized in February 2024. We are inviting you to participate in this evaluation through this (interview/focus group discussion), whose purpose is to discuss the project implemented by UNDP. This will take approximately (60/90 minutes) of your time.

We hope that this evaluation will help us better understand what has worked well or less well in order to improve future programming. If you choose to participate, you will be asked a series of questions about the project and its role in strengthening capacities for civic engagement in Cambodia. For this evaluation, participants were identified based on their role in the project (experimental assignment).

Risks and rights

Your participation is completely voluntary. You are free to decline participation, skip any question that makes you feel uncomfortable or stop the interview at any time.

Confidentiality

The answers you provide will be kept confidential. The answers you provide will only be accessible to the evaluation team. The evaluation team will not record this meeting but will only take notes and will destroy your personal data as soon as it is no longer needed for the evaluation. Aggregate data that cannot be linked to you personally may be used for publications, and UNDP evaluations are made public. Only information that does not identify you may be shared with other people or organizations. You may be contacted to participate in follow-up data collection or another evaluation at a future date.

You can get in touch with the evaluation team to request access, verification, rectification, and/or deletion of your personal data at any point in time during the course of this evaluation.

Contact information and questions

Please contact Joanna Brooks (email: joannalbrooks@gmail.com) if you have questions about the evaluation. Do you have any further questions?

Response

If I have answered all your questions, do you agree to participate in this evaluation? (Provide participant opportunity for verbal or written consent.)

Do you agree to be contacted in the future for follow-up data collection?

3.2 Key Informant Interview Guides

KIIs Guide for UNDP and Project Staff

Introduction

• For UNDP and project staff – please describe your role in the civic engagement project and for how long you have been involved in the project.

Relevance:

- Was the project appropriate & strategic to the main goals of strengthening civic engagement in Cambodia? Did relevance continue throughout implementation? How?
- To what extent was the project in line with the national development priorities, the country programme's outputs & outcomes & the SDGs in particular SDGs 5 and 16?
- Was the project relevant to the needs & priorities of the target groups / beneficiaries? Were they consulted during design & implementation of the project? Were any stakeholder inputs/concerns addressed at the project formulation stage?
- Did the project's theory of change clearly articulate assumptions about why the project approach is expected to produce the desired change? Was the theory of change grounded in evidence?
- How does the project address the human development needs of intended beneficiaries?
- To what extent did the project use adaptive management to maintain its relevance?

Coherence:

- To what extent did the project complement interventions by different entities, especially other UN actors?
- Which other donors and organisations are active in the field of civic engagement in Cambodia? To what extent have synergies and complementarities been explored? Is there any overlap and duplication?
- Are there any potential resource mobilisation opportunities from other donors going forward?
- Is the project working with the right partners? Is anyone missing?

Effectiveness:

- What have been the biggest results of the project and why?
- What successful strategies were used by the project and were there any less successful strategies?
- What have been the biggest challenges and how have these been overcome?

Efficiency:

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results? Does it reflect the reality of the project today?
- To what extent have the project implementation strategy & execution been efficient & cost effective?
- To what extent has there been an economical use of financial & human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have the M&E systems utilized by the project enabled effective & efficient project management? What qualitative data is being captured by the project (duty bearers and rights holders) and what is the frequency? How has the project used outcome harvesting and sensemaking methods to gather data? Have these approaches proven to be effective?

Sustainability:

- How would you assess the level of sustainability of the project's results? What more needs to be done to ensure their sustainability?
- How would you assess the level of ownership of the project's results?
- Are there any social or political risks that may jeopardize sustainability of project outputs & the project's contributions to country program outputs & outcomes?
- To what extent will financial & economic resources be available to sustain the benefits achieved by the project?
- To what extent are lessons learned being documented by the project team on a continual basis & shared with appropriate parties who could learn from the project?
- To what extent are the project activities likely to be institutionalized and implemented by the relevant institutions after the completion of this project?
- What are the key factors that will require attention to improve the prospects of the sustainability of the project results?
- To what extent were sustainability considerations taken into account in the design and implementation of intervention?
- Is there an exit strategy for the Project? Does it take into account political, financial, technical and environmental factors?
- What are the priorities for the project going forward both in the remaining implementation period and in any potential future phase of the project.
- Do you see any increase in trust between the national and local authorities and the communities? Please provide examples.

Gender equality, human rights and LNOB

- How is the project ensuring Leave No One Behind? Are the furthest behind being reached and how? How can the project reconsider its approach to contribute to enhancing diversity & inclusion?
- To what extent has the project promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects?
- What are the main good practices and lessons learned so far? To what extent has the programme generated lessons learned and good practices to inform future interventions?
- Were persons with disabilities consulted & meaningfully involved in programme planning & implementation?
- How the project ensured that persons with disabilities are included in project activities? To what extent activities designed to engage such persons?

KIIs Guide for Government Stakeholders (Government Ministries and Entities)

Introduction

- To begin, please tell me a little about your familiarity with/ understanding of the CEP. Overall, what is it trying to achieve, what was the extent of consultation with government?
- What was your/your organization role in the project? Can you mention the activities that you/your organization involved in? When did you begin cooperating with CEP and in which area(s)?
- What aspects of the project's work are you most familiar with?

Relevance:

- Do you think the project is relevant given the civic engagement needs/gaps in Cambodia?
- To what extent was the project in line with the national development priorities?
- Do you think the project was the project relevant to the needs & priorities of the target groups / beneficiaries? Were they consulted during design & implementation of the project? For example, were you involved in the design of the project?

Coherence:

• From your point of view, to what extent did the project complement interventions by different entities, especially other UN actors? Was there any overlap or duplication?

Effectiveness:

- In your view what have been the biggest results made by the project activities?
- Would these have been possible without the support of the project?
- What have been the biggest challenges and how have these been overcome?
- Has the project achieved any unintended results so far, either positive or negative? For whom? What are the good practices?

Efficiency:

- Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?
- What is your perception of the capacities of UNDP Cambodia? (Administrative, financial, thematically etc.) What do you think are UNDP Cambodia's strengths and weaknesses with regards to strengthening civic engagement in Cambodia?
- Were there any challenges in your cooperation with UNDP Cambodia? Could anything have been improved?

Sustainability:

- Will you continue with any of the project activities beyond the lifespan of the project? If so, which ones? Please share with us any specific actions that your institution/unit has taken to carry forward the work with UNDP Cambodia (legislative/policy changes, adopted training curriculum, budget, framework, action plans, etc.) And if not, why not?
- In your opinion, what is the level of ownership of the project activities by the national/local authorities? Could this be further strengthened and if so, how?
- Do you see any increase in trust between the national and local authorities and the communities? Please provide examples.
- What do you think the priorities of the project should be both in the remaining implementation period and in view of any future phase of the project?

Gender equality, human rights and LNOB

- Do you think the project is working with the most vulnerable people in Cambodia? Are any groups excluded? Could more be done to reach these groups?
- To what extent has the project promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects? Please give examples
- Were persons with disabilities consulted & meaningfully involved in program planning & implementation?
- How the project ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons?

Do you have any comments, recommendation or inputs regarding the better implementation of the project activities?

KIIs guide for Interviews with CSOs

Introduction

• What is your role in the project and how was your organisation selected?

Relevance:

• Do you think the project is relevant given the civic engagement needs/gaps in Cambodia? If not, why not? Were you involved/consulted during the design of the project?

Coherence:

• To what extent does the project complement interventions by different entities, especially other UN actors? Are you aware of any overlap or duplication with other initiatives?

Effectiveness:

- In your view what have been the biggest results made by the project activities?
- Would these have been possible without the support of the project?
- What have been the biggest challenges and how have these been overcome?

Efficiency:

- Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?
- What is your perception of the capacities of UNDP Cambodia? (Administrative, financial, thematically etc.) What do you think are UNDP Cambodia's strengths and weaknesses with regards to strengthening civic engagement in Cambodia?
- Were there any challenges in your cooperation with UNDP Cambodia? Could anything have been improved?

Sustainability:

- Will you continue with any of the project activities beyond the lifespan of the project? If so, which ones? Please share with us any specific actions that your institution/unit has taken to carry forward the work with UNDP Cambodia (legislative/policy changes, adopted training curriculum, budget, framework, action plans, etc.) And if not, why not?
- In your opinion, what is the level of ownership of the project activities by the national/local authorities? Could this be further strengthened and if so, how?
- Do you see any increase in trust between the national and local authorities and the communities? Please provide examples.
- What do you think the priorities of the project should be both in the remaining implementation period and in view of any future phase of the project?

Gender equality, human rights and LNOB

- Do you think the project is working with the most vulnerable people in Cambodia? Are any groups excluded? Could more be done to reach these groups?
- To what extent has the project promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects? Please give examples
- Were persons with disabilities consulted & meaningfully involved in program planning & implementation?
- How the project ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons?

Do you have any comments, recommendation or inputs regarding the better implementation of the project activities?

Thank the participant

Focus Group Discussion Protocol for Provincial Administrations, NGO Networks and NGO Beneficiaries

Introduction

• To begin, please tell me a little about your participation in the project? What activities did you participate in? How were you selected to participate in the project activities? What was your situation prior to the selection? Was this selection procedure appropriate? In your opinion were there any compliance or biasedness in selection?

Relevance:

• Do you think the project is relevant given the civic engagement needs/gaps in Cambodia? If not, why not? Were you involved/consulted during the design of the project?

