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Dear Ms. Baranes,

**Subject: Request for recruitment:
International Consultant for the DDLG final evaluation.**

As per our AWPB, I would like to request UNDP Cambodia to recruit an International Consultant to conduct the external final evaluation of DDLG. As you know this consultancy is a requirement from the EU and I would also like to stress the Delegation's request to give, when possible, priority to consultants that are not based in Cambodia.

The incurred costs related to this consultancy should be charge to the following COA:

Project :00049185
Fund :42415
Donor :00280
Budget Line :75700
Activity :4.3

Please find attached the Term of Reference (TOR). Should you need further information or documentation to support this request, please contact our DDLG Project colleagues.

Sincerely yours,

Leng Vy
Director General
General Department of Local
Administration, Ministry of Interior
National Project Director, DDLG Project

Ms. Sophie Baranes
Deputy Country Director-Programme
UNDP Cambodia

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

1) Position Information

Post Title:	DDLG Final Evaluation (International Consultant)
Practice Area:	Governance
Post Level:	International Consultant
Duration of the Assignment:	34 working days (between 1 st October to 30 November 2011)
Duty Station:	Phnom Penh, Cambodia
Expected Places of Travel	3 Provinces
Cluster/Project:	Strengthening Democratic and Decentralized Local Governance in Cambodia (DDLG)
Supervisor:	DDLG National Project Director

2) General Context

DDLG (Democratic and Decentralized Local Governance in Cambodia) is a joint European Union & UNDP project *"contributing to poverty reduction in Cambodia by strengthening democratic and decentralized local governance institutions, systems, and processes"*. Designed in 2004, DDLG is linked to the (2006-2010) UNDAF Outcome 1: *"Increased participation of civil society and citizens in decision making for the development, implementation and monitoring of public policies"* and directly contributes to achieving the UNDP CPAP (2006-2010) outcome *"Improving the delivery of social services and increasing participation of the poor in decision-making"*.

DDLG activities are implemented by the Ministry of Interior (MoI) and the National League of Communes and Sangkats¹ (NLC/S). Both MoI and the NLC/S benefits from the support of a UNDP project team composed an International Coordinator and national and international advisors. With a total budget of Euro 1.9 Million, the project was launched in 2006 and will end in December 2011. In 2008, a mid-term review (MTR) confirmed the relevance of the project and proposed an adjustment of the LFA taking into account Cambodia's latest development in D&D and the promulgation of an Organic law (2008) that established two new tiers of sub-national administrations.

As stated in the project document, strengthening local democratization processes and development is to be achieved through co-operation between Commune and Sangkat Councils (local government)² and other stakeholders for more effective and responsive policies, greater local ownership, participation, civic engagement, and implementation of pro-poor inter-commune projects.

DDLG's LFA states that its goal (expected Outcome) is to contribute to having: *"Strengthened decentralized process that promote voices, accountability and partnership"*. The project uses Commune and Sangkat Councils as the entry-point and has four distinct components (with the following expected Outputs):

1. Commune/Sangkat councils use appropriate processes to share experience, raise interests and advocate for them;

¹ The Local Government Association of Cambodia

² Commune Councils exist in the countryside; Sangkat Councils cover the urban areas

2. NLC/S and PAC/S have basic capacities in communication, advocacy and provision of common LGA services for communes;
3. Communes/Sangkats have appropriate systems and capacities to plan and manage inter-commune projects that respond to local needs, especially poor members;
4. DDLG influences the D&D policy development, and DDLG key priorities are mainstreamed in the NP SNDD. (Note: This forth component was added following the MTR and at the request of Government to support the NCDD/S).

As of June 2011, DDLG considers it has played a significant role in supporting national and sub-national authorities achieved the following results:

1. Creation of dialogue and knowledge management mechanisms (eg: forums and Best Practice Award) to share experiences, discuss issues and advocate for local governance at national and sub-national levels;
2. Creation and capacity development of Cambodia's first Local Government Association (NLC/S);
3. Strengthening of systems and capacities to implementation Inter-Commune Cooperation (ICC) projects that contributes to the strengthening of good governance practices, downward accountability and respond to local citizens needs;
4. Adoption of a 10 year National Programme for Sub-National Democratic Development (NPSNDD) and implementation of the first 3 year implementation plan (IP3).

