TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

1) Position Information

<table>
<thead>
<tr>
<th>Post Title:</th>
<th>International Consultant, Project Mid-Term Review (MTR) of NSDP/CMDG Monitoring Support Programme (NMSP)</th>
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<tr>
<td>Practice Area:</td>
<td>Poverty Reduction</td>
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| Duration of the Assignment: | 30 working days over the period from 29 April to 28 June 2013  
                        | (30 days in Cambodia—18 days in Phnom Penh and 12 days in provinces)                                  |
| Duty Station:        | Phnom Penh (Ministry of Planning)                                                                      |
| Expected Places of Travel: | Expected travel to selected provinces (3 days per province including travel) of  
                           | Presh Sihanouk, Battambang, Kampong Cham and Mondulkiri  
                           | (transportation to be provided by project)                                                            |
| Cluster/Project:     | Poverty Reduction, NSDP/CMDG Monitoring Support Programme                                             |
| Supervisor:          | Poverty Reduction Team Leader and NSMP Team, UNDP                                                      |

2) Background and Context

Cambodia’s progress towards the Cambodian Millennium Development Goals (CMDGs) has been substantial but varied. Analysis of Cambodia’s progress towards CMDG1 reveals that Cambodia has achieved impressive growth and significant reduction of poverty over the past decade. Cambodia’s uneven growth dynamics have a strong geographic dimension.

Important capacity gaps at all levels in the government and society are major challenges in achieving the targets. As the National Strategic Development Plan (NSDP) states, the quality, efficiency, scale and reach of public services remain key challenges for attaining CMDGs, whether they relate to social service delivery or local economic development. It is increasingly acknowledged that MDG targets can only be achieved fully if services and inputs are available to, and managed by, local governments and communities and if their capacities to do so are further developed.

The NSDP/CMDG Monitoring Support Programme (NMSP) is a five-year programme (2011-2015) designed to support the implementation of the Ministry of Planning Strategic Plan (MPSP) to address the key challenges in achieving NSDP/CMDG targets. It directly supports the development, implementation and monitoring of the NSDP at both national and sub-national levels. The goal of the NMSP is to support monitoring and policy dialogue on NSDP implementation to accelerate achievement of CMDG through three key objectives:

1. Strengthened monitoring and analysis of the NSDP by MoP and Line Ministries (LM) leading to evidence based policy decisions to accelerate progress in lagging NSDP/CMDG areas
2. Harmonized and integrated national and sub-national planning focusing on NSDP/CMDG targets within selected line ministries
3. Use of sub-national scorecards and other products to assess budget allocation and NSDP/CMDG performance at the sub-national level

The project has two components: I). National component which is dealing with General Directorate of Planning (GDP) of Ministry of Planning (MOP) on capacity development of MoP and LM to produce quality analytical reports, policy dialogues on acceleration of NSDP/CMDG, preparation of the 2014-2018 NSDP, support for the integration of DP support into one multi-donor programme or similar PBA funding instrument and improving linkages between national and sub-national planning processes; and II). Sub-national component which is dealing with “Decentralization and Deconcentration and Seth Koma Working Group” (DDS/KWG) of MOP to develop CDB-derived scorecards and other products and build capacity of MOP provincial and district staffs in the generation and use of products. See ANNEX 1 project profile

The project is nationally executed by Ministry of Planning and the project assurance is provided by the UNDP Country Office.
3) Mid-Term Review Purpose

The purpose of project mid-term review is to provide the project stakeholders i.e. the MOP, UNDP and members of the Project Board a comprehensive and systematic account of the performance of the project by assessing whether the project is on course in line with the project objectives and Country Programme Action Plan (CPAP) 2011-2015 and make recommendation to enhance and improve further project performance as well as suggestion for future improvement (e.g in the area related to the appropriate and relevant project design, process of implementation, effectiveness, efficiency, partnership and sustainability).

The purpose is complemented by:

- Promoting accountability and transparency, assessing and disclosing levels of project achievements whether the project outputs remain relevant, effective and efficient
- Assessing the relevance of project document design, scope, strategy and the Results Resource Framework (RRF) and make recommendation for redesigning the ProDoc. taking into account changes in the operating environment in the areas of NSDP/CMGD Monitoring
- Using the results findings and lessons learnt to improve the project document and framework to reflect on the current project context and situation with strong connection to the Country Proramme Action Plan (CPAP) and related current strategic country focused areas.
- Providing feedback on the issues that are recurrent across the portfolio and need attention for future better project intervention.