Coherence:

• To what extent does the project complement interventions by different entities, especially other UN actors? Are you aware of any overlap or duplication with other initiatives?

Effectiveness:

- In your view what have been the biggest results made by the project activities?
- What have been the biggest challenges and how have these been overcome?
- Have the prototypes developed through the project been implemented? If so, what have the results been for the targeted communities? How is this measured?

Efficiency:

- Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?
- What is your perception of the capacities of UNDP Cambodia? (Administrative, financial, thematically etc.) What do you think are UNDP Cambodia's strengths and weaknesses with regards to strengthening civic engagement in Cambodia?
- Were there any challenges in your cooperation with UNDP Cambodia? Could anything have been improved?

Sustainability:

- Will you continue with any of the project activities beyond the lifespan of the project e.g. coidentification of challenges and prioritisation, co-designing of solutions, developing prototypes? If so, which ones? Please share with us any specific actions that your institution/unit has taken to carry forward the work with UNDP Cambodia (legislative/policy changes, adopted training curriculum, budget, framework, action plans, etc.) And if not, why not?
- In your opinion, what is the level of ownership of the project activities by the national/local authorities? Could this be further strengthened and if so, how?
- Do you see any increase in trust between the national and local authorities and the communities? Please provide examples.
- What do you think the priorities of the project should be both in the remaining implementation period and in view of any future phase of the project?

Gender equality, human rights and LNOB

- Do you think the project is working with the most vulnerable people in Cambodia? Are any groups excluded? Could more be done to reach these groups?
- To what extent has the project promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects? Please give examples
- Were persons with disabilities consulted & meaningfully involved in program planning & implementation?
- How the project ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons?

Interview Questions for the Embassy of Japan

Introduction

- 1. Can you briefly describe your role within the Embassy of Japan and how long you have been engaged with the Civic Engagement project.
- 2. What are your expectations from the evaluation?

Relevance and Coherence

- 3. How relevant do you think the project is for a) The Embassy of Japan, b) Cambodia, c) national and local authorities, d) the project's beneficiaries?
- 4. To what extent was the Embassy of Japan involved in the design of the full project? Were your views/inputs taken into account? Have they been since throughout the project implementation?
- 5. Are you satisfied with the level of coordination with other UN and non-UN projects in the country working on strengthening civic engagement? Are there any gaps or areas, which could be strengthened?
- 6. Why did you choose to support this project? What do you perceive UNDP's comparative advantages to be?

Efficiency

- 7. Do you receive narrative and financial reports in a timely manner? Are you satisfied with the quality and timeliness of the report?
- 8. Have you participated in Project Board meetings? Have these been a useful forum for driving the project? Do you find the composition of the Project Board appropriate? What key decisions have been made in Project Board meetings?
- 9. Were there any issues related to efficiency in your cooperation and communication with UNDP?
- 10. Do you feel that the project offers value for money? Are its approaches and methods efficient?
- 11. How did the project adapt to the COVID-19 global pandemic in particular to address marginalization, inequalities, and gender equality? Were you satisfied with the project's response please elaborate.
- 12. Do you think that resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes?

Effectiveness

- 13. How satisfied are you with the results achieved by the project to date?
- 14. What have been the biggest achievements in the project and what led to their achievement?
- 15. What have been the biggest challenges in the project and how were these overcome?

Sustainability

- 16. In your perspective, how sustainable do you think the results of the project are? What are the challenges to sustaining the results of these programmes?
- 17. Do you see any changes in behaviour and attitudes, either among national/local authorities or among the communities with regards to strengthened civic engagement and dialogue processes?
- 18. Would you support a follow on phase of this project? If not, why not? If yes, what do you think the priority areas should be?

Annex IV. Stakeholders Met

Name of	Sex	Position	Institution
Interviewee			
		National Level	
Alissar Chaker	F	UNDP Cambodia's Resident Representative	UNDP Cambodia
Shakeel Ahmad	M	UNDP Cambodia's Deputy Resident Representative	UNDP Cambodia
Rany Pen	F	Assistant Resident Representative	UNDP Cambodia
Norng Ratana	F	Head of Result Based Management	UNDP Cambodia
Troing Tratain	1	Unit/Evaluation Manager	CTODI Cumodulu
Amara Bou	F	Programme Analyst	UNDP Cambodia
Nareth Chhoun	F	Project Manager	UNDP Cambodia
Velibor Popovic	M	Technical Specialist	UNDP Cambodia
Chikako Kodama	F	Former Chief Technical Advisor	UNDP Cambodia
Wei Yang	M	M&E, Communication and Reporting Officer	UNDP Cambodia
Son Penh	M	Board of the Project/Executive Director of CPDD	The Coalition for Partnership in Democratic Development (CPDD)
Chea VIbol	M	Head of Communication and Member Development	CCC
Som Chanthorn	F	Resources Mobilization Specialist	CCC
Sotha Ros	M	Board of the Project/Executive Director of CHRAC	CHRAC
H.E So Munyraksa	M	President of NASLA	Ministry of Interior
H.E Bun Honn	M	Secretary of State/CEP Project Board Member	Ministry of Interior
Kadowaki Haruka	F	Project Focal Person (Project Board)/Researcher and Advisor	Embassy of Japan
Takahashi Katsutoshi	M	Second Secretary	Embassy of Japan
		Siem Reap Province	
Yu SreyMeas	F	Vice Chief of Office	Siem Reap Provincial Administration
Duch Kimlay	M	Deputy Chief of Planning and Investment Office	Siem Reap Provincial Administration
Pheut	M	Chief of Finance Office	Siem Reap Provincial
Bunnarom	141	Chief of I manee Office	Administration
Chheurn Yang	M	Chief of Law Affairs Office	Siem Reap Provincial Administration
Son Tola	M	Chief of Human Resource Office	Siem Reap Provincial Administration
Ly Pharom	F	Provincial Coordinator	Banteay Srei Organization
Ly I haiom		Kampong Cham Province	Danicay Sici Organization
H.E Klot	M	Deputy Provincial Governor	Kampong Cham Provincial
Chenda	1,1	2-pag 110 mount 50 officer	Administration

Hani Fiya	F	Chair of NGO Network/Phnom Srey	Kampong Cham NGO Network
Keut Theng	M	Organization Deputy Chair/NAS	Kampong Cham NGO
			Network
Sok Vannara	M	Member/BSDA	Kampong Cham NGO Network
Chhorn Lin	M	Member/Save the Children	Kampong Cham NGO Network
Chhon Srors	F	Executive Director	BSDA
Oun Kimseng	M	Deputy Director	BSDA
Sien Dy	M	Director	People Centre for
Sien Dy	141	Birector	development and Peace
Kreal Van	M	Director	Community Development Vision
Sok Lay	F	Staff	BSDA
Vourn Dany	F	Community Trainer	Women are Gold
			Organization
Hong Putheary	F	Finance Officer	CRM Inner/Sun Rise
ε ,			Program
Chheun Nang	M	Volunteer	Khmer Association for
Č			Local Development
Pich Ratana	M	Chief of Capacity Development Office	Kampong Cham Provincial Administration
		<u>'</u>	
		Kampot Province	
H.E Ung Chhay	M	Deputy Provincial Governor	Kampot Provincial
			Administration
Kim York	M	Chief of Multi-Sectoral Office	Kampot Provincial
			Administration
Kang Buntha	M	Deputy Chief of Multi-Sectoral Office	Kampot Provincial
			Administration
Sun Rasath	M	Deputy Chief of Planning and	Kampot Provincial
		Investment Office	Administration
Gnoun	M	Deputy Chief of Human Resource	Kampot Provincial
Sereisela		Office	Administration
Roeun Reth	M	Chair of NGO Network	Kampot NGO Network
Vong Sopheap	F	Member/Director of CADDP	Kampot NGO Network
Nget Kakada	F	Member/Director of YHC	Kampot NGO Network
Sokny Onn	F	Executive Director	Epic Arts
Maquis Koy	M	Executive Director	CWDCC
An Nith	M	Program Coordinator	CWDCC
Nop Sokhom	F	Chief of Commune/Sangkat Support	Boko Municipality
		Office	Administration
Doung Keo	M	Chief of Planning and Investment Office	Kampot Municipality Administration
Nget Saroeun	M	Deputy Chief of Administration Office	Kampot Municipality Administration
Sean Pich	M	Deputy Governor	Kampot Municipality Administration
Chuop Veasna	M	Chief of Capacity Development Office	Kampot Provincial Administration

Han	F	Deputy Chief of Capacity Development	Kampot Provincial
Pichboramey		Office	Administration
		Ratanakiri Province	
H.E Ngin Nell	M	Deputy Provincial Governor	Ratanakiri Provincial
			Administration
Leang Bunleap	M	Chair of NGO Network	Ratanakiri NGO Network
Phal Chansatya	M	Member/CARE	Ratanakiri NGO Network
Ngin Vyria	M	Member/SVC	Ratanakiri NGO Network
Mot Pisey	M	Executive Director	Save Vulnerable
-			Cambodian (SVC)
Phaly Chakriya	M	Acting Chief of Capacity Building	Ratanakiri Provincial
		Office	Administration
Pech Yek	M	Program Manager	ICC
Yat Dongdany	F	Administration Officer	Save Vulnerable
			Cambodian (SVC)
Phan Sopheap	M	Deputy Governor	Kon Mom District
			Administration
Ou Dararith	M	Deputy Governor	Bor Keo District
			Administration
Ky Pha Sorn	F	Deputy Chief of Human Resource	Ratanakiri Provincial
		Office	Administration
Ngin Sorya	M	Deputy Governor	O Chum District
			Administration

Annex V Outcome and Output Indicators

5.1 Outcome Indicators

As mentioned elsewhere in the report, outcome indicators have not been measured or reported on throughout the project.

