

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

• Assignment Information

Post Title	Mid-Term Review Consultant
Practice Area	Democratic Governance
Post Level	International Consultant
Duration of the Assignment	25 working days (5 WDs home-base) beginning from August - September 2013
Duty Station	Phnom Penh & Field Visits to provinces
Cluster/Project	Democratic Governance Cluster/Strengthening Democracy Programme
Supervisor	SDP Project Manager/Governance Team Leader

• Project Description

In order to promote Democratic Governance in Cambodia, UNDP has developed the Strengthening Democracy Programme (SDP) for implementation within the new country programme cycle 2011-2015. The programme was designed to strengthen the formal and informal mechanisms for dialogue, representation and participation of youth, people with disabilities, indigenous people, women, and media in Cambodia's current democratisation process and to ensure that national and sub-national institutions are more accountable and responsive to the needs and rights of all people living in Cambodia. To achieve the delivery of these results, SDP focuses on two key outputs:

Output 1: Increased interaction and accountability of elected bodies to citizens through strengthened democratic processes and practices at national and sub national levels.

Output 2: Strengthened capacity of civil society, media, and political parties, to act as conduits for citizen's participation in democratic processes and decision making.

Since its inception in 2011, SDP has been implementing major initiatives as follows:

- 1- Multi-media youth education campaign initiative (Loy9) in partnership with BBC Media Action to promote youth civic awareness and participation;
- 2- Equity programme in partnership with TVK (Equity Weekly and Equity News);
- 3- Grant schemes to Civil Society Organisations (CSOs) to implement a civic/voter education campaign to promote awareness and participation of people with disabilities and indigenous people in democratic election process. Current grantees are Khmer Youth Association/Cambodian Indigenous Youth Association (KYA/CIYA), Cambodian Disabled People Organisation (CDPO), and Building Community Voice (BCV).

After over two years of the project implementation, UNDP Cambodia wishes to commission a Mid-Term Review (MTR) to assess how effective its programmatic activities and strategy have been in achieving target outputs and, thus, contributing to Democratic Governance and CPAP outcomes and in making recommendations to improve the project performance in response to Cambodia's development needs.

• Objectives and Scope of the MTR

The main purpose of the MTR is to assess whether the project is on course in line with outputs and outcomes of UNDP CPAP 2011-2015 and to make recommendations to improve the project performance as well as suggestions for steering SDP's future strategy, e.g. adjusting project scope and approaches, work plan, partnership, cost-effectiveness and sustainability. MTR is also intended to provide UNDP Cambodia management team, relevant stakeholders and the project board with an independent review on progresses achieved through the implementation of SDP in contribution toward the expected development results especially in light of socio-political changes that Cambodia has undergone in recent years.

Specifically, the objectives of the MTR are to:

1. Assess SDP's progress towards the achievements of the project outputs and contribution to the progress toward the outcome of Democratic Governance and CPAP;
2. Assess factors affecting the achievements SDP's outputs and outcomes;
3. Assess SDP's strategy used in achieving its intended outputs and contribution to the outcome, including partnership.
4. Drawing on the review's findings, lessons learnt, and make recommendations on specific courses of action to improve the project efficiency and effectiveness through undertaking immediate remedial measures and prompt adjustments of the SDP project document and framework to reflect on current project context and situation with strong connection to the country programme action plan (CPAP) and UNDP Corporate Strategic Changes and Focus.

In particular, the MTR is required to answer the following main questions:

- What are key achievements of the project against its expected outputs?
- To what extent the grant schemes, the multi-media youth education campaign and the Equity Programme contributed to achieve the project outputs?
- What are the factors that influence the performance of the project such as partnership, coordination with relevant agencies, and funding resources?
- What are the recommendations for adjustment and for future direction of SDP?

