

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

1) Position Information

Post Title:	<i>International Consultant to conduct Mid-term Review (MTR) of Clearing for Results (CFR) II project</i>
Practice Area:	<i>Poverty Reduction</i>
Duration of the Assignment:	<i>35 working days 21 January 2013 to 15 April 2013 (2 weeks of Inception Phase, 3 weeks of Field Phase, and 2 weeks of Final Phase)</i>
Duty Station:	<i>Inception phase (2 weeks) home-based; Field phase (3 weeks) in Phnom Penh, Cambodia with travels to provinces; and Final phase (2 weeks) home-based</i>
Expected Places of Travel	<i>Expected travel to selected provinces of Battambang, Banteay Meanchey and Pailin (transportation to be provided by project)</i>
Cluster/Project:	<i>Poverty Reduction / Clearing for Results (CFR) II project</i>
Supervisor:	<i>Keita Sugimoto, Project Advisor</i>

2) General Context

Cambodia remains one of the countries in the world most affected by landmines and Unexploded Ordnance (UXO). The 2010-2019 National Mine Action Strategy (NMAS) aims to significantly address Cambodia's remaining mine and Explosive Remnants of War (ERW) problem through the achievement of the following four goals:

1. Reduce Mine/ERW casualties and other negative impacts;
2. Contribute to economic growth and poverty reduction;
3. Ensure sustainable national capacities to adequately address the residual mine/ERW contamination; and
4. Promote stability and regional and international disarmament.

As part of its request for a ten year extension of its Article 5 mine clearance deadline under the Anti-Personnel Mine Ban Treaty (APMBT), the Royal Government of Cambodia (RGC) has estimated that some 648.8 square kilometers would require clearance for the next ten years and some 1,097.8 square kilometers need to be released through baseline surveys and technical surveys.

The RGC has requested continued donor assistance for this purpose; including support for the implementation of UNDP's Clearing for Results (CFR) Phase II project (2011-2015). The project falls under UNDP's 2011-2015 Country Programme Action Plan (CPAP) Outcome 1, whereby Clearing for Results II is expected to contribute to the strengthening of national structures and mechanisms to develop a more diversified, sustainable and equitable economy by ensuring that demining resources are effectively allocated promoting the release of land for productive use.

Clearing for Results Phase II (2011-2015) is a multi-donor project implemented by the Cambodian Mine Action and Victim Assistance Authority (CMAA) with technical and financial support from UNDP and other donors. It builds on the successful implementation of the first phase of the project (Clearing for Results, 2006-2010) during which considerable gains were achieved in building CMAA's capacities in the areas of quality assurance, strategic and policy formulation as well as the socio-economic management of mine clearance. The CMAA however recognized that given the task ahead, more support is required to ensure that land is being cleared from the landmine threat in an effective and cost-efficient manner. To that extent, the CMAA has formulated a capacity development plan to equip the organization and its staff with the skills, tools and processes to deliver on CMAA's mandate and to achieve the goals of the NMAS. In 2011, the CMAA hosted and presided over the 11th Meeting of States Parties of the APMBT, and successfully drew major attention to the scope of the remaining challenge in Cambodia.

The CFR II project is originally articulated around three key deliverables as follow (refer to Project Document, page 14):

- Mine action policy and strategic frameworks ensure most resources are effectively allocated onto national priorities as defined by the local planning processes and maximize the land available for local development.
- The CMAA is equipped with the technical and functional capacities required to manage, coordinate, regulate and monitor the sector within an evolving environment.
- At least 35 sq km of contaminated land mapped through Baseline Survey, cleared and released for productive use through local planning and that promote efficiency and transparency. (Demining contracts are to be allocated by the CMAA by using competitive procurement mechanisms).

From 2011 to 2012, the CFR II project also supports a special deliverable 4:

- Cambodia successfully presides over the Anti-Personnel Mine Ban Treaty (APMBT).

See ANNEX 1 Project Profile.

In 2012, six operators accredited by the CMAA contribute to the demining efforts of RGC in the country. These include the Cambodian Mine Action Center (CMAC), the Halo Trust, the Mine Advisory Group (MAG), the Cambodia Self Help Demining (CSHD), the National Center for Peacekeeping Forces and Mine/ERW Clearance (NPMEC) of the Royal Cambodian Armed Forces (RCAF) as well as a commercial operator, BACTEC.