Indicators	Baseline	Target (2023)	Source and Methodology	Current Status
# of Government - NGO Consultative Meeting and Provincial Partnership Dialogue held	3 NGO-Govt Consultative Meetings held by 2020	Twice a year (both Government – NGO Consultative Meeting, Provincial Partnership Dialogue)	Government's update	No up to date data
% of CSO members who think the civic engagement attended to have a say in what the government does	Year: 2021 Total: 60.51% Sub-National: KC:57.13% KP: 23.07% RK: 26.66% SR: 67.05% PP: 62.35%	3% increase	Perception survey conducted at the beginning and end of the project % of CSO members who answered 4 (a lot) and 5 (a great deal) to the following Qs: - How much would you say the dialogue for civic engagement you attended encourage people from CSOs to have a say in what the government does? 1 – Not at all 2 – Very little 3 – Some 4 – A lot	Survey has not been conducted

Indicators	Baseline	Target (2023)	Source and	Current
			Methodology	Status
			5- A great deal	
% of CSO members who think that they have an influence on decision making at the civic engagement meeting attended	Year: 2021 Total: 30.77% Sub-national KC: 42.85% KP: 7.69% RK: 6.66% SR: 32.93% PP: 31.93%	3% increase	Perception survey conducted at the beginning and end of the project % of CSO members who answered 4 (a lot) and 5 (a great deal) to the following Qs: - How much would you say the dialogues for civic	Survey has not been conducted.
			engagement you attended allow you to have an influence on decision making on issues you are concerned about? 1 – Not at all 2 – Very little 3 – Some 4 – A lot 5- A great deal	
Level of CSO sustainability on financial viability, advocacy and sectoral infrastructure	Year: 2021 Financial viability KC: 44% KP: 66% RK: 56% SR: 53% Advocacy KC: 27% KP: 39% RK: 39% SR: 46%	3% decrease	CSO ecosystem mapping in the four provinces It is measured based on seven dimensions (Legal environment, organizational capacity, financial viability, advocacy, service	The survey has not been conducted.

Indicators	Baseline	Target (2023)	Source and	Current
			Methodology	Status
	Sectoral Infrastructure KC: 31% KP: 45% RK: 32% SR: 45%		infrastructure, public image). Three most challenging dimensions: financial viability, advocacy, sectoral infrastructure % of people who answered scale 1 and 2 1 = Not at all 2 = Very little 3 = Some 4 = A lot 5 = Completely	
% of CSO members who responded very positive and positive about Government's officials' attitude towards CSOs in national and provincial	Year 2021 Total: 66.42% (M: 64.36%; F 71.68%) KC: 78.57% KP: 69.23% RK: 25% SR:68.18% PP: 67.87%	3% increase	Perception survey conducted at the beginning and end of the project % of people who answered scale 4 and 5 to the following Q: How did you perceive the government attitudes towards CSOs in the infrastructure dialogues? 1 = Very negative 2 = Negative 3 = Neutral 4 = Positive 5 = Very positive	Survey has not been conducted

Indicators	Baseline	Target (2023)	Source and Methodology	Current Status
% of survey interviewees	Year 2021 Total: 88.31%	3% increase	Perception survey conducted at the	Survey has not been
(Government and CSOs) who think civic engagement	Sex: M: 88.94% F: 86.30%		beginning and end of the project	conducted
meetings are effective			% of people who	
enective	Age: 21-30: 85.25%		answered 'yes' to the following Q:	
	31-40: 85.71% 41-50: 90.76%		Do you think the	
	51-60: 88.78% Above 60:		infrastructure dialogue is	
	95.24%		effective i.e. delivered	
	Geographical locations		expected results? (Yes/No)	
	KC: 92.59% KP: 84.62%			
	RK: 88.89% SR:87.97%			
	PP: 88.34%			

5.2 Output Indicators

Project Key Deliverables/Outputs:						
Output Indicators	Baseline (2020)	Target by 2023	Current Status			
1.1 Percentage of participants applied the following capabilities after learning sessions: •Citizen and Stakeholder ²⁸ •Engagement •Problem Solving •Data Literacy and Evidence •Enabling Creative Environment •System Thinking •Storytelling and Advocacy	N/A	50% applied at least three capabilities	Achieved. Achievement rate is around 90%.			

²⁸ In order to contextualize the capacity building, NASLA has adapted the curriculum into the following topics: Innovation in Public Administration, Civic Engagement, Storytelling, System Thinking, Problem Solving and Action Planning. In the post-training assessment in the format of an online survey, the captured results will be based on the adapted curriculum and justification will be provided in order to report the output indicators.

1.2 level of confidence in following capabilities learned •Citizen and Stakeholder Engagement •Problem Solving •Data Literacy and Evidence •Enabling Creative Environment •System Thinking • Storytelling and Advocacy	N/A	50% confident level at least three capabilities	Achieved. Achievement rate is around 90%.
1.3. # of prototypes supported to support CSO sustainability	N/A	8	8 CSOs proposals were selected to improve the dimensions (financial viability and sectoral infrastructure) of CSOs sustainability
 2.1 # of engagement infrastructure supported with the government and CSO capacity development (disaggregated by): National Sub-national 	N/A	1 national and 4 sub-national	On-track CSOs grant implementation just kicked off. By the reporting time, there is not result yet
3.1 % of participants in co-design who thinks CSO-Government relationship improved	N/A	N/A	Bootcamp and innovation challenge happened in 2021, with the result that 83 percentage of participants agreed that the relationship between government and CSOs improved. Second bootcamp was conducted in the third quarter of 2023
3.2 # of ideas that are co-designed and jointly implemented by the government and civil society	N/A	2	Achieved. There are 6 prototypes designed by the provincial government and CSOs.

Annex VI Terms of Reference

Project Final Evaluation TERMS OF REFERENCE

1. Assignment Information

Assignment Title:	Project Final Evaluation				
Cluster/Project:	Programme and Results Unit/Building Capacities for Civic				
	Engagement, Peacebuilding, and Inclusive Dialogue: Towards				
	Inclusive and Participatory Governance				
Post Level:	Senior Specialist				
Contract Type:	Individual Contractor				
Duty Station:	Home-based and Phnom Penh, with expected travel to other provinces				
Field Visit Province:	Kampong Cham, Kampot, Ratanakiri, Siem Reap				
Assignment Duration:	30 days from November 2023 to January 31 2024				

2. Background and Context

UNDP launched the project "Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance" (hereinafter referred to as Civic Engagement Project) on 1 March 2020. The overall objective of the project is to promote democratic governance initiatives and a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using dialogue in Cambodia.

The project is premised on 3 pathways in its theory of change:

Pathway 1: Capacity Development of CSOs and Government Institutions

This pathway focuses on developing the capacities of civil society and the government (both national and sub-national administrations, targeting provincial level) to meaningfully engage using existing civic engagement infrastructure. This pathway feeds into Pathway 2, strengthening infrastructure for civic engagement.

Pathway 2: Improving Quality in Engagement Modalities

The second pathway addresses strengthening existing infrastructure for civic engagement, i.e., mechanisms, processes, and policies, building on improved capacity of key stakeholders (Pathway 1).

Pathway 3: Increase Exposure and Opportunities for citizens, CSOs and government institutions to work together.

The last pathway supports the direct engagement of public administrations, citizens and CSOs through innovation.

With these three Pathways, the project aims to promote democratic governance contributing to a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using dialogue in Cambodia. In line with the overall objective, the project proposes to achieve three interrelated outputs:

Output 1 – Capacity development: CSOs and governmental authorities (both national and subnational) will be able to engage each other better in responding to citizens' interests and in recognizing different voices of men and women, with particular attention to marginalized groups.

Output 2 – Supporting Dialogue: Existing infrastructure for civic engagement (mechanisms, processes, and policies) will be more constructive, inclusive, and open to diverse opinions.

Output 3 – Enhancing Government-CSO relations: Partnership among citizens, CSOs and government institutions (both national and sub-national) will be strengthened through identifying more benefits of civic engagement.

Project Brief Information

1 Toject Differ Information			
Project title	Building Capacities for Civic Engagement, Peacebuilding,		
	and Inclusive Dialogue: Towards Inclusive and Participatory		
	Governance		
Project Number	00090594		
UNDAF/CPD outcome and CPD	UNDAF Outcome 4: By 2023, women and men, including		
output	those underrepresented, marginalized and vulnerable,		
	benefit from more transparent and accountable legislative		
	and governance frameworks that ensure meaningful and		
	informed participation in economic and social development		
	and political processes.		
Country	Cambodia		
Region	Asia Pacific		
Project dates	Start dates: 01 March End Dates: 28 February 2024		
	2020		
Project Budget	US\$ 2,144,703.69 (excluding 1% levy: US\$16,395.04)		
Project Expenditure	US\$ 1,690,390.04 (79% of total project budget)		
Funding Source(s)	Government of Japan and UNDP Cambodia		
Project partners:	Ministry of Interior (MoI)		
Implementing Partner	United Nations Development Programme Cambodia		

3. Evaluation Purpose, scope, and objectives

2023 marks the completion of project activities. The overall purpose of the final evaluation is to provide an independent assessment (based on four criteria namely relevance, effectiveness, efficiency, and sustainability) of the project's progress and results, key lessons learned, and recommendations for future civic engagement initiatives. Specifically, the final evaluation will assess progress towards project outputs and outcomes as specified in the Project Document (attached). The exercise will also assess how the project mainstreamed gender equality and women empowerment and other cross-cutting issues within its scope, its progress to date and recommend areas for improvement for the sustainability of the project interventions/benefits, informing new UNDP programming in this area of work.