4) Scope and Objectives of the Assignment

The review will focus on project design, process of implementation, achievements, relevance, efficiency, effectiveness and sustainable development and identify challenges and lessons learned for future improvement.

The review should be grouped into four components: 1) Project design assessment, 2) Project implementation assessment, 3) Results assessment and 4) Capacity building assessment.

The assignment is to:

- Identify the extent to which the expected outputs of the project were delivered by the Implementing Partner during the period under review;
- Determine the extent to which the delivery of the project outputs has thus far contributed to the achievement of the project and programme outcome;
- 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;
- Identify key factors which are affecting current institutional arrangement of Implementing Partner and draw up the recommendations for improvement;
- Review the project document and identify the areas which are irrelevant to the mission and mandate of Implementing Partner and recommend revisions/adjustments to the contents as deemed necessary;
- Identify the extent to which capacity was implemented by the Implementing Partner, both in the areas of administration and finance and technical expertise as planned in the project document and recommend future improvement;
- 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
- Draw on lessons learnt from the implementation of the project and best practices that may be shared by the Implementing Partner with other programmes.
The review will be 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.

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

5) Evaluation questions

The project has been operated for two years starting from June 2011 to present, therefore the efficiency and effectiveness of the project which are delivered by implementing partner are the key purpose of the review. In this regards, the review will answer the following questions:

- What output and outcome were delivered by the project?
- Did the output and outcome attain the objectives of the project and programme outcome?
- What factors have contributed to achieving or not achieving the intended objectives of the project and programme outcomes?
- Has the UNDP partnership strategy been appropriate and affective?
- What factors had been contributed to effectiveness or ineffectiveness?

6) Methodology

The Project Mid-term Review/Evaluation will be conducted as an in-depth evaluation using participatory approach, whereby project director, managers and staffs of Ministry of Planning, UNDP, concerned stakeholders such as UNICEF and UNFPA, and other relevant agencies including JICA, NCDD, Ministry of Interior and beneficiary ministries-Ministry of Agriculture, Forestry and Fisheries, Ministry of Rural Development and Ministry of Social Affairs, Veteran and Youth Rehabilitation are consulted throughout evaluation. The Review/Evaluation combines different methods such as Literature Review, Stakeholders & Key Informants Interview and Field Study.

7) Final Products or Deliverables/Outputs

The consultant will be accountable for producing following outputs:

- Inception report (Mid Term Review)
- A high-quality results-oriented Mid Term Review Report (including lessons learnt and recommendations for future project improvement). This MTR report will be used as the inputs for the CPAP Mid Term Review.
- A high-quality and result-oriented of NSDP/CMDG ProDoc. (Updated to reflect the current context of the project).

7.1 Inception report - 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 NMSP team and program 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 degree 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 NMSP.
• 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

7.2 A high-quality and result-oriented mid-term review report – this phase contains a briefing at the MOP in Cambodia including meeting with the Project Managers and UNDP project and program team to reconfirm review 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 MOP, UNDP, 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 provinces i.e. Battambang, Kampong Cham, Mondulkiri and Preah Sihanouk where NMSP project supports the demonstration of using CDB-based Scorecards in support of subnational planning.

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. Prior to the debriefing, the 1st draft reports will also be submitted by the consultant to the UNDP Team in Cambodia.

The consultant processes 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 team in Cambodia. The 2nd draft report will be shared with Reference Group members for final review and comments.

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.

A high-quality and result-oriented mid-term review report will be prepared according to the format and content described below:

a) Cover page, containing project identification, entity evaluated, date and author;

b) Content;

c) 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;

d) Introduction – shall explain the purpose, expected uses of evaluation results, and the structure contents of the report, etc;
e) Intervention: shall include evaluation objectives, scope, coverage, criteria and methodology, and limitation;  
f) Answered questions / findings;  
g) Overall assessment – based on the evaluation criteria;  
h) Conclusions and recommendations, including action item with responsible entity;  
i) Lessons learnt and best practices; and  
j) 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.

7.3 A high-quality and result-oriented of NSDP/CMDG ProDoc – the consultant has to review and update the project document of NMSP to reflect current context of the project based on the mandate of Ministry of Planning and strategy of UNDP.