In line with the above objectives, the scope of the MTR will:

- 1) Review progresses and assess the quality of the outputs achieved by SDP as of 2013 and will cover its activities at both national and local levels as appropriate;
- 2) Analyse the extent to which the delivery of the project outputs has so far contributed to the achievement of the outcome of democratic governance as stated in the project document;
- 3) Review and assess whether the project uses a proper strategic approach that contributes to the capacity development of national stakeholders engaged in the project implementation;
- 4) Assess whether the current project design including its intended results and output formulation, the project scope and the project management arrangement allow the

project to move in the right direction to bring about the expected results, and its alignment of the present project context to the CPAP perspective and UNDP Corporate Strategic Changes and Focus;

5) Produce the outputs and deliverables as required in the ToR.

- **Expected Outputs and Deliverables**

The MTR consultant will be responsible to deliver the following outputs:

1/ A high-quality result-oriented mid-term review report, including lessons learnt, and recommendations for coming project improvement. This MTR report will be used as the inputs for the CPAP Mid-Term Review.

2/ A high-quality and result-oriented SDP project document/RRF updated to reflect on the current context of the project.

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
a) An inception report describing the MTR methodology and the work-plan	1 WD	August 2013	SDP Project Manager / DG Cluster Team Leader
b) Briefing, survey review, MTR draft report and debriefing presentation to UNDP	19 WDs	August-September 2013	SDP Project Manager / DG Cluster Team Leader and other key stakeholders
c) Finalization of the MTR report (home-based)	3 WDs	September 2013	SDP Project Manager / DG Cluster Team Leader
d) SDP Prodoc/RRF updates (home-based)	2 WDs	September 2013	SDP Project Manager / DG Cluster Team Leader

The final MTR report, incorporate comments from project team, partners and other key stakeholders, should follow the UNDP evaluation report format.

Methodology

As the MTR's focus is on achievement of outputs and their corresponding contribution to CPAP outcome results, it is envisioned that the MTR methodology will take both a quantitative and qualitative approach, which will encompass key methods including:

- Desk review of relevant documents such as project document, progress reports, research studies relating to Cambodia's context and situation;

- Discussions with UNDP management and programme staff;
- Interviews and group discussions with SDP's partners and stakeholders;
- Field visits to observe SDP's activities on the grounds;
- Consultations and debriefing meetings including presentation of initial findings, lessons learnt and key recommendations to stakeholders.

The consultant will design a review plan and submit an inception report outlining the detailed review work-plan indicating the methods to be used and information sources to be looked at for addressing the reviewing questions.

Logistical assistance will be provided by SDP team, who will also provide the consultant with relevant documents including CPAP 2011-2015, project documents, progress reports and relevant studies.

A national consultant will be recruited to take part in this MTR assignment.

The final report/output structure

1. Project mid-term review report

A high quality MTR report shall be prepared according to the UNDP evaluation report format with the maximum of 50 pages and contents described below:

Title and Opening Pages: should provide the following basic information:

- Name of the evaluation intervention
- Timeframe of the evaluation and date of the report
- Country of the evaluation intervention
- Names and organisations of the evaluators
- Name of the organisation commissioning the evaluation
- Acknowledgements

Title of contents: should include boxes, figures, tables and annexes with page references.

List of acronyms and abbreviation

Executive summary

Introduction

Description of the intervention: should provide the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient details for the report users to derive meaning from the evaluation.

Evaluation Scope and Objectives: the evaluation report should describe in detail the selected methodological approaches, methods of analysis; the rationale for their selection; and how within the constraints of time and resources, the approaches and the methods employed yielded data that helped answer the evaluation questions and achieve the evaluation purposes. The description should help the report users judge

the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations.

Data analysis: the report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analysis to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusion drawn.

Findings and conclusions: the report should present the evaluation findings based on the data analysis, and structure around the evaluation criteria (relevance, effectiveness, efficiency, sustainability and impact), and conclusions drawn from the findings.

Recommendations: the report should provide practical, feasible recommendations directed at the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around the key questions addressed by the evaluation. They should address the sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programmes.