The evaluation will cover the total duration of the project since its start in March 2020, covering both the interventions at national level and sub-national level, e.g., in the four target provinces of the project in kampong Cham, Kampot, Ratanakiri and Siem Reap.

The direct target audience of this final evaluation are UNDP Management, the members of the Project Board, and the Embassy of Japan in Cambodia. The report will also be shared with other relevant entities namely Ministry of Interior (MoI), relevant provincial departments, NGO Networks, and CSOs in the project target area. The report will also be accessible by the public following its publication on Evaluation Unit: Cambodia (undp.org).

Below are the specific objectives of this exercise:

- Assess the extent to which the project contributes to the national priorities, development goals, strategies and plans, and the UNDP country programme (CPD 2019-2023).
 Accordingly, assess the relevance and strategic positioning of the project to respond to the needs and challenges faced by Cambodia.
- Review and assess the overall achievements of the project (outputs, outcomes, and impacts levels, where possible).
- O To what extent has the project been able to adapt to the COVID-19 pandemic and support CSO engagement in the country's preparedness, response, and recovery process?
- What factors, if any, contributed to or hindered project performance and, eventually, the sustainability of results?
- Assess whether and how the project enhanced the application of a right-based approach, gender equality and women's empowerment, and participation of other groups such as youth, indigenous people, persons with disabilities, and private sector etc.
- O Assess the design, implementation, and management of the project and provide recommendations on any changes in approach that may be considered in the future of project design and/or should be factored in the project exit strategy. The following elements under each project output will be considered:
 - O Identify lessons learned (including unsuccessful practices where applicable) in relation to the design, implementation, monitoring and management of the project, and any best practices which should be or have shown significant potential for replication, and inform the design of the scaling-up of the social protection program of the Royal Government of Cambodia. The negative lessons should be analysed in terms of learnings for the future.
 - o Document potential areas for future interventions building on the achievement/lesson from the project.

4. Evaluation Criteria and Key Guiding Questions

The evaluation will be conducted in compliance with the key principles of UNDP Evaluation Policy and will be guided by the United Nations Development Evaluation Group's Norms and Standards for Evaluation and the Organization of the Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Development Assistance. The review shall be independent, impartial, transparent, ethical, and credible based on data and evidence. The evaluation will be based on the following criteria with

the following guiding questions which will be further reviewed/elaborated in the evaluation inception report.

<u>Relevance/ Coherence:</u> to assess the relevance of the Civic Engagement project's strategies, design, and implementation arrangements for improving awareness raising and formulating laws and regulations to civic engagement issues.

- To what extent was the Civic Engagement project in line with national development priorities, Country Programme outputs and outcomes (as listed in the project document), the UNDP Strategic Plan, national development priorities, and the SDGs?
- To what extent does the Civic Engagement project's approaches on innovation and targeted platforms/civic engagement infrastructure is relevant and contribute to the theory of change for the country programme outputs and outcomes?
- To what extent were the methods, activities, and outputs aligned with the overall objectives and goals of the project?
- To what extent is the project responsive to the changing development context in Cambodia and specifically to the development challenges arising from the COVID-19 Pandemic?
- To what extent does the project address national development challenges, considering UNDP's comparative advantage and the roles of other key development players?
- To what extent does the project adopt gender-sensitive, human rights-based and conflict-sensitive approaches, in compliance to the principle of Leaving No One Behind (LNOB).

Effectiveness: to assess how effective was the Civic Engagement project in achieving the objectives (outputs and outcomes) using the project's result framework as a basis for the assessment.

- To what extent were the project's governance structures, in particular the project executive board, effective in facilitating smooth implementation and providing strategic direction to the project?
- To what extent were the Civic Engagement project's three outputs being likely to be achieved by the end of the project? And how have the achievements under the project led to progress against the intended results/outcomes?
- Were indicators suitable to measure progress and results, and suggest alternatives for future consideration? This could be done by an indicator progress assessment vis-à-vis the outputs and outcome targets and the proposed budget.
- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the Civic Engagement project been appropriately responsive to the needs of the national and sub-national/provincial constituents (men, women, other groups) and changing partner priorities?

Efficiency: to the extent possible, the evaluation will compare the benefits of the Civic Engagement project with the budget to assess the overall efficiency of the project. The evaluation will provide practical recommendations regarding how to improve efficiencies in future governance and CSOs-related projects.

• To what extent was the project management structure as outlined in the project

- document efficient in generating the expected results?
- Have resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes?
- Assess Value for Money against the budget and comparison to the increased volume of CSOs sustainability in the project target area and in Cambodia?
- To what extent have resources been used efficiently?
- To what extent have Civic Engagement project's interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society)?
- To what extent were resources dedicated to the most marginalized and vulnerable of the target group, the informal group in terms of gender, age, and social security?
- To what extent were partnership modalities conducive to the delivery of the project's outputs?

<u>Sustainability:</u> to assess how the project achievements contribute to sustainability by engaging appropriate Government, non-Government, Civil Society Organizations and other relevant stakeholders.

- To what extent will target men, women and vulnerable people benefit from the project interventions on capacity and partnership development in the long-term?
- To what extent will financial and economic resources from the national and subnational governments and CSOs be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of the project benefits?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders such as the provincial administrations and CSOs to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders, e.g., the national and provincial governments and CSOs in the target provinces support the project's long-term objectives?
- To what extent are the lesson learning and best practices being documented by the project on a continual basis to inform its implementations strategy, to share with appropriate parties who could learn from the project, and to inform future project/programme?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension?
- What could be done to strengthen exit strategies and sustainability in order to support project stakeholders (e.g., the national and provincial governments and CSOs)?

Human Rights, Gender Equality and Leaving No one Behind:

• To what extent have informal group and other disadvantaged and marginalized groups

were considered by and benefited from the project?

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, monitoring, and communication of the project?
- Is the gender marker assigned to this project representative of reality?
- Were disadvantaged and marginalized groups consulted and meaningfully involved in project planning and implementation?
- To what extent the project adapted to the crisis like Covid-19 to address marginalization, inequalities, and gender equality?

5. Methodology

The methodology should be participatory, inclusive, and gender responsive. Evaluation should use a combination of qualitative and quantitative evaluation methods and instruments. The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks.

The international consultant will work in the team with a national consultant being recruited by the project.

The methodology shall include:

• <u>Desk Reviews</u>: At the beginning of the assignment, the consultants will need to review the key documents namely the project document, project progress reports, workplans, project quality assurance reports, key project outputs, communication products, and stories about the project.

Documents, not limited, included:

- o UNDAF 2019-2023
- o Country programme document 2019-2023
- o Project document and its substantive reviews (project documents and two amendments) that include the project theory of change and results framework.
- Baseline survey report
- Quarterly and annual reports
- Annual work plans
- o Sensemaking and real-time monitoring outcome harvesting reports.
- o Social Impact Assessment Report and Stakeholder Engagement Plan.

A complete list of documents twill be provided once the consultant is on board.

- **Data Collection**: data collection will be done, for illustration, in the form of:
 - Online and/or off-line surveys conducted to assess changes in civic engagement in target provinces participating in the project.
 - o Interviews with with key informants from the project team, Head of Programme, Management, and other relevant colleagues.
 - o Interviews with the project board and other strategic partners supporting the project implementation.
 - o Key informant interviews/consultations with beneficiaries such as Civil

- Servants and Director of Civil Society Organizations.
- Site visits: Field visits will be organized to the four project target provinces namely Kampong Cham, Kampot, Ratanakiri, and Siem Reap. Other development partners' initiatives of relevant to assess complementarity and potential partners.

For the above interviews:

The consultant will need to design a set of questions aimed for the specific interviewee category. For each of the target interviewees categories, the consultants will need to propose the approach/tool, e.g., semi-structure interview, focus group discussion, etc. Gender and human rights lens: All evaluation products need to address gender, disability, and human rights issues. Hence, the consultants will need to design the tool allowing the collection of the data to provide the evaluation from those lenses. The consultant is required to propose other approaches and ways of engaging, including beneficiaries disaggregated by gender, age categories, disability, urban and rural to ensure representation of different stakeholders.

The consultant will share the inception report, the proposed approach/methodology to interpret the qualitative data, and/or the input information received in close consultation with UNDP. The final methodological approach including interview schedule, field visits, and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP and the evaluator.

Data Validation: Data and information collected will be triangulated to strengthen the validity of findings and conclusions. The consultant will highlight his/her approach to address the quality of data in the inception report.

Post-data collection debriefing: the consultant will have a debriefing with UNDP and other project key stakeholder on the preliminary finding after the completion of data collection. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the consultant will enter a full synthesis and drafting phase.