In 2013, a review is planned for both the CFR II project and the 2010-2019 NMAS according to the approved project document and strategy document. Concurrently with this review, in 2013 another review is scheduled to be conducted on the 2011-2013 bidding processes managed by the CMAA under the project for the procurement of mine clearance and baseline survey services.

3) Scope of Work

This review will pursue **two objectives** in 2013.

Objective 1 is to provide the relevant stakeholders i.e. the CMAA, UNDP and members of the Project Board with an independent mid-term review on the implementation of the CFR II project. In particular, the review aims to:

- 1) Identify the extent to which the expected output of the project was delivered by the Implementing Partner during the period under review;
- 2) Identify the comparative cost-effectiveness of the mine clearance services supported under the project in comparison with alternative mine action / clearance programmes with the same intended results in Cambodia and other countries;
- 3) Determine the extent to which the delivery of the project output has thus far contributed to the achievement of the project outcome and poverty reduction and economic growth;
- 4) Identify limitations and restrictions to the implementation of the project, which affected its performance and measures taken by the Implementing Partner to overcome those difficulties;
- 5) Identify the extent to which gender and disability perspectives were integrated into the project by the Implementing Partner in view of the *United Nations Gender Guidelines for Mine Action Programmes*;
- 6) Identify the extent to which Capacity Development Plan was implemented by the Implementing Partner, especially in the areas of administration, finance and procurement, and recommend future capacity development activities;

- 7) Analyze the actual costs of deliverables in comparison with those initially envisaged in the project document;
- 8) Assess measures taken by the Implementing Partner to ensure visibility of the development partners' contributions to the project;
- 9) Recommend revisions and/or adjustments to the contents of the project document including the key result chain and Monitoring and Evaluation framework, as deemed necessary;
- 10) Recommend corrective measures and measures for the maximization of the delivery of project output that may be implemented by the Implementing Partner for the remaining period of the project; and
- 11) Draw on lessons learnt from the implementation of the project and best practices that may be shared by the Implementing Partner with other programmes in the global mine action community.

Objective 2 is to provide the relevant stakeholders i.e. the CMAA, UNDP, and members of the Technical Working Group on Mine Action (TWG-MA) with a first independent review on the implementation of the 2010-2019 National Mine Action Strategy. In particular, the review aims to:

- 1) Identify the extent to which the milestone targets and results established under the strategic goals were achieved during the period under review;
- 2) Identify the cost-effectiveness of the Cambodian Mine Action Programme in comparison with alternative mine action programmes with the same intended results in other countries;
- 3) Identify limitations and restrictions to the implementation of the 2010-2019 NMAS, which affected its performance and measures taken by the relevant partners to overcome those difficulties;
- 4) Identify the extent to which gender perspective was integrated into the implementation of the 2010-2019 NMAS by the relevant partners in view of *the United Nations Gender Guidelines for Mine Action Programmes*;
- 5) Recommend adjustments and/or revisions to the contents of the 2010-2019 NMAS and its Monitoring and Evaluation framework, as deemed necessary;
- 6) Recommend corrective measures and measures for the maximization of the achievement of milestone targets and results that may be implemented by the relevant partners for the remaining period of the strategy; and
- 7) Draw on lessons learnt from the implementation of the 2010-2019 NMAS and best practices that may be shared by the CMAA with other programmes in the global mine action community.

This review will be in principle guided by the five Principles for Evaluation of Development Assistance that was adopted by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), namely *the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability*. *The UNEG Norms and Standards for Evaluation and the UNEG Ethical Guidelines* will also provide for necessary principles.

Gender equality perspective will be an important guiding principle for this review. *The United Nations Gender Guidelines for Mine Action Programmes by the UNMAS* will provide detailed perspectives for assessment in this regard. Furthermore, in view of UNDP's capacity development mandate, *capacity development* perspective will also be particularly critical in this assessment.

The integration of the other cross cutting issues (disability, good governance, and human rights) into the activities will also be assessed as relevant.

Review activities will be undertaken through participatory and consultative approach, involving all relevant stakeholders, both *insiders* (managers, contributing development partners and operators) and *outsiders* (beneficiaries and other concerned development partners) and impartiality and independence of the review must be ensured by all the involved throughout the review process.

4) Final Products or Deliverables/Outputs

By 15 March 2013, the consultant is responsible to deliver **two outputs**:

- 1) A high-quality and result-oriented mid-term review report of the CFR II project; and
- 2) A high-quality and result-oriented first independent review report on the implementation of the National Mine Action Strategy 2010-2019.

Before the end of the field phase, the consultant will submit **the 1st draft reports** to the UNDP CFR team in Cambodia.