Lessons learned: as appropriate, the report should include discussion of lessons learned from the evaluation, which would include new knowledge gained from the particular circumstance, intervention and context outcomes, which are applicable to a similar context. Lessons learned should be concise and based on specific evidence presented in the report.

Report annexes: suggested annexes should include the following to provide report users with supplemental background and methodological details that enhance the credibility of the report:

- Terms of Reference (ToR)
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Set of evaluation questions and summary of results

Main text excluding annexes should not exceed 50 pages.

2. Updated Project Document

A high quality and result-oriented SDP project document updated to reflect the current context of the project. The report will follow UNDP template, which includes mainly the project updated result resources framework and the relevant indicators, the project management, and the project M&E plan.

- **Institutional Arrangement**

The consultant will perform his/her work under the overall direction of and report to the SDP Project Manager and Team Leader of UNDP Democratic Governance Cluster with project oversight support from a Programme Analyst.

The consultant will need to 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, accommodations, etc.

When necessary, a driver along with a vehicle may be arranged by the SDP project to support the consultant if field visits are required (outside Phnom Penh).

A review group will be established to ensure the quality of the MTR. The group will assist the Democratic Governance Team Leader in reviewing the inception report, the draft report and updated project document.

- **Duration of the Work**

The consultancy will be required to work for approximately 25 working days over a period beginning from August to September 2013.

- **Duty Station**

The duty station for this assignment is home country and Phnom Penh, Cambodia. During the assignment, the consultant is expected to be in Cambodia for all consultations as outlined above.

- **Monitoring and Progress Controls**

The consultant will be accountable to UNDP for the timing and quality of outputs and advice. To deliver the expected outputs, s/he will work closely with DSP project and Democratic Governance Cluster teams. The consultant will be paid upon receipts of the expected outputs with acceptance from UNDP.

- **Minimum Qualifications of the Individual Contractor**

Education	Advanced degree or Master's degree in political science, public policy, development studies, economics, sociology or a related social science
Experience	<ul style="list-style-type: none"> • Minimum 10 years of research experience in Mid-term review, project evaluations, strategic planning, preferably in the areas of democratic governance; • Sound knowledge of democracy and good governance, youth development, and media and substantive research experience; • Prior evaluation experience in Cambodia or in other countries in Southeast Asia would be an asset.
Competencies	<ul style="list-style-type: none"> • Possess strong analytical skills and the ability to conceptualise, articulate and debate about governance issues with a positive and forward-looking attitude; • Demonstrated ability to communicate effectively with various partners including government, civil society, private sector, UN and other development donors; • Excellent organisational and time management skills; • Strong interpersonal skills and 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	Proficiency in English language and proven report writing skills.

• **Criteria for Evaluation of Level of Technical Compliance of Individual Contractor**

Consultant shall submit CV/P11 together with a short note detailing the proposed methodology to conduct the assignment.

Evaluation Criteria	Obtainable Score
Relevant education and number of years of as required in the ToR	10 points
Proven relevant technical skills in democracy and good governance, youth development and media	20 points
Prior development project/programme formulation and evaluation experience is required Fully conversant with Project Management Cycle (PCM) based evaluation work	30 points
Prior experience with UNDP project evaluation in the region and/or work experience in Cambodia	30 points
Proposed methodology	10 points
Total score	100 points

• **Payment milestones**

Consultancy will be paid on a lump sum basis under the following installments:

- 1) 20% first payment, upon submission and acceptance of methodology and work plan of the assignment;
- 2) 30% second payment, upon submission and acceptance of the first draft MTR;
- 3) 30% third payment, upon submission and acceptance of the final MTR reports and a proposed adjustment to the current SDP project document;
- 4) 20% fourth payment, upon submission and acceptance of the final SDP project document revision.

• **Annexes to the ToR**

N/A

• **Approval**

This ToR is approved by:

Signature:

Name and Designation:

Velibor Popovic, Governance Team Leader, a.i.

Date of Signing