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

6. Evaluation deliverables

#	Deliverables/Outputs	Estimated Duration	Target Due Dates	Review and Approvals Required
1	Output 1: Submission of satisfactory Inception Report covering proposed methodology, timelines, etc. to deliver the assignment. Briefing with UNDP Management.	3 days	06 November 2023	

#	Deliverables/Outputs	Estimated Duration	Target Due Dates	Review and Approvals Required
2	Output 2: Completion of field work exercise, and provision of presentation of preliminary findings (Evaluation Debriefing Meeting) to UNDP and key stakeholders of the Civic Engagement Project.	10 days	24 November 2023	UNDP Evaluation Manager (RBM unit)
3	Output 3: Completion of the draft version of the evaluation report along with a PowerPoint. Debriefing with UNDP Management.	12 days	11 December 2024	
4	Output 4: Submission of satisfactory final evaluation report produced and PowerPoint of evaluation results incorporating comments at the quality required in compliance with the required Evaluation Report Outline and attached with Audit Trail Report	5 days	19 January 2024	
To	tal # of Days:	30 working da	ys	

7. Evaluation of products (Deliverables)

Evaluation Inception Report (7-10 pages, excluding Annexes): The inception report should be completed following desk review and preliminary discussions with UNDP and national partners as relevant. It should detail the evaluator's understanding of the terms of reference and elaborate on the plan to address evaluation questions proposing the methodology, sources of data, and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables. It must include detailed data collection tools and suggested questions for different stakeholders.

The updated Evaluation matrix should be included in the inception report for summarizing and visually presenting the evaluation design and methodology for presentation and discussion with stakeholders. It details the evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. Below is a sample of the evaluation matrix template for illustration.

Relevant evaluation criteria	Key questions	Specific sub- questions	Data sources	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis

Debrief of Preliminary Evaluation Result: following the completion of fieldwork and data collection, the consultants are expected to provide a preliminary debriefing on the findings to UNDP and key stakeholders.

Draft Evaluation Report (30-35 pages) Excluding Annexes: The Evaluation Report should contain at least following:

- List of Acronyms and Abbreviations
- Executive Summary summarizing the key findings with rating scale, and recommendation
- Introduction
- Evaluation Scope and Objective
- Evaluation Approach and Methodology
- O Data analysis, finding, including a table of progress against indicators
- o Where relevant, the report could also reflect human/best practice narrative as per the evidence collected from the field visit.
- o Conclusion, recommendations, Lessons Learned
- Annexes: survey/ questionnaire questions, raw data and analyses, list of contacts, other relevant information.

The report should:

- Have a good flow reflecting clear linkage from data analysis to findings, relevant conclusion, and recommendation(s). Recommendations should be focused, specific, and actionable.
- Lessons learnt should be elaborated based on the reflection from the project performance, coupled with the consultant's experience and good practices in similar contexts. Lessons learnt expected to inform the current project and be leveraged to inform other future project/programming.

UNDP will coordinate with key stakeholders to review the draft evaluation report and provide consolidated comments to the evaluators within an agreed period (usually within 10 working days after receiving the document), addressing the content required (as agreed in the TOR and inception report) and quality criteria.

Evaluation Report Audit Trail: Comments and changes by the evaluators in response to the draft report should be kept in "track changes" by the evaluators to show how they have addressed comments in this Audit Trail Report.

Final Evaluation Report: The consultants will revise the draft based on inputs provided by UNDP and project partners and submit a final report within two weeks after receiving the comments. The evaluator is expected to develop a brief PowerPoint presentation and present the evaluation results (max two times) to UNDP, the project board, or relevant stakeholders as suggested by the project team.

PowerPoint Presentations to Stakeholders: A half-day presentation to key stakeholders (Project Board Members, four provincial administration offices, Cooperation Committee for Cambodia (CCC), Provincial NGO Networks). This can be planned as hybrid of in-person and online.

Briefing and Debriefing to UNDP Management: Briefing and debriefing meetings will be organized at the onset of the assignment and towards the end and before initiating external presentations to stakeholders.

8. Evaluation Ethics

The evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultants must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data.

The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

The Consultant is responsible for ensuring the report is readable and reads well and factoring the aspect of Gender and LNOB.

9. Institutional Arrangements

The consultants will be working under the general guidance of the Resident Representative and overall coordination by the Evaluation Manager/ Result-Based Management (RBM) unit. The deliverables will be reviewed by the Evaluation Manager who will also facilitate inputs from UNDP team, national partners, and other relevant stakeholders. Inputs will be consolidated by the Evaluation Manager and shared with the Evaluators. The deliverables will be cleared by the Evaluation Manager to ensure evaluation objectives are met, reports are at acceptable quality standards, and relevant stakeholders are duly consulted.

Payment release will be approved upon confirmation of receipt of the deliverables by the Evaluation Manager.

The Civic Engagement project team will work closely with the evaluator to facilitate the process (if needed), including providing relevant documents, identifying stakeholders and sources of information, and assisting to resolve any issues arising during the assignment period to the extent possible.

Duty Station: the duty station for this assignment is home-based with one time travel to Cambodia for the period of maximum 10 working days, in November 2023. The Consultant is expected to virtually and/or physically collect data and conduct interviews with key informants as relevant during his/her presence in Cambodia. S/he expects to stay in Phnom Penh for 5 working days and travel to the four provinces (Kampong Cham, Kampot, Ratanakiri and Siem Reap) for 5 working days. Once the consultants are on board, the field mission plan will be discussed and agreed upon between UNDP and the consultant. The daily stipend and transportation of the consultants during his/her time in Phnom Penh will be organized by the consultant and should be factored into the proposed budget. for travels to the provinces, transportation will be arranged by UNDP.

Duration of the Assignment: This final evaluation shall be carried out between 01 November 2023 to 31 January 2024. The consultants are expected to produce deliverables based on the timeframe set in section 6 of this terms of reference (expected outputs and deliverables).

10. Timeframe and Evaluation Process

ACTIVITY	ESTIMATED # OF DAYS		DATE OF COMPLETION	PLACE	RESPONSIB LE PARTY
Phase One: Des	k review and inception repo	ort			
Kick-off meeting with UNDP (organized by Evaluation Manager)			01 Nov 2023	Remote/ zoom	Evaluation Manager
Meeting briefing with UNDP (project manager, programme analyst, and project staff as needed)	-		01 Nov 2023	Remote/ zoom	Evaluation Manager, and Project team
Sharing of the relevant documentation with the consultants	-		01 Nov 2023	Email	Project Technical Coordinator - UNDP

ACTIVITY	ESTIMATED # OF		DATE OF	PLACE	RESPONSIB
	DAYS		COMPLETION		LE PARTY
Briefing meeting with UNDP management			02 Nov 2023	Remote/ zoom	Evaluation Manager
team					
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to	3 days		01- 03 Nov 2023	Home- based	Consultants
be interviewed					
Submission of the inception report (15 pages maximum)	-		06 Nov 2023	Email	Consultants
Comments and approval of inception report	-		08 Nov 2023	UNDP	Evaluation manager - UNDP
Phase Two: Dat	ta-collection				
Consultations and meetings, in-depth interviews, and focus groups including online or in person surveys for feedback	10 days		-13 - 24 Nov 2023	Meeting and traveling	UNDP to organize with local project partners, project staff, service providers, beneficiaries.
Debriefing to UNDP and key stakeholders (two debriefing sessions are expected)	-		24 Nov 2023	UNDP office	Consultants
	rafting and Finalization of t	he Evalu			T = -
Preparation of draft	12 days		27 Nov - 08 Dec 2023	Home- based	Consultants

ACTIVITY	ESTIMATED # OF	DATE OF	PLACE	RESPONSIB
	DAYS	COMPLETION		LE PARTY
evaluation				
report (35				
pages				
maximum				
excluding				
annexes)				
Draft report	-	11 Dec 2023	Home-	Consultants
submission			based	
Final		14 December	Home-	Evaluation
Debriefing			based	team and
after receiving				consultants
comments				
from UNDP				
(TBC)				
Consolidated	-	19 Dec 2023	UNDP	Evaluation
UNDP and				manager and
stakeholder				evaluation
comments to				reference
the draft report				group
Finalization of	5 days	19 Dec 2023 – 8	Home-	Consultants
the evaluation		Jan 2024	based	
report				
incorporating				
additions and				
comments				
provided by				
project staff				
and UNDP				
country office				
and Power				
Point				
Presentation of				
key evaluation				
finding, and				
Audit Trail				
report		10.1 2024	TT	C 14 4
Submission of	-	19 Jan 2024	Home-	Consultants
the final			based	
evaluation				
report, Audit				
Trail Report,				
and power				
point				

ACTIVITY	ESTIMATED # OF	DATE OF	PLACE	RESPONSIB
	DAYS	COMPLETION		LE PARTY
presentation to				
UNDP country				
office (30				
pages				
maximum				
excluding				
annexes)				
Estimated	30 days			
total days				

11. Minimum Qualifications of the Individual Contractor

Education	• Minimum of a master degree or equivalent in governance, social science, international affairs, economics, public policy, development studies, or related field relevant to the position.
Experiences	 At least 7 years' experience designing, implementing, and evaluating development projects with UNDP, UN, or other international organizations. Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis, and evaluation report writing (at least two sample of evaluation reports to be submitted). Experiences in governance, CSOs engagement and social development, especially experience working in and knowledge of Cambodia or/and the Southeast Asia region is preferred.
Competencies	 Excellent analytical, evaluation and writing skills, including the capacity to produce high quality and constructive reports assessed by 2 sample reports. Good facilitation and presentation skills. Be client-oriented and open to feedback. Excellent interpersonal, coordination, and planning skills. Sense of diplomacy and tact; and Ability to carry out related activities and meetings using virtual tools or remote working arrangements; and Computer literate (MS Office package).
Language	Excellent written and spoken English required
Requirements	

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

Please find below for transparency and information purposes the general criteria, which will be used in evaluating the acceptability and level of technical compliance of the candidates, as well as their corresponding weight.