8) Minimum Qualifications Requirement

<table>
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<th>Education:</th>
<th>At least advanced university degree i.e. Master Degree in the field of social science, public policy, development study, and other relevant fields of study.</th>
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| Experience: | • At least 10 years of programme/project management and policy formulation experience 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: | • 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. |
9) Evaluation ethics

All those engaged in designing, conducting and managing evaluation activities should aspire to conduct high quality work guided by professional standards and ethical and moral principles. The integrity of evaluation is especially dependent on the ethical conduct of key actors in the evaluation process. Below is summary of ethical principles in evaluation:

- Evaluation in the United Nations systems should be demonstrably free of bias
- Evaluation must give a comprehensive and balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated, taking due account of the views of a diverse cross-section of stakeholders
- Evaluation shall be credible and based on reliable data and observations. Evaluation reports shall show evidence of consistency and dependability in data, findings, judgements and lessons learned; appropriately reflecting the quality of the methodology, procedures and analysis used to collect and interpret data.
- Conflicts of interest shall be avoided as far as possible so that the credibility of the evaluation process and product shall not be undermined.
- Successful evaluation depends on the honesty and integrity of the entire evaluation process
- Evaluators are accountable for the completion of the evaluation as agreed with the Client
- Evaluators shall respect people’s right to provide information in confidence and make participants aware of the scope and limits of confidentiality. Evaluators must ensure that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals.
- Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable.
- Transparency and consultation with the stakeholders are essential features of evaluation
- Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it, whether or not such conduct relates directly to the evaluation

See detail evaluation ethic in http://www.unevaluation.org/ethicalguidelines

10) Implementation Arrangements

This review will be administered by the UNDP Poverty Reduction Team Leader and NMSP Team in Cambodia with assistance of a Reference Group consisting of MOP, and UNDP Country Office.

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 NMSP project;
- 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 Project 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 NMSP project to support the consultant during the field visit.
11) Time-frame for the mid-term review process

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

<table>
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<tr>
<th>Timing</th>
<th>Activities</th>
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<tr>
<td>2 weeks (April 29 to May 10, 2013)</td>
<td>INCEPTION PHASE:</td>
</tr>
<tr>
<td>Monday April 29, 2013</td>
<td>Receipt of relevant documents and start of literature review, and preparation of evaluation methodology and tools.</td>
</tr>
<tr>
<td>Friday May 10, 2013</td>
<td>Submission of desk reports to the UNDP NMSP team and the reports to be shared with Reference Group members.</td>
</tr>
<tr>
<td>3 weeks (May 20 to June 10, 2013)</td>
<td>FIELD PHASE:</td>
</tr>
<tr>
<td>Monday May 20, 2013</td>
<td>Briefing at the MOP, 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.</td>
</tr>
<tr>
<td>Monday June 3, 2013</td>
<td>Submission of the 1st draft reports to the UNDP NMSP team and the reports to be shared with Reference Group members.</td>
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<tr>
<td>Monday June 10, 2013</td>
<td>Debriefing to Reference Group in Cambodia, and receipt of initial comments from the Reference Group.</td>
</tr>
<tr>
<td>2 weeks (June 14 to June 27, 2013)</td>
<td>FINAL PHASE:</td>
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<tr>
<td>Friday June 14, 2013</td>
<td>- Submission of the 2nd drafts to the UNDP NMSP team</td>
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<td></td>
<td>- Submission of draft revised RRF &amp; ProDoc of NMSP</td>
</tr>
<tr>
<td>Thursday June 20, 2013</td>
<td>Receipt of final comments from Reference Group through the UNDP NMSP team.</td>
</tr>
<tr>
<td>Thursday June 27, 2013</td>
<td>- Submission of the final reports for approval by the UNDP NMSP team and</td>
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<td>- Submission of final revised RRF &amp; ProDoc., of NMSP</td>
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12) Payment Milestones

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<tr>
<th>Milestones</th>
<th>Payment</th>
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<tr>
<td>Upon submission of desk reports by the end of Inception Phase:</td>
<td>20% of the total contract amount</td>
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<tr>
<td>Upon submission of the 1st draft reports prior to the end of Field Phase:</td>
<td>40% of the total contract amount</td>
</tr>
<tr>
<td>Upon approval of the final draft reports at the end of Final Phase:</td>
<td>40% of the total contract amount</td>
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13) Criteria of Evaluation

Consultants shall submit CV/P-11 together with a short note detailing the proposed approach and envisioned work plan.