A high-quality and result-oriented mid-term review report of the CFR II project and a high-quality and result-oriented first independent review report on the implementation of the National Mine Action Strategy 2010-2019 will be prepared according to the format and content described below:

- 1) Cover page, containing project identification, entity evaluated, date and author;
- 2) Content;
- 3) Executive Summary – not more than 2 or 3 pages, wherein are presented the major points of analysis, major finding (relevance, impact, effectiveness, efficiency, sustainability, gender equality, capacity development, etc), major recommendations, lessons learnt and best practices, and the principal conclusion;
- 4) Introduction – shall explain the purpose, expected uses of evaluation results, and the structure contents of the report, etc;
- 5) Intervention: - shall include evaluation objectives, scope, coverage, criteria and methodology, and limitation;
- 6) Answered questions / findings;
- 7) Overall assessment – based on the evaluation criteria;
- 8) Conclusions and recommendations, including action item with responsible entity;
- 9) Lessons learnt and best practices; and
- 10) Annexes.

There should be a minimum of the following annexes:

- Evaluation consultant;
- Terms of Reference of the review;
- Glossary and Abbreviations;
- List of persons/organizations consulted;
- List of literature/documentation consulted;
- Evaluation work plan executed;
- Problems and adjustments table; and
- Findings synthesis table with performance rating.

Main text excluding annexes should be maximum **40 pages**.

5) Institutional Arrangement

This review will be administered by the UNDP CFR II team in Cambodia with assistance of a Reference Group consisting of the CMAA, CIDA, AusAid, UNDP Country office and interested TWG-MA members under the coordination by the Evaluation Manager of the UNDP CFR II team.

The Reference Group member's main functions are:

- To ensure that the consultant has access to and has consulted all relevant information sources and documents related to the CFR II project and the 2010-2019 NMAS;
- To validate the evaluation questions developed by the consultant;
- To discuss and comment on notes and reports delivered by the consultant. As necessary, comments by individual group members may be compiled into a single document by the Evaluation Manager and subsequently transmitted to the consultant; and
- To assist in feedback of the findings, conclusions, lessons and recommendations from the review.

The consultant will bring his/her own personal computer to conduct this assessment and will also make his/her own travel arrangement by him/herself i.e. air tickets, accommodation etc.

As necessary, a driver along with a vehicle may be provided by the CFR project to support the consultant during the field phase.

6) Monitoring and Progress Controls

The exact review process will be adjusted by the consultant upon arrival in Cambodia in consultation with the Reference Group. As a minimum the review process will include three phases as follows:

1) Inception phase

This phase includes review of relevant literature / documents and definition and development of appropriate review methodology and tools. The consultant will develop questionnaires with evaluation questions to be used as well as an interview formats that will be used in the course of the review. See ANNEX 2 Documents recommended for literature review.

By the end of the Inception Phase, the consultant will submit desk reports to the UNDP CFR II team in Cambodia and the reports will be shared with the Reference Group.

As a minimum the desk reports will:

- Describe the first finding of the study, the foreseen decree of difficulties in collecting data, other encountered and/or foreseen difficulties in addition to their work plans for the Field Phase.
- Present an indicative methodology to the overall assessment on the implementation of the CFR II project and the 2010-2019 NMAS.
- Present each evaluation question stating the information already gathered and their limitations and provide a first partial answer to the question, identify the issues still to be covered and the assumptions still to be tested, and describe a full method to answer the question.
- Identify and present the list of tools (questionnaires, interview formats etc) to be applied in the Field Phase.
- List all preparatory steps already taken for the Field Phase.

2) Field phase

This phase contains a briefing at the CMAA in Cambodia including meeting with the Evaluation Manager, and an introductory meeting with Reference Group members, to reconfirm evaluation objectives and issues and to validate evaluation questions and work plans prepared by the consultant.

The introductory meeting will be followed by data collection through surveys, consultations and interviews with the CMAA, UNDP, operators, development partners, beneficiaries and other relevant stakeholders. See ANNEX 3 Provisional list of interviewees.

The consultant will conduct data collection in Phnom Penh and the selected most mine affected provinces i.e. Battambang, Banteay Meanchey and Pailin where CFR II project supports the demining and baseline survey activities.

At the end of field phase, the consultant will debrief on the findings and recommendations to the Reference Group members and receive initial comments / feedback from the Group members. Prior to the debriefing, **the 1st draft reports** will also be submitted by the consultant to the UNDP CFR II team in Cambodia.

