

Terms of Reference for Individual Contractor

1) Position Information

Post Title:	<i>Consultant to conduct Mid-Term Review (MTR) of a project titled Partnership for Gender Equity Phase III (2011-2015)</i>
Practice Area:	<i>Gender Equality and Democratic Governance</i>
Post Level:	<i>International Consultant</i>
Duration of the Assignment:	<i>25 working days (5 working days for Home-Based)</i>
Duty Station:	<i>Phnom Penh, Cambodia (Ministry of Women's Affairs)</i>
Expected Places of Travel	<i>With possible travel to at least one province</i>
Cluster/Project:	<i>Democratic Governance Unit/ Partnership for Gender Equity Phase III (PGE III)</i>
Supervisor:	<i>Team Leader of Governance Cluster</i>

2) Project Description

UNDP is the UN's global development network, an organisation advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP Country Programme Action Plan (2011-2015) focuses on poverty, governance, energy, environment and climate change and particularly gender which is a cross cutting issue of all programme interventions. In support to current UNDAF, gender is one of the six strategic outcomes aimed to ensure that gender sensitive policies and plans for CMDG acceleration are actually implemented and make great impacts on the status, rights and choices of Cambodian women and girls.

In Cambodia, UNDP has been in long support to the Ministry of Women's Affairs (MoWA) since 2000 through a number of its initiatives, named "Partnership for Gender Equity Programmes Phase I, II and III". The Partnership for Gender Equity Phase III (PGE III) 2011-2015 is the third phase of UNDP-SIDA co-financed programme providing continuous technical assistance to the MoWA in its endeavour to promote greater gender equality and impacts in Cambodia. Through PGE III, our support mainly focuses on the MoWA's organizational capacity to effectively fulfil its mandate of coordinating and monitoring gender mainstreaming into national policies, strategies, plans and programmes including Cambodian Millennium Development Goals, Rectangular Strategy National Strategic Development Plan and more recently engaging in the Government's on-going reform programmes (Public Finance Management-Reform Programme, De-concentration & Decentralisation and Public Administration Reform).

It is obvious that PGE III is central to the UNDAF Outcome 3: *by 2015, women, men, girls and boys are experiencing a reduction in gender disparities and progressively enjoying and exercising equal rights*. It also aims to contribute to UNDAF Country Programme Outcomes 1, 2, 3 and 5 through improving the enabling environment and enhancing the capacity of the authorities to promote and protect women's human rights. The entire Programme contributes to UNDP CPAP Outcome 6: *By 2015, gender disparities in participation and economic growth reduced*. PGE III focuses on three outputs that are mutually reinforcing:

Output 1: Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored.

Output 2: Increased access to gender-sensitive business development services for women small-business entrepreneurs

Output 3: Preventive and remedial responses to Gender-Based Violence scaled up

To this date, MoWA/PGE III has made significant progress such as:

- MTR of the Five Years Gender Mainstreaming Strategic Plan 2009-2013, named Neary Rattanak Phase III – NR III including costing and resources mapping was carried out in 2011 as part of developing Programme-Based Approach on Gender Equality (PBA-GE).
- The PBA-GE strategy, so-called “**PBA towards Gender Equality**” is being developed and implemented progressively by the MoWA with support from UNDP and partners who are supporting gender. In this regard, PBA mechanism was established within the MoWA and the ministry has recently initiated the next Five Years Gender Mainstreaming Strategic Plan 2014-2018, named Neary Rattanak Phase IV – NR IV.
- Draft Capacity Development Strategic Plan has been developed for capacitating the MoWA and five selected Gender Mainstreaming Action Groups of line ministries to support the implementation of PBA-GE.
- Millennium Acceleration Framework/Action Plan on Women’s Economic Empowerment (MAF-WEE) was fully developed by the MoWA with support from UNDP and is ready for launching in the third quarter 2013.
- A Practical Guide on Gender-Responsive Budgeting (GRB) was completely developed and a series of trainings/orientations were delivered for planning officials of MoWA, Ministry of Economy and Finance and other sector ministries including Cambodian National Council for Women in order to strengthen their capacity on GRB.
- Gender curriculum was completely developed and integrated into the academic programme of the Royal School of Administration (RSA). It is obvious that Gender Sensitive Courses are now mandatory for all RSA students, which are the Government’s senior officials.
- Gender Mainstreaming Action Plans of concerned line ministries were formulated and updated with technical support from MoWA/PGE teams annually.
- High level dialogue and a number of national forums were held to promote women’s entrepreneurship by establishing women’s business networking and associations for small and medium women-led enterprises.
- The feasibility study was carried out to explore the possibilities for the establishment and functioning of GBV One-Stop Service Center. A programme thereof was developed and being implemented by MoWA/GIZ in two targeted provinces.
- Community Conversation Enhancement (CCE) concept note developed and CCE manual revised and implemented in one targeted province (Odormeanchey) through a subcontracting NGO. The CEE activities are now expanded to other high incident areas within the said province.