Technical Evaluation Criteria:	Obtainable Score
Minimum of a master degree or equivalent in global governance, social	Long-listing criteria (no
science, international affairs, economics, public policy, development	score provided)
studies, or related field relevant to the position.	- '
At least 7 years' experience designing, implementing, and evaluating	35
development projects with UNDP, UN, or other international organizations;	
Technical knowledge and experience in applying qualitative and	30
quantitative evaluation methods, data collection, analysis, and evaluation	
report writing (2 samples of evaluation reports to be submitted),	
Experiences in governance, CSOs engagement and social development,	20
especially experience working in and knowledge of Cambodia or/and the	
Southeast Asia region is preferred;	
Excellent analytical, evaluation and writing skills, including the capacity to	15
produce high quality and constructive reports assessed by 2 sample reports	
(2 previous evaluation reports to be submitted for assessment);	
Total Obtainable Score:	100

13. Payment and milestones

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

Deliverables	Date of Payment	Payment Percentage
• Upon satisfactory completion of output #1	07 Nov 2023	10%
• Upon satisfactory completion of output #2	30 Nov 2023	40%
• Upon satisfactory completion of output #3 & 4	22 Jan 2024	50%
TOTAL		100%

14. Annexes to the ToR:

- Project Document
- Current CPD and UNDAF (2019 2023)

Project Final Evaluation TERMS OF REFERENCE

15. Assignment Information

Assignment Title:	Project Final Evaluation					
Cluster/Project:	Programme and Results Unit/Building Capacities for Civic					
	Engagement, Peacebuilding, and Inclusive Dialogue: Towards					
	Inclusive and Participatory Governance					
Post Level:	National Expert					
Contract Type:	Individual Contractor					
Duty Station:	Home-based and Phnom Penh, with expected travel to other provinces					
Field Visit Province:	Kampong Cham, Kampot, Ratanakiri, Siem Reap					
Assignment Duration:	30 days from November 2023 to January 31 2024					

16. Background and Context

UNDP launched the project "Building Capacities for Civic Engagement, Peacebuilding and Inclusive Dialogue: Towards Inclusive and Participatory Governance" (hereinafter referred to as Civic Engagement Project) on 1 March 2020. The overall objective of the project is to promote democratic governance initiatives and a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using dialogue in Cambodia.

The project is premised on 3 pathways in its theory of change:

Pathway 1: Capacity Development of CSOs and Government Institutions

This pathway focuses on developing the capacities of civil society and the government (both national and sub-national administrations, targeting provincial level) to meaningfully engage using existing civic engagement infrastructure. This pathway feeds into Pathway 2, strengthening infrastructure for civic engagement.

Pathway 2: Improving Quality in Engagement Modalities

The second pathway addresses strengthening existing infrastructure for civic engagement, i.e., mechanisms, processes, and policies, building on improved capacity of key stakeholders (Pathway 1).

Pathway 3: Increase Exposure and Opportunities for citizens, CSOs and government institutions to work together.

The last pathway supports the direct engagement of public administrations, citizens and CSOs through innovation.

With these three Pathways, the project aims to promote democratic governance contributing to a peaceful, inclusive, and equitable society through expanding opportunities for inclusive civic engagement using dialogue in Cambodia. In line with the overall objective, the project proposes to achieve three interrelated outputs:

Output 1 – Capacity development: CSOs and governmental authorities (both national and subnational) will be able to engage each other better in responding to citizens' interests and in recognizing different voices of men and women, with particular attention to marginalized groups.

Output 2 – Supporting Dialogue: Existing infrastructure for civic engagement (mechanisms, processes, and policies) will be more constructive, inclusive, and open to diverse opinions.

Output 3 – Enhancing Government-CSO relations: Partnership among citizens, CSOs and government institutions (both national and sub-national) will be strengthened through identifying more benefits of civic engagement.

Project Brief Information

1 Toject Brief Information			
Project title	Building Capacities for Civic Engagement, Peacebuilding,		
	and Inclusive Dialogue: Towards Inclusive and Participatory		
	Governance		
Project Number	00090594		
UNDAF/CPD outcome and CPD	J • • • • • • • • • • • • • • • • • • •		
output	those underrepresented, marginalized and vulnerable,		
	benefit from more transparent and accountable legislative		
	and governance frameworks that ensure meaningful and		
	informed participation in economic and social development		
	and political processes.		
Country	Cambodia		
Region	Asia Pacific		
Project dates	Start dates: 01 March End Dates: 28 February 2024		
	2020		
Project Budget	US\$ 2,144,703.69 (excluding 1% levy: US\$16,395.04)		
Project Expenditure	US\$ 1,690,390.04 (79% of total project budget)		
Funding Source(s)	Government of Japan and UNDP Cambodia		
Project partners:	Ministry of Interior		
Implementing Partner	United Nations Development Programme Cambodia		

17. Evaluation Purpose, scope, and objectives

2023 marks the completion of project activities. The overall purpose of the final evaluation is to provide an independent assessment (based on four criteria namely relevance, effectiveness, efficiency, and sustainability) of the project's progress and results, key lessons learned, and recommendations for future civic engagement initiatives. Specifically, the final evaluation will assess progress towards project outputs and outcomes as specified in the Project Document (attached). The exercise will also assess how the project mainstreamed gender equality and women empowerment and other cross-cutting issues within its scope, its progress to date and recommend areas for improvement for the sustainability of the project interventions/benefits, informing new UNDP programming in this area of work.

The evaluation will cover the total duration of the project since its start in March 2020, covering both the interventions at national level and sub-national level, e.g., in the four target provinces of the project in kampong Cham, Kampot, Ratanakiri and Siem Reap.

The direct target audience of this final evaluation are UNDP Management, the members of the Project Board, and the Embassy of Japan in Cambodia. The report will also be shared with other relevant entities namely Ministry of Interior (MoI), relevant provincial departments, NGO Networks, and CSOs in the project target area. The report will also be accessible by the public following its publication on Evaluation Unit: Cambodia (undp.org).

Below are the specific objectives of this exercise:

- Assess the extent to which the project contributes to the national priorities, development goals, strategies and plans, and the UNDP country programme (CPD 2019-2023).
 Accordingly, assess the relevance and strategic positioning of the project to respond to the needs and challenges faced by Cambodia.
- Review and assess the overall achievements of the project (outputs, outcomes, and impacts levels, where possible).
- O To what extent has the project been able to adapt to the COVID-19 pandemic and support CSO engagement in the country's preparedness, response, and recovery process?
- What factors, if any, contributed to or hindered project performance and, eventually, the sustainability of results?
- O Assess whether and how the project enhanced the application of a right-based approach, gender equality and women's empowerment, and participation of other groups such as youth, indigenous people, persons with disabilities, and private sector etc.
- O Assess the design, implementation, and management of the project and provide recommendations on any changes in approach that may be considered in the future of project design and/or should be factored in the project exit strategy. The following elements under each project output will be considered:
 - O Identify lessons learned (including unsuccessful practices where applicable) in relation to the design, implementation, monitoring and management of the project, and any best practices which should be or have shown significant potential for replication, and inform the design of the scaling-up of the social protection program of the Royal Government of Cambodia. The negative lessons should be analysed in terms of learnings for the future.
 - o Document potential areas for future interventions building on the achievement/lesson from the project.

18. Evaluation Criteria and Key Guiding Questions

The evaluation will be conducted in compliance with the key principles of UNDP Evaluation Policy and will be guided by the United Nations Development Evaluation Group's Norms and Standards for Evaluation and the Organization of the Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Development Assistance. The review shall be independent, impartial, transparent, ethical, and credible based on data and evidence. The evaluation will be based on the following criteria with

the following guiding questions which will be further reviewed/elaborated in the evaluation inception report.

<u>Relevance/ Coherence:</u> to assess the relevance of the Civic Engagement project's strategies, design, and implementation arrangements for improving awareness raising and formulating laws and regulations to civic engagement issues.

- To what extent was the Civic Engagement project in line with national development priorities, Country Programme outputs and outcomes (as listed in the project document), the UNDP Strategic Plan, national development priorities, and the SDGs?
- To what extent does the Civic Engagement project's approaches on innovation and targeted platforms/civic engagement infrastructure is relevant and contribute to the theory of change for the country programme outputs and outcomes?
- To what extent were the methods, activities, and outputs aligned with the overall objectives and goals of the project?
- To what extent is the project responsive to the changing development context in Cambodia and specifically to the development challenges arising from the COVID-19 Pandemic?
- To what extent does the project address national development challenges, considering UNDP's comparative advantage and the roles of other key development players?
- To what extent does the project adopt gender-sensitive, human rights-based and conflict-sensitive approaches, in compliance to the principle of Leaving No One Behind (LNOB).

<u>Effectiveness:</u> to assess how effective was the Civic Engagement project in achieving the objectives (outputs and outcomes) using the project's result framework as a basis for the assessment.