3) Final phase

This phase is for the consultant to process data collected in the field and initial comments received from the Reference Group members during the debriefing at the end of the field phase and submit **the 2nd draft reports** to the UNDP CFR II team in Cambodia.

Upon receipt, the Evaluation Manager of the UNDP CFR II team will circulate the 2nd draft reports for comments to the Reference Group members.

On the basis of comments expressed by the Reference Group members and collected by the Evaluation Manager, the consultant will amend and revise the 2nd draft reports to prepare **the final draft reports**.

By UNDP evaluation principle, the decentralized evaluating report requires to be assessed of its quality by the Evaluation Office (EO), HQs.

Comments requesting methodological quality improvements should be taken into account, except where there is a demonstrated impossibility, in which case full justification should be provided by the consultant. Comments on the substance of the reports may be either accepted or rejected. In the latter instance, the consultant is to explain the reasons in writing.

The proposed timeframe listed below will be adjusted through consultation between the consultant and the Reference Group.

Timing	Activities
INCEPTION PHASE:	2 weeks (Mon. January 21 to Fri. February 1, 2013)
Mon. Jan. 21, 2013	Receipt of relevant documents and start of literature review, and preparation of evaluation methodology and tools.
Fri. Feb. 1, 2013	Submission of desk reports to the UNDP CFR team and the reports to be shared with Reference Group members.
FIELD PHASE:	3 weeks (Mon. February 11 to Fri. March 1, 2013)
Mon. Feb. 11, 2013	Briefing at the CMAA, followed by an introductory Reference Group meeting, confirmation of evaluation objectives, issues and questions, adjustment of work plan, data collection and analysis, and preparation of the 1st draft reports .
Wed. Feb. 27, 2013 at 12:00 pm	Submission of the 1st draft reports to the UNDP CFR team and the reports to be shared with Reference Group members.
Fri. March 1, 2013	Debriefing to Reference Group in Cambodia, and receipt of initial comments from the Reference Group.
FINAL PHASE:	2 weeks (Mon. March 4 to Fri. March 15, 2013)

Wed. March 6, 2013	Submission of the 2nd drafts to the UNDP CFR team.
Tue. March 12, 2013	Receipt of final comments from Reference Group through the UNDP CFR team.
Fri. March 15, 2013	Submission of the final draft reports for approval by the UNDP CFR team.

7) Minimum Qualifications Requirement

Education:	At least advanced university degree i.e. Masters Degree in the field of social science and other relevant fields of study. This requirement can be waived in lieu of the required degree with a first degree combined with the relevant work experience.
Experience:	<ul style="list-style-type: none"> • At least 10 years of programme/project management and policy formulation experience in mine action and/or related field. • Prior projects/programmes/policies evaluation experience is a must. In particular the expert must be fully conversant with Project Cycle Management (PCM) based evaluation work. • Expertise in result-based management, gender equality, and capacity building are also important. • Prior experience with evaluation of projects commissioned by the UNDP and knowledge of Cambodia, in which this evaluation is to be carried out, would be an asset.
Competencies:	<ul style="list-style-type: none"> ▪ Good facilitation and presentation skill. ▪ Demonstrated ability to communicate effectively with various partners including the government, civil society, private sector, UN and other development donors and high quality liaison and representation at local and national levels. ▪ Excellent organizational and time management skills. ▪ Strong interpersonal skills, ability to work with people from different backgrounds to deliver quality products within short timeframe. ▪ Be flexible and responsive to changes and demands. ▪ Be client oriented and open to feedback.
Language Requirements:	Full proficiency in English, and excellent report writing skills.

ANNEX 1 Project Profile

Project ID: 00076990

Title of the project: Clearing for Results II (2011-2015)

Type of the project: Multi-Donor project

UNDP 2011-15 CPAP outcome: National and subnational capacities strengthened to develop a more diversified, sustainable and equitable economy (Outcome 1).

UNDP 2011-15 CPAP output: National structures and mechanisms ensure demining resources are effectively allocated promoting the release of land for productive use by the poor.

Project deliverables:

1. Mine action policy and strategic frameworks ensure most resources are effectively allocated onto national priorities as defined by the local planning processes and maximize the land available for local development.
2. The CMAA is equipped with the technical and functional capacities required to manage, coordinate, regulate and monitor the sector within an evolving environment.
3. At least 35 sq km of contaminated land mapped through Baseline Survey, cleared and released for productive use through local planning and that promote efficiency and transparency.
4. Cambodia successfully presides over the Anti-Personnel Mine Ban Treaty (APMBT) from 2011 to 2012.