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<th>Evaluation Criteria</th>
<th>Obtainable Score</th>
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<tr>
<td>Programme/project management experience, especially in the field of policy and strategic plan development.</td>
<td>40 points</td>
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<tr>
<td>Prior projects/programmes/policies evaluation experiences.</td>
<td>30 points</td>
</tr>
<tr>
<td>Expertise in result-based management, gender equality, and capacity building.</td>
<td>20 points</td>
</tr>
<tr>
<td>Prior experience with evaluation of projects commissioned by the UNDP and Knowledge on relevant sector development framework of the Royal Government of Cambodia.</td>
<td>10 points</td>
</tr>
<tr>
<td>Total Score</td>
<td>100 points</td>
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This TOR is approved by:

Signature

Name and Designation  Natharoun Ngo, Team Leader/ACD of Poverty Reduction Cluster

Date of Signing  12 March 2013
ANNEX 1 Project Profile

Project ID: 00078784

Title of the project: NSDP/CMDG Monitoring Support Programme (2011-2015)

Type of the project: UNDP-TRAC Fund

UNDAF Outcome(s): OUTCOME 4.3: “Enhanced capacities for collection, access and utilization of disaggregated information (gender, age, target populations, region) at national and sub-national levels to develop and monitor policies and plans that are responsive to the needs of the people and incorporate priority population, poverty and development linkages.”

CPAP Outcome(s): OUTCOME 5: “Enhanced capacities at national and sub-national levels to develop and monitor policies, plans and budgets that are evidence-based and geared towards the attainment of the MDGs by 2015”

CPAP Output(s): Output 5.1: “Evidence from analytical tools is used to guide policy decisions, planning and resource allocation at the national and sub-national levels to accelerate achievement of CMDG”

Project deliverables: 1. Strengthened monitoring and analysis of the NSDP by MoP and Line Ministries (LM) leading to evidence based policy decisions to accelerate progress in lagging NSDP/CMDG areas
2. Strengthened linkages of national and subnational planning process focusing on NSDP/CMDG targets within selected line ministries
3. Use of sub-national scorecards and other products to assess budget allocation and NSDP/CMDG performance at the sub-national level

UNDP implementation arrangement: National Implementation Modality (NIM)

Implementing partner: Ministry of Planning

Original starting date of the project: June 1, 2011

Effective starting date of the project: June 1, 2011

Original ending date of the project: December 31, 2015

Total resource required: US$ 4 Millions

Total resource available: US$ 1.8 Millions
ANNEX 2 Documents recommended for literature review

On NMSP 2011-2015 project:

1. Project Document for the NMSP 2011-2015 by UNDP.
4. Quarterly project narrative reports of the NMSP (2011-2015) by NMSP.
7. CPAP 2011-2015 M&E Framework by UNDP
8. UNDP Annual Report 2011 by UNDP

Additional documents:

ANNEX 3 Provisional lists of interviewees

1. MOP
   - Senior Minister, Minister of Planning / National Project Director for NMSP
   - Secretary of State of Ministry of Planning / Alternated National Project Director for NMSP
   - Secretary of State of Ministry of Planning / Head of D&D and Seth Koma Working Group / Beneficiary for NMSP
   - Under-secretary of State of Ministry of Planning (ex-Director General of General Directorate of Planning)
   - Director general of General Directorate of Planning / Project Manager for National Component (team A) of NMSP
   - Deputy of General Planning Department / Project Manager for Sub-national Component (team B) of NMSP
   - Financial officer for NMSP

2. UNDP
   - Deputy Country Director / Programme
   - Assistant Country Director / Poverty reduction unit
   - Programme Analyst
   - Programme Officer (M&E)
   - NMSP Project Advisor
   - NMSP Project Coordinator

3. Development Partners and members of TWG PPR and its sub-group
   - UNICEF
   - UNFPA
   - JICA
   - JICA/PILAC II project
   - WB
   - NGOs Forum on Cambodia

4. Other relevant government ministries / beneficiaries
   - MoP Provincial Department
   - MAFF
   - MRD
   - MOSAVY
   - MOI
   - NCD
   - NLC/S
   - Sub-national administration in selected provinces
   - Selected NGOs