- To what extent were the project's governance structures, in particular the project executive board, effective in facilitating smooth implementation and providing strategic direction to the project?
- To what extent were the Civic Engagement project's three outputs being likely to be achieved by the end of the project? And how have the achievements under the project led to progress against the intended results/outcomes?
- Were indicators suitable to measure progress and results, and suggest alternatives for future consideration? This could be done by an indicator progress assessment vis-à-vis the outputs and outcome targets and the proposed budget.
- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the Civic Engagement project been appropriately responsive to the needs of the national and sub-national/provincial constituents (men, women, other groups) and changing partner priorities?

Efficiency: to the extent possible, the evaluation will compare the benefits of the Civic Engagement project with the budget to assess the overall efficiency of the project. The evaluation will provide practical recommendations regarding how to improve efficiencies in future governance and CSOs-related projects.

• To what extent was the project management structure as outlined in the project

- document efficient in generating the expected results?
- Have resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes?
- Assess Value for Money against the budget and comparison to the increased volume of CSOs sustainability in the project target area and in Cambodia?
- To what extent have resources been used efficiently?
- To what extent have Civic Engagement project's interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society)?
- To what extent were resources dedicated to the most marginalized and vulnerable of the target group, the informal group in terms of gender, age, and social security?
- To what extent were partnership modalities conducive to the delivery of the project's outputs?

<u>Sustainability:</u> to assess how the project achievements contribute to sustainability by engaging appropriate Government, non-Government, Civil Society Organizations and other relevant stakeholders.

- To what extent will target men, women and vulnerable people benefit from the project interventions on capacity and partnership development in the long-term?
- To what extent will financial and economic resources from the national and subnational governments and CSOs be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of the project benefits?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders such as the provincial administrations and CSOs to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders, e.g., the national and provincial governments and CSOs in the target provinces support the project's long-term objectives?
- To what extent are the lesson learning and best practices being documented by the project on a continual basis to inform its implementations strategy, to share with appropriate parties who could learn from the project, and to inform future project/programme?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension?
- What could be done to strengthen exit strategies and sustainability in order to support project stakeholders (e.g., the national and provincial governments and CSOs)?

Human Rights, Gender Equality and Leaving No one Behind:

• To what extent have informal group and other disadvantaged and marginalized groups

- were considered by and benefited from the project?
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, monitoring, and communication of the project?
- Is the gender marker assigned to this project representative of reality?
- Were disadvantaged and marginalized groups consulted and meaningfully involved in project planning and implementation?
- To what extent the project adapted to the crisis like Covid-19 to address marginalization, inequalities, and gender equality?

19. Methodology

The methodology should be participatory, inclusive, and gender responsive. Evaluation should use a combination of qualitative and quantitative evaluation methods and instruments. The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks.

The national consultant will work in the team with the international consultant recruited by the project. The international senior special will play the leading role, while the national expert will principally assist the leading consultant in collecting resource documents for desk review, coordinating key informants, translating relevant documents (if needed), providing translation during the field mission, and assisting in data collection as instructed by the leading consultant.

The methodology shall include:

• <u>Desk Reviews</u>: At the beginning of the assignment, the consultants will need to review the key documents namely the project document, project progress reports, workplans, project quality assurance reports, key project outputs, communication products, and stories about the project.

Documents, not limited, included:

- o UNDAF 2019-2023
- o Country programme document 2019-2023
- o Project document and its substantive reviews (project documents and two amendments) that include the project theory of change and results framework.
- Baseline survey report
- Quarterly and annual reports
- Annual work plans
- o Sensemaking and real-time monitoring outcome harvesting reports.
- o Social Impact Assessment Report and Stakeholder Engagement Plan.

A complete list of documents twill be provided once the consultant is on board.

- **Data Collection**: data collection will be done, for illustration, in the form of:
 - Online and/or off-line surveys conducted to assess changes in civic engagement in target provinces participating in the project.
 - o Interviews with with key informants from the project team, Head of Programme,

- Management, and other relevant colleagues.
- o Interviews with the project board and other strategic partners supporting the project implementation.
- o Key informant interviews/consultations with beneficiaries such as Civil Servants and Director of Civil Society Organizations.
- Site visits: Field visits will be organized to the four project target provinces namely Kampong Cham, Kampot, Ratanakiri, and Siem Reap. Other development partners' initiatives of relevant to assess complementarity and potential partners.

For the above interviews: (working with the senior specialist)

The international consultant will need to design a set of questions aimed for the specific interviewee category. The national consultant will translate the questions and facilitate interpretation during the interview process. For each of the target interviewees categories, the consultant will need to propose the approach/tool, e.g., semi-structure interview, focus group discussion, etc. Gender and human rights lens: All evaluation products need to address gender, disability, and human rights issues. Hence, the consultant will need to design the tool allowing the collection of the data to provide the evaluation from those lenses. The consultant is required to propose other approaches and ways of engaging, including beneficiaries disaggregated by gender, age categories, disability, urban and rural to ensure representation of different stakeholders.

The consultant will share the inception report, the proposed approach/methodology to interpret the qualitative data, and/or the input information received in close consultation with UNDP. The final methodological approach including interview schedule, field visits, and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP and the evaluator.

Data Validation: Data and information collected will be triangulated to strengthen the validity of findings and conclusions. The consultant will highlight his/her approach to address the quality of data in the inception report.

Post-data collection debriefing: the national consultant will, jointly with the international consultant, have a debriefing with UNDP and other project key stakeholders on the preliminary finding after the completion of data collection. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the consultant will enter a full synthesis and drafting phase.

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

The national consultant will work closely with the international consultant to conduct the evaluation exercises by producing the outputs as highlighted in the below section.

20. Evaluation deliverables

	U. Evaluation deliverables	E-4: 4 1	T4 D	D	
#	Deliverables/Outputs	Estimated Duration	Target Due Dates	Review and Approvals	
		Durucion	Duces	Required	
1	Output 1: Technical input provided to inception report initiated by the International Consultant factoring the local context, such as sampling, data collection method, etc.	3 days	06 November 2023	UNDP Evaluation Manager (RBM	
2	Output 2: The fieldwork schedule is finalized, and successfully completed. Fieldwork coordination includes schedule coordination, translation, and facilitation in the interview process.	10 days	24 November 2023	unit)	
3	Output 3: Field data collection with preliminary data analysis report produced and shared to the international consultant as the input to produce the draft report (including provision of support to international consultation in the debriefing sessions).	12 days	11 December 2024		
4	Output 4: Respond to comments on the draft final evaluation report and share with the international consultation based on the evidence from field data collection, contributing to the finalization of the evaluation report.	5 days	19 January 2024		
Tot	cal # of Days:	30 working da	ys		

21. Evaluation of products (Deliverables)

Evaluation Inception Report (7-10 pages, excluding Annexes): The inception report should be completed following desk review and preliminary discussions with UNDP and national partners as relevant. It should detail the evaluator's understanding of the terms of reference and elaborate on the plan to address evaluation questions proposing the methodology, sources of data, and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables. It must include detailed data collection tools and suggested questions for different stakeholders.

The updated Evaluation matrix should be included in the inception report for summarizing and visually presenting the evaluation design and methodology for presentation and discussion with stakeholders. It details the evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. Below is a sample of the evaluation matrix template for illustration.

Relevant evaluation criteria	Key questions	Specific sub- questions	Data sources	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis

Debrief of Preliminary Evaluation Result: following the completion of fieldwork and data collection, the consultants are expected to provide a preliminary debriefing on the findings to UNDP and key stakeholders.

Draft Evaluation Report (30-35 pages) Excluding Annexes: The Evaluation Report should contain at least following:

- List of Acronyms and Abbreviations
- Executive Summary summarizing the key findings with rating scale, and recommendation
- Introduction
- Evaluation Scope and Objective
- Evaluation Approach and Methodology
- o Data analysis, finding, including a table of progress against indicators
- o Where relevant, the report could also reflect human/best practice narrative as per the evidence collected from the field visit.
- o Conclusion, recommendations, Lessons Learned
- o Annexes: survey/ questionnaire questions, raw data and analyses, list of contacts, other relevant information.

The report should:

- Have a good flow reflecting clear linkage from data analysis to findings, relevant conclusion, and recommendation(s). Recommendations should be focused, specific, and actionable.
- Lessons learnt should be elaborated based on the reflection from the project performance, coupled with the consultant's experience and good practices in similar contexts. Lessons learnt expected to inform the current project and be leveraged to inform other future project/programming.

UNDP will coordinate with key stakeholders to review the draft evaluation report and provide consolidated comments to the evaluators within an agreed period (usually within 10 working days after receiving the document), addressing the content required (as agreed in the TOR and inception report) and quality criteria.

Evaluation Report Audit Trail: Comments and changes by the evaluators in response to the draft report should be kept in "track changes" by the evaluators to show how they have addressed comments in this Audit Trail Report.

Final Evaluation Report: The consultants will revise the draft based on inputs provided by UNDP and project partners and submit a final report within two weeks after receiving the comments. The evaluator is expected to develop a brief PowerPoint presentation and present the evaluation results (max two times) to UNDP, the project board, or relevant stakeholders as suggested by the project team.

PowerPoint Presentations to Stakeholders: A half-day presentation to key stakeholders (Project Board Members, four provincial administration offices, Cooperation Committee for Cambodia (CCC), Provincial NGO Networks). This can be planned as hybrid of in-person and online.