UNDP implementation arrangement: National Implementation (NIM)

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

Other partners: United Nations Development Programme (UNDP)

Original starting date of the project: January 1, 2011

Effective starting date of the project: January 1, 2011

Original ending date of the project: December 31, 2015

Total resource required (deliverable 1-3) US\$ 24,152,640

Total allocated resources (deliverable 1-3):

Canada:	US\$ 10,000,000
AusAid:	US\$ 6,212,425
TTF / DFID:	US\$ 432,591
Austria:	US\$ 387,597
UNDP:	US\$ 1,000,000

Total unfunded: US\$ 6,120,027 (as of June 1, 2012)

Total resource required (deliverable 4) US\$ 504,417

Total allocated resources (deliverable 4): US\$ 504,417

Canada/DFITA:	US\$ 102,987
Norway	US\$ 219,700
France:	US\$ 42,796
Ireland:	US\$ 70,721
Belgium:	US\$ 68,213

Total unfunded: US\$ 0 (as of June 1, 2012)

ANNEX 2 Documents recommended for literature review

On CFR II 2011-2015 project:

1. Project Document for the Clearing for Results II 2011-2015 by UNDP.
2. CFR II M & E framework by UNDP.
3. CFR II Annual Work Plan 2011.
4. CFR II Annual Work Plan 2012.
5. Quarterly project narrative reports of the Clearing for Results II (2011-2015) by CMAA.
6. Annual Project Report 2011 of the Clearing for Results II (2011-2015) by CMAA.
7. Annual Project Report 2012 of the Clearing for Results II (2011-2015) by CMAA.
8. Annual project report 2010 of the Clearing for Results I (2006-2010) by UNDP.
9. Final project report of the Clearing for Results I (2006-2010) by UNDP.
10. Evaluation report of the Clearing for Results I (2006-2010).
11. Country Programme Action Plan (CPAP 2011-2015)
12. CPAP 2011-2015 M&E Framework
13. UNDP Annual Report 2011
- 14.

On NMAS 2010-2019:

1. The National Mine Action Strategy 2010-2019 by CMAA.
2. Article 5 Extension Request submitted by the Royal Government of Cambodia under the Anti-Personnel Mine Ban Treaty.
3. NMAS 2010-2019 M & E framework by CMAA.
4. Mine Action in Cambodia (January 2010 – June 2011) by CMAA.
- 5.

Additional documents:

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

ANNEX 3 Provisional list of interviewees

1. CMAA

- 1) Secretary General / National Project Director for CFR II
- 2) Deputy Secretary General for Regulation & Monitoring / Project Manager for CFR II
- 3) Deputy Secretary General attached to the CMAA Vice President
- 4) Deputy Secretary General for Public Relations and Victim Assistance / Chair of the Technical Working Group (TWG) on Mine Action
- 5) Director of General Administration Department
- 6) Director of Regulation & Monitoring Department
- 7) Quality Management Manager of Regulation & Monitoring Department
- 8) Director of Socio-Economic Planning Department
- 9) Deputy Director of Socio-Economic Planning Department for IMSMA
- 10) Gender Focal Point
- 11) Finance and Procurement Advisor
- 12) Mine Action Planning Units (MAPU) officers

2. UNDP

- Deputy Country Director / Programme
- Assistant Country Director / Poverty reduction unit
- Programme Analyst
- Programme Officer (M&E)
- CFR Project Advisor
- CFR Senior Project Officer
- CFR Project & Communication Specialist

3. Accredited operators

- CMAC
- NPMEC
- Halo Trust
- MAG
- CSHD
- BACTEC

4. Other organizations

- 1) NPA
- 2) Handicap International Belgium
- 3) JMAS
- 4) Apopo
- 5) UNICEF
- 6)

5. Development partners

Partners contributing to the CFR II project:

- 1) CIDA
- 2) AusAid
- 3) Austria (by tel)
- 4) DFID through UNDP TTF CPR

Partners contributing to the sector:

- 1) Germany
 - 2) Japan
 - 3) USA
 - 4) Norway (represented by NPA)
 - 5) UK
 - 6) France
 - 7) Spanish Agency for International Cooperation and Development
 - 8)
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6. Beneficiaries of mine action services in the selected provinces.
 7. Other relevant government ministries / agencies
 - 1) MOSVY
 - 2) Ministry of Education
 - 3)