3) Objective and Scope of Work

The overall objective of the evaluation is to assess the extent to which DDLG has contributed to the DDLG expected Outcome: "Strengthening decentralized process that promote voices, accountability and partnership".

Specifically, the evaluation intends to achieve the following specific objectives:

- 3.1. To assess the extent to which the project goal (*outcome*) and objectives (*outputs*) have been met;
- 3.2. To determine the relevance and effectiveness of each component, in particular considering the systems and capacities that were developed and the effective use of project resources;
- 3.3. To evaluate the impact and sustainability of the programme and its components;
- 3.4. To determine best practice of and lessons learned in the project implementation (incl. Project institutional arrangements);
- 3.5. To determine the factors that have influenced performance and success of the programme as well as factors that have constrained the programme from achieving its intended outcome;
- 3.6. To provide specific, actionable recommendations for the design of any future project on local governance in Cambodia and particularly for further support to LGAs.

The evaluation should cover the period ranging from the beginning of the project (2006) to its end (2011) and include activities and results achieved at central and sub-national level (in selected Provinces and Commune/Sangkats).

The evaluation will be the result of an analysis of project documents, literature reviews, quantitative and qualitative data assessments including FGDs and individual interviews. A list of key stakeholders, implementers and partners is proposed under Section 5. An independent mid-term review was conducted late 2008 and each year an EU Result Orientated Mission (ROM) and a UNDP external financial management audit are made. The final evaluation shall incorporate findings from these reviews in order to draw comprehensive conclusions and recommendations.

It is expected that the consultant will work 34 days (with possibly 2 days for preparation and 4 days for the revision of the draft report from his/her place of recruitment). The evaluation should start no later than 1st October 2011. The initial findings and the draft report should be presented by mid-November 2011. The final evaluation report (revised with comments from stakeholders) must be submitted to the DDLG Project Director and UNDP Country Office before November 30th 2011.

Evaluation team

The international consultant will be assisted by a national junior consultant (or a project staff) for administrative, translation and minor evaluation tasks. The international consultant will lead the evaluation and will manage the national consultant/assistant. S/he will hold interviews with key stakeholders, hold focus group discussions, present the draft report at a stakeholder workshop, and finalize the evaluation report. The incumbent will design and develop the methodology, questionnaires and question guides as appropriate. Details of the roles and responsibilities of the international consultant may be adjusted depending on the specific requirement. If so this will be agreed between the consultant and the Project Director under the approval of UNDP.

4) Final Products or Deliverables/Outputs

	Week (estimated # working days)	Expected deliverables (all documents in English in hard and soft copies)	Location	Expected Completion dates
NA	1 (2)	Preparation (Desk review. Not considered as deliverable)	From place of recruitment of consultant	
4.1	1 (4)	Short Inception report (incl. methodology and work-plan) + Draft outline of final Comprehensive evaluation report. (These 2 docs must be agreed by Project Director, DDLG and UNDP)	Phnom Penh	By end of week 1
4.2	2 to 4 (16)	Evaluation work conducted at central and sub-national levels	Phnom Penh & Provinces	By end of week 4 (approx 10 days in Phnom Penh + 6 days to visit 3 provinces)
4.3	5 to 6 (9)	Analysis and Formal presentation of key findings and overall assessment to project implementers and stakeholders.	Phnom Penh	By end of week 5
4.4		Draft Comprehensive evaluation report covering requirements stated in Section 3 (approx. 40-50 pages excluding annexes)	Phnom Penh ³	By end of week 6
4.5	(3)	Revised Comprehensive evaluation report (as above) including an Executive summary (max 3 pages). Annexes shall include full set of documents (questionnaires, materials, presentation tools, etc).	From place of recruitment of consultant	By end Nov 2011
Total estimated working days: 34				

5) Institutional Arrangement

DDLG will work closely with the consultants to facilitate the process including:

- Providing relevant documents related to the project activities for the literature review;
- Identifying stakeholders and sources of information;
- Assisting in organizing meetings with stakeholders;
- Assisting in arranging field visits (transport and formal invitations when required);
- Identifying key issues that may emerge during the consultancy period and assisting to resolve these wherever possible.
- The consultant shall work independently and with his/her personal equipment (IT and Communication). If required, office arrangements can be arranged in the project. Interpretation and translation will only be facilitated through the support of the national consultant/assistant. Only transportation to project sites (out of Phnom Penh) will be provided under UNDP rules.

