

Assignment Title:	Mid Term Review of UNDP Cambodia Country Programme Action Plan (CPAP) 2011-2015
UNDP Practice Area:	Country Programme Action Plan 2011 - 2015
Cluster/Project:	UNDP Country Office, Cambodia
Duration of the Assignment	July 2013 – April 2014
Duty Station	Phnom Penh, Cambodia
Supervisor	Deputy Country Director for Programme UNDP Cambodia

TERMS OF REFERENCE FOR CPAP MID TERM REVIEW 2013

1) Assignment Information

The Mid-Term Review (MTR) is an opportunity for UNDP and the Royal Government of Cambodia to jointly assess the continuing relevance of the Country Programme Action Plan (CPAP), to identify progress to-date, to make mid-course changes in scope and focus, provide guidance for the next Country Programme & CPAP, and contribute towards defining UNDP's role in Cambodia over the medium term. To this end, this Terms of Reference details how this joint UNDP-RGC review will be done. *The recommendations of the MTR Team will serve as a reference document to the dialogue between the Royal Government of Cambodia and UNDP on Country Programme and CPAP priorities.*

2) General Description

UNDP and the Royal Government of Cambodia signed the 2011-2015 Country Programme Action Plan (CPAP) on 11th March 2011, and agreed to work for the realization of the Cambodian Millennium Development Goals, and to build on the experience gained and progress made during the implementation of the previous Country Programme from 2006 to 2010. The CPAP defines with 6 outcomes to be achieved by end 2015 under three thematic areas: (i) CMDGs and Poverty reduction, (ii) Democratic Governance and Gender Mainstreaming, and (iii) Environment and Sustainable Development.

The CPAP is aligned with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, and programme resources frameworks in the CPAP and the AWP. To the extent possible UNDP and partners use the minimum documents necessary, namely the signed CPAP, simplified project document, and signed AWP to implement programmatic initiatives.

As the CPAP reaches the halfway mark, in the 3rd quarter of 2013, UNDP started engage with the Government and Development Partners in a review of progress made in the implementation of the CPAP, to reflect the changing development landscape of Cambodia and emerging corporate priorities as outlined in the draft 2014-2017 Strategic Plan.

3) Overall Goal and Objectives of the Mid-Term Review

The overall goal of the MTR is help UNDP and the Royal Government of Cambodia position UNDP's policy and Programme work for the remainder of the CPAP period, and for the next 5-10 years. Specifically, the Mid-Term Review has the following objectives:

a) **To reflect on the progress to-date - Where do we stand?** Where does UNDP's policy work, programmes and projects stand vis-a-vis the stated outcomes of the CPAP? Applying the Theory of Change approach to Results-Based Management, based on an articulation of the underlying change pathways of the CPAP, what can we learn from the experience of the last 2.5 years? What are the implications for the remainder of the CPAP and beyond 2015?

b) **To look forward over the next 5-10 years - How do we maintain UNDP's strategic relevance in Cambodia?** In light of the changes in the development landscape and changing corporate priorities, how do we maintain the strategic relevance of UNDP in Cambodia and alignment with the Strategic Plan, in terms of the CPAP's programme scope and focus?

c) **To help articulate UNDP's emerging mission and role in Cambodia: What kind of UNDP will Cambodia need over the next 5-10 years?** What should UNDP's mission and role in Cambodia be, in light of the changing development landscape and the priorities of the Strategic Plan?

The Mid-Term Review Findings will be presented to an expanded Country Programme Board that will be chaired by UNDP and the Council for the Development of Cambodia. The expanded Board meeting could include the participation of Implementing Partners, other UN agencies and development partners.

4) Composition of the MTR Team

The MTR is to be an independent joint RGC-UNDP review. It is to be led by two Co-Team Leaders: one designate by the Royal Government of Cambodia; and the other Co-Team Leaders by UNDP. The Co-Team Leaders have overall responsibility for organizing and completing the MTR and delivering the expected results.

a) **A National Co-Team Leader designated by the Royal Government of Cambodia**, thru the Council for the Development of Cambodia (CDC) – The national Co-Team Leader should have had extensive national and international experience in formulating development strategies, programmes of assistance, and projects. Familiarity with the government and UN systems, extensive knowledge on country development agenda will be crucial to provide insight and strategic recommendations on UNDP's engagement in Cambodia.