Briefing and Debriefing to UNDP Management: Briefing and debriefing meetings will be organized at the onset of the assignment and towards the end and before initiating external presentations to stakeholders.

22. Evaluation Ethics

The evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultants must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data.

The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

The Consultant is responsible for ensuring the report is readable and reads well and factoring the aspect of Gender and LNOB.

23. Institutional Arrangements

The consultants will be working under the general guidance of the Resident Representative and overall coordination by the Evaluation Manager/ Result-Based Management (RBM) unit. The deliverables will be reviewed by the Evaluation Manager who will also facilitate inputs from UNDP team, national partners, and other relevant stakeholders. Inputs will be consolidated by the Evaluation Manager and shared with the Evaluators. The deliverables will be cleared by the Evaluation Manager to ensure evaluation objectives are met, reports are at acceptable quality standards, and relevant stakeholders are duly consulted.

Payment release will be approved upon confirmation of receipt of the deliverables by the Evaluation Manager.

The Civic Engagement project team will work closely with the evaluator to facilitate the process (if needed), including providing relevant documents, identifying stakeholders and sources of information, and assisting to resolve any issues arising during the assignment period to the extent possible.

Duty Station: the duty station for this assignment is home-based with one time travel to Cambodia for the period of maximum 10 working days, in November 2023. The Consultant is expected to virtually and/or physically collect data and conduct interviews with key informants as relevant during his/her presence in Cambodia. S/he expects to stay in Phnom Penh for 5 working days and travel to the four provinces (Kampong Cham, Kampot, Ratanakiri and Siem Reap) for 5 working days. Once the consultants are on board, the field mission plan will be discussed and agreed upon between UNDP and the consultant. The daily stipend and transportation of the consultants during his/her time in Phnom Penh will be organized by the consultant and should be factored into the proposed budget. for travels to the provinces, transportation will be arranged by UNDP.

Duration of the Assignment: This final evaluation shall be carried out between 01 November 2023 to 31 January 2024. The consultants are expected to produce deliverables based on the timeframe set in section 6 of this terms of reference (expected outputs and deliverables).

24. Timeframe and Evaluation Process

ACTIVITY	ESTIMATED # OF		DATE OF	PLACE	RESPONSIB	
	DAYS		COMPLETION		LE PARTY	
Phase One: Desk review and inception report						
Kick of			01 Nov 2023	Remote/	Evaluation	
meeting with				zoom	Manager	
UNDP						
(organized by						
Evaluation						
Manager)						

ACTIVITY	ESTIMATED # OF		DATE OF	PLACE	RESPONSIB
	DAYS		COMPLETION		LE PARTY
Meeting briefing with UNDP (project manager, programme analyst, and project staff as needed)	-		01 Nov 2023	Remote/ zoom	Evaluation Manager, and Project team
Sharing of the relevant documentation with the consultants	-		01 Nov 2023	Email	Project Technical Coordinator - UNDP
Briefing meeting with UNDP management team			02 Nov 2023	Remote/ zoom	Evaluation Manager
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	3 days		01 - 03 Nov 2023	Home- based	Consultants
Submission of the inception report (15 pages maximum)	-		06 Nov 2023	Email	Consultants
Comments and approval of inception report	-		08 Nov 2023	UNDP	Evaluation manager - UNDP
Phase Two: Data-collection					
Consultations and meetings, in-depth interviews, and focus groups	10 days		13 - 24 Nov 2023	Meeting and traveling	UNDP to organize with local project partners, project staff,

ACTIVITY	ESTIMATED # OF		DATE OF	PLACE	RESPONSIB
ACIIVIII	DAYS		COMPLETION	ILACE	LE PARTY
including					service
online or in					providers,
person surveys					beneficiaries.
for feedback					
Debriefing to	-		24 Nov 2023	UNDP	Consultants
UNDP and key				office	
stakeholders					
(two debriefing					
sessions are					
expected)					
Phase Three: D	rafting and Finalization of t	he Evalu	ation report writii	1g	
Preparation of	12 days		27 Nov - 08 Dec	Home-	Consultants
draft	,		2023	based	
evaluation					
report (35					
pages					
maximum					
excluding					
annexes)					
Draft report	-		11 Dec 2023	Home-	Consultants
submission				based	
Final			14 December	Home-	Evaluation
Debriefing				based	team and
after receiving					consultants
comments					
from UNDP					
(TBC)					
Consolidated	-		19 Dec 2023	UNDP	Evaluation
UNDP and					manager and
stakeholder					evaluation
comments to					reference
the draft report					group
Finalization of	5 days	<u> </u>	19 Dec 2023 – 8	Home-	Consultants
the evaluation			Jan 2024	based	
report					
incorporating					
additions and					
comments					
provided by					
project staff					
and UNDP					
country office					

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIB LE PARTY
and Power				
Point				
Presentation of				
key evaluation				
finding, and				
Audit Trail				
report				
Submission of	-	19 Jan 2024	Home-	Consultants
the final			based	
evaluation				
report, Audit				
Trail Report,				
and power				
point				
presentation to				
UNDP country				
office (30				
pages				
maximum				
excluding				
annexes)				
Estimated	30 days			
total days				

25. Minimum Qualifications of the Individual Contractor

Education	Minimum of a master degree or equivalent in governance, social science, international affairs, economics, public policy, development studies, or related field relevant to the position.			
Experiences	 At least 5 years' experience designing, implementing, and evaluating development projects with UNDP, UN, or other international organizations. Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis, and evaluation report writing (at least two sample of evaluation reports to be submitted). Experiences in governance, CSOs engagement and social development, especially experience working in and knowledge of Cambodia or/and the Southeast Asia region is preferred. 			
Competencies	 Excellent analytical, evaluation and writing skills, including the capacity to produce high quality and constructive reports assessed by 2 sample reports. Good facilitation and presentation skills. Be client-oriented and open to feedback. Excellent interpersonal, coordination, and planning skills. Sense of diplomacy and tact; and 			

	 Ability to carry out related activities and meetings using virtual tools or remote working arrangements; and Computer literate (MS Office package).
Language Requirements	Excellent written and spoken English required

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

Please find below for transparency and information purposes the general criteria, which will be used in evaluating the acceptability and level of technical compliance of the candidates, as well as their corresponding weight.

Technical Evaluation Criteria:	Obtainable Score
Minimum of a master degree or equivalent in global governance, social	Long-listing criteria (no
science, international affairs, economics, public policy, development	score provided)
studies, or related field relevant to the position.	
At least 7 years' experience designing, implementing, and evaluating	35
development projects with UNDP, UN, or other international organizations;	
Technical knowledge and experience in applying qualitative and	30
quantitative evaluation methods, data collection, analysis, and evaluation	
report writing (2 samples of evaluation reports to be submitted),	
Experiences in governance, CSOs engagement and social development,	20
especially experience working in and knowledge of Cambodia or/and the	
Southeast Asia region is preferred;	
Excellent analytical, evaluation and writing skills, including the capacity to	15
produce high quality and constructive reports assessed by 2 sample reports	
(2 previous evaluation reports to be submitted for assessment);	
Total Obtainable Score:	100

27. Payment and milestones

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

Deliverables	Date of Payment	Payment Percentage
• Upon satisfactory completion of output #1	07 Nov 2023	10%
• Upon satisfactory completion of output #2	30 Nov 2023	40%
• Upon satisfactory completion of output #3 & 4	15 Jan 2024	50%
TOTAL	100%	

28. Annexes to the ToR:

- Project Document
- Current CPD and UNDAF (2019 2023)

Annex VII UNEG Ethical Pledge in Evaluation

ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG **Ethical Guidelines for Evaluation** and following the values of the United Nations. Specifically, I will be:

- · Honest and truthful in my communication and actions.
- Professional, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- Independent, impartial and incorruptible.



ACCOUN TABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- Transparent regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- Responsive as questions or events arise, adapting plans as required and referring to appropriate channels where corruption. fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- Responsible for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics Specifically, I will ensure:

- · Access to the evaluation process and products by all relevant stakeholders - whether powerless or powerful - with due attention to factors that could impede access such as sex, gender. race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- Meaningful participation and equitable treatment of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- Fair representation of different voices and perspectives in evaluation products (reports, webinars, etc.).

BEN EFI CEN CE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- Explicit and ongoing consideration of risks and benefits from evaluation processes
- Maximum benefits at systemic (including environmental), organizational and programmatic levels.
- No harm. I will not proceed where harm cannot be mitigated.
- Evaluation makes an overall positive contribution to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

oanna Brooks

1st November 2023

(Signature and Date)

ETHICAL GUIDELINES FOR EVALUATION



PLEDGE OF ETHICAL CONDUCT IN EVALUATION

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- Professional, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- Independent, impartial and incorruptible.

ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- Transparent regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- Responsive as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- Responsible for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

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- Meaningful participation and equitable treatment of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- Fair representation of different voices and perspectives in evaluation products (reports, webinars, etc.).

BENEFICENCE
I will strive to do good for people
and planet while minimizing harm

arising from evaluation as an intervention. Specifically, I will ensure:

• Explicit and ongoing consideration of risks and benefits

- from evaluation processes.

 Maximum benefits at systemic
- (including environmental), organizational and programmatic levels.
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- Evaluation makes an overall positive contribution to human and natural systems and the mission of the United Nations.

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Chey Tech

01 November 2023

(Signature and Date)