³ : Alternatively the report could be prepared from the Consultant's place of recruitment provided that it's submitted to Mol/UNDP within the same timeframe.

Non-exhaustive list of stakeholders and institutions which should be considered:

Key stakeholders in Phnom Penh:

- Ministry of Interior – Department of Local Administration
- National League of Communes and Sangkats (NLC/S)
- National Committee for Democratic Development Secretariat (NCDD/S)
- UNDP and the EU Delegation
- DDLG project team

Institutions in Phnom Penh:

- Senate (Department of regions and collective territories), Ministries and institutions (MoP, MEF, MoWA, National Treasury, etc)
- Development partners, Research institutes and NGOs

Key stakeholders outside of Phnom Penh (to be selected among the 12 provinces that have implemented ICC and PAC/S activities):

- Provincial and District Governors and staff (incl. Planning, Technical support, Management and Contracting)
- Staffs of decentralized central administrations
- Provincial Associations of Communes and Sankats (PAC/S)
- Local Councils, Commune Councilors
- Local residents, CBOs and NGOs

6) Monitoring and Progress Controls

The Consultant will work under the supervision of the National Project Director and the International Coordinator (key deliverables are stated above). The evaluation work should start no later than 1st October 2011. Initial findings and a draft report should be presented by mid-November 2011. The final evaluation report must be submitted to the DDLG Project Director and UNDP Country Office before November 30th 2011.

7) Payment Milestones

UNDP will contract the consultant according to the Organization's IC rules and regulations. Payment will be made as a lump sum after formal approval of expected deliverables (in 3 installments: 30% after completion of output 4.1; 30% after completion of output 4.4 and 40% after completion of output 4.5) and shall cover all expenditures (incl. consultancy fees, international travel, cost of living, etc). DSA are not applicable.

8) Minimum Qualifications Requirement

Education:	- Master degree in Public administration, Social sciences or related field
Experience:	<ul style="list-style-type: none"> - At least 10 years of experience of local governance, decentralization and capacity-building preferably in low/medium income countries, with strong expertise in conducting project/programme evaluations at outcome and output levels - Experience in developing evaluation methodologies and conducting interviews and focus group discussions - Experience working with local, provincial and national government counterparts in low/medium income countries - General knowledge/experiences of local government associations
Competencies:	<ul style="list-style-type: none"> - Strong background in programme management - Strong analytical skills - Strong communication and presentation skills - Experience in drafting evaluation reports
Language Requirements:	- Strong spoken and written English skills. Khmer language skills would be an asset, but are not a requirement
Application procedure:	<p>Applicants are invited to submit their application (<u>with the following 4 documents</u>):</p> <ul style="list-style-type: none"> - Detailed CVs, - Short statement outlining their experience undertaking similar work, - Concept note (2-3 pages) detailing the proposed methodology <u>and</u> work-plan, - Total budget in USD including details on consultancy fees and air tickets (if applicable). <p>Selection will be made based on a desk review and a cost analysis. If felt necessary the selection panel will request to interview short-listed candidates.</p>

9) Criteria for Evaluation of Technical Compliance

Evaluation Criteria	Obtainable Score
Relevant experience in D&D, Governance and Capacity development	20
Relevant experience conducting similar level of assessments	20
Quality of concept note (e.g: understanding, methodology)	20
Programme management experience	20
Knowledge of local government associations	20
Note: EUD requires that priority be given to candidates outside of Cambodia.	
Total Obtainable Score	100

This TOR is approved by:

Signature

Name and Designation

Date of Signing