Qualifications: The National Co-Team Leader ideally should have,

- Worked at senior levels of Royal Government of Cambodia and/or international development organizations, in leadership or advisory position;
- Extensive professional experience in development strategy, policy, programme, and project levels in Cambodia and abroad;
- Experience with working with United Nations system and preparing country

programmes of assistance would be an advantage.

b) An International Co-Team Leader designated by the UNDP – The UNDP Co-Team Leader ideally should be UNDP official or staff member, who had worked in UNDP programme countries that transitioned from a Least Developed Country (LDC) to a Middle Income Country (MIC) - and participated in re-positioning UNDP engagement in these countries.

Qualifications

The UNDP Co-Team Leader should have the following qualifications

- Experience with working with United Nations system and preparing country programmes of assistance, at a senior advisory level;
- Experience in UNDP would be an advantage;
- Practical policy experience working with governments and development organizations, in countries that realized Middle Income Country (MIC) Status and/or graduates from LDC or Low Income status.
- Ideally should have had experience in repositioning the UN or UNDP in countries undergoing a transformation from LDC or Low Income Status to MIC.

c) An International Specialist on the Theory of Change/Results-Based Management - The TOC/RBM Specialist will facilitate the reflection and evaluation of progress made to date and drawing lessons learnt from the underlying change pathways and programme implementation.

Qualifications:

The International Specialist on Theory of Change/Results Based Management should have the following qualifications:

- Must have a strong conceptual understanding and practical experience in the application of Theory of Change/Programme Theory to programme design and program/project monitoring and evaluation;
- Experience with integrating TOC into Results Based Management systems/procedures in order to facilitate both tracking progress and drawing lessons for policy and programme design is a must;
- Familiarity with UNDP's work in Cambodia would be an advantage;
- Possess some 5-10 years of working experience in international development;
- A post-graduate degree in disciplines related to international development.
- Proven ability to write, deliver presentations, and design/facilitate workshops would be an advantage

6) Scope of Work:

The team of evaluators in consultation with UNDP Cambodia, key Government and Development Partners will facilitate and conduct an independent results assessment by CPAP outputs and outcomes, provide the looking forward to maintaining the country office strategic relevance, and articulate management principles/framework to improve UNDP's strategic engagement and relevance with regards to policy and programme strategy design and

implementation, and the alignment and connection of UNDP in Cambodia to the fundamental changes in country, the global corporate thinking, and funding opportunities in a changing Cambodia. In line with the above objectives, the scope of the assignment will cover:

Component 1: To reflect on the progress to-date - Where do we stand?

The component is to be guided by Theory of Change (TOC) approach to Results-Based Management (RBM). TOC accepts that complex and transformational changes are not linear and are often influenced by unexpected/unplanned events. Our capacity to define desired change and to drive it is based on a partial understanding of the context, actors and dynamics. As these factors evolve, the action should also be adjusted; for this to be possible a method that acknowledges the central role of critical reflection and learning is needed.

The TOC approach has become a requirement under the UNDP Strategic Plan, and standard practice among development agencies. TOC provides an approach for defining a high level vision and strategic direction of the CO's strategy and programme, positioning of UNDP's engagement in Cambodia in a complex and transformational development context, and recognizing sets of economic and political assumptions to be accounted for in strategy development and programme design. Using the CPAP as its starting point, working with the relevant programme and project staff, the TOC exercise will:

- a) Support a detailed definition of UNDP's desired changes & development outcomes by:
 - Identifying the *change pathways* that are thought to bring toward the desired changes
 - Defining the *enabling conditions* (partnerships, internal and external working modalities, etc.) that will make it possible to move forward the change agenda.
- b) Apply the articulation of change pathways and enabling conditions to:
 - Assess progress to-date and generate lessons learned (ie establish a baseline); and
 - Contribute towards redefining strategic areas of focus and engagement (thus linking to Component 2); and to the design of organizational change process to engage staff in active learning from program implementation (thus linking to Component 3)