In 2013, UNDP continues to support the development of PBA-GE, which is one of emerging initiatives of the MoWA for gender, capacity development and aid effectiveness:

- To Support MoWA on the development and implementation of PBA-GE;

- To develop and implement a comprehensive capacity development (CD) strategy for MoWA and for selected GMAGs in support of a better aid effectiveness through PBA-GE;
- To support MoWA on the development of the Neary Rattanak IV; and Cambodia Gender Assessment III (CGAIII).

As stated in the programme document, MTR will be carried out in the third year of programme operation. The MoWA, in close partnership with UNDP, is looking for a highly qualified international consultant who has senior knowledge and experience on gender programme monitoring and evaluation to carry out MTR of PGE III.

3) Objective and Scope of the work

The MTR is mainly intended to assess the overall progress towards programme intended objectives, CPAP and UNDAF outcomes and to inform MoWA and UNDP necessary adjustments and future directions. Therefore, consultant shall examine both the general aspects and specific components of the programme and shall make recommendations regarding specific actions that might be taken to improve the project sustainability, efficiency and effectiveness alignment to Government's policy framework (Rectangular Strategy, National Strategic Development Plan & NR III) and on-going reform programmes (PFM-RP, D&D & PAR)

In consultation with multiple stakeholders and relevant partners, the consultant will introduce how the MTR could be carried out towards critical expectations of the assignment. Therefore, scope of the assignment will cover:

- To review and assess the overall progress to date in the implementation of PGE III for **each of the three complimentary outputs as above mentioned**. In this effort, consultant shall carry out desk review on programme document, annual work plans and budgets, annual progress reports and other relevant documents (to be advised by MoWA/PGE team) and examine to what extent the project outputs are achieved or on/off track against project objectives, UNDAF and CPAP outcomes;
- To initiate and conduct interviews, meetings or consultations with MoWA, relevant line ministries and key stakeholders such as development partners and CSOs to look at relevance, effectiveness and sustainability arrangement of the programme;
- To review and assess the effectiveness of MoWA's institutional arrangement established to implement and manage PGE III as well as cooperation and partnership being established for the development and implementation of PBA-GE;
- To assess the overall capacity of MoWA in coordinating and monitoring gender mainstreaming activities in national policies and plans as well as providing technical assistance and support to GMAGs
- To identify and analyse factors that influenced performance of the project such as project ownership, partnership and coordination with other agencies, etc
- To identify major institutional and operational issues that impacted on the achievement of the project objectives as well as MoWA's capacity development issues;
- Review the effectiveness and efficiency of support provided by UNDP contracted project staffs, international advisors or consultants towards emerging policy issues, strategic directions and overall coordination and management of the programme;
- Review and assess UNDP's supporting and oversight roles and provide recommendations

- To assess the project's relevance and its alignment with Government reforms, policies and strategies on gender equality, as well as with UN-wide and UNDP corporate strategy and vision on gender equality and empowerment of women
- To identify key challenges the project has encountered to date and assess the progress in addressing these.
- To develop programme framework in terms of key milestones and strategic priorities and required core personnel or consultants for rest of programme lifespan 2014-2015;
- To provide recommendations for adjustments and future direction of the project, possible cooperation mechanisms, partnerships and funding modalities, taking into account priorities and emerging issues, ongoing government reforms and policy in Cambodia as well as UN reform

4) Final Products or Deliverables/Outputs

The consultant shall manage to deliver the following outputs:

Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
Desk review ¹ conducted providing outline for the MTR report and assignment process	5 working days (home-based)	End of July 2013	Team Leader, Governance
Submission of inception report and detailed Work Plan for the assignment with endorsement from MoWA	5 working days	Early August	Team Leader, Governance
After consultations with relevant stakeholders, submission of draft MTR report with 30 pages in minimum including summary page (3) and annexes and presented to MoWA and UNDP for substantive comments and feedbacks	10 working days	End of August 2015	Team Leader, Governance
Final Consolidated MTR Report finalised and approved by MoWA	5 working days	First week of September 2013	Team Leader, Governance

5). Institutional Arrangement

The consultant must be based in Cambodia during assignment. A more detailed timeframe will be further elaborated with MoWA and UNDP once the consultant is selected. An orientation meeting

¹ Project related documents, work plan and reports to be advised and provided by PGE team

Competencies:	<ul style="list-style-type: none"> • Excellent organizational and time management skills • Ability to deliver quality products in high stress or short deadline situations. • Strong interpersonal, communication and analytical skills, ability to coordinate and synchronize work with diverse cultural backgrounds, and ability to work in different environments • Excellent written and English communication skills with a demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions, • Ability to communicate in person and writing with a wide range of stakeholders, including senior government officials, UNDP and donors and civil society, and ability to work collaboratively on-line and via e-mail. • Be flexible and responsive to changes as part of the review and feedback process
Language Requirements:	<ul style="list-style-type: none"> • <i>English</i>

9) Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Evaluation Criteria	Obtainable Score
Advanced degree or equivalent in relevant area such as Public Administration, Public Policy, Social and political sciences, Economics, Gender Studies, Development Studies.	10
Proposed practical methodology for the assignment	20
At least 7 years of professional experiences in conducting assessments, mid-term review or final evaluations of development projects/programmes and organizational and institutional assessment, preferably areas related to gender equality	30
Strong interpersonal, communication and analytical skills, ability to coordinate and synchronize work with diverse cultural backgrounds, and ability to work in different environments	30
Previous evaluation experience in Cambodia is value-added.	10
Total Obtainable Score	100

This TOR is approved by:

Signature:



Name and Designation:

Velibor Popovic, ACD/Team Leader, UNDP Governance

Date of Signing:

June 7, 2013

will be provided to the consultants in order to provide background information and to share in more details supporting elements for the assignment. The consultant will report to Team Leader of UNDP Governance Cluster. S/he will work closely with PGE III management team comprised of National Programme Director, Management Specialist, Programme Manager and Programme Analyst of UNDP's Governance Cluster.

The consultant will be responsible for developing appropriate methodology for the review. As this is a review and not an evaluation, it is envisaged that this would include a consultative and participatory methodology making full use of the experience and ideas emanating also from the PGE team, UNDP and key government and donor counterparts:

1. Review of project related documents and other relevant documents, if necessary.
2. Conduct interviews or focus group discussions with key stakeholders.
3. Present the findings and key recommendations to PGE team and UNDP before submission of final report.

MoWA/PGE team will facilitate the review by participating in consultations and interviews, by providing project documents, by identifying stakeholders, project beneficiaries and sources of information. PGE will support the consultant in organising some meetings with relevant stakeholders, partners and beneficiaries, if necessary.

6) Duration of the work

The consultant will carry out the review activities over a period of 25 working days from 4th week of July 2013 till first week of September 2013. It is expected that the final report be submitted no later than 2nd week of September 2013 and with approval from PGE/MoWA.

7) Duty station

The incumbent is required to be in the country and perform field work, data collection and consultations with relevant stakeholders and to present the findings and recommendations. He/she will be based in the MoWA. The duration of this assignment is 25 working days from late July to early September 2013.

8) Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> Advanced degree or equivalent in relevant area such as Public Administration, Public Policy, Social and political sciences, Economics, Gender Studies, Development Studies.
Experiences:	<ul style="list-style-type: none"> At least 7 years of professional expertise in the fields of gender equality, gender mainstreaming, institutional development and women's empowerment. At least 7 years of professional experiences in conducting assessments, mid-term review or final evaluations of development projects/programmes and organizational and institutional assessment, preferably in the area gender Demonstrate in-depth knowledge and experiences in Programme Based Approach (PBA) and aid effectiveness and aid coordination, preferably in the area of in gender equality. Substantial relevant experience in Cambodia is a strong asset.