The TOC will also draw lessons from the other on-going programme evaluations and reviews. The application in the context of the MTR could include:

- Background assessment of UNDP Program progress
- The organization of a facilitated workshop
- Write up of the TOC developed by key stakeholders and staff involved
- A proposal for integration of the TOC approach in annual program reviews

Component 2: To look forward over the next 5-10 years - How do we maintain UNDP's strategic relevance in Cambodia? In light of the changes in the development landscape and changing corporate priorities, how do we maintain the strategic relevance of UNDP in Cambodia and alignment with the Strategic Plan, in terms of the CPAP's programme scope (i.e. the specific development challenges and opportunities UNDP should address) and focus (i.e. the specific interventions should support).

Through desk review, interviews, and stakeholder consultations, the MTR Team will:

- a) Provide an assessment of the progress to-date and continuing relevance of the 2011-2015 CPAP in terms of the development challenges its should address (scope)

and the interventions that should be supported (i.e. focus) in light of:

- the changing development landscape in Cambodia,
- the development priorities of the RGC (as spelled out in the Vision 2030, draft Rectangular Strategy, the NSDP, and the Partnership Strategy),
- funding opportunities;
- the priorities as outlined in the draft UNDP Strategic Plan,
- findings from the Assessment of Development Results (ADR) of programme countries that transitioned from LDC or LIC status to MIC status; and
- feedback from the development partners (including findings from partnership surveys)

b) Draw implications for scope and focus and operational effectiveness from the selected Program evaluations, interviews, and stakeholder consultations.

c) Provide forward looking strategic recommendations on UNDP's scope and focus of engagement in Cambodia to serve as the guide the preparation of next Country Program Document (CPD) and CPAP, and, if necessary adjustments under the current CPAP;

Component 3: To define UNDP's emerging contribution to Cambodia: What kind of UNDP will Cambodia need over the next 5-10 years? What should UNDP's Role in Cambodia be, in light of the changing development landscape, RGC priorities, the priorities of the 2014-2017 Strategic Plan, etc.?

The UNDP Strategic Plan envisions UNDP *to help countries achieve the simultaneous eradication of extreme poverty and significant reduction of inequalities and exclusion using a sustainable human development approach.*

From the findings of Component 1 and 2, MTR Team will:

- a) Recommend how the UNDP Vision (and priorities) might be translated into a specific Role(s) for UNDP in Cambodia, as a member of the UN development system;
- b) Identify the critical organizational competencies that UNDP might require in order to fulfill the suggested roles, scope, and focus in Cambodia;
- c) Recommend how UNDP Cambodia might systematically draw lessons from project/programme implementation, for policy and program strategy, design and implementation and in line with capacity development, through the annual Programme review process.

7) - Expected Results and Delivery Schedules:

a) Expected Results:

The MTR Team will provide the following deliverables:

Deliverable 1: Undertake process of desk review of key documents, including but not limited to

- United Nation Development Assistance Framework (UNDAF) 2011 – 2015, Cambodia
- Country Programme Document (CPD) 2011 – 2015, UNDP Cambodia
- Country Programme Action Plan (CPAP) 2011 – 2015, UNDP Cambodia
- Results Oriented Annual Reports (ROARs) 2011 and 2012
- UNDP Draft 2014-2017 Strategic Plan
- Partnerships Surveys (MOPAN and UNP Partnership Survey)
- Programme/project evaluation reports

Deliverable 2: Conduct interviews with key informants and stakeholder consultations; including the organization the Theory of Change workshop

Deliverable 3: Provide a 2-3 page summary of findings and evidences gathered during the preliminary interviews.

Deliverable 4: Undertake process of desk review of key documents out-of-country and interview with UNDP programme staff via teleconferences when necessary and provide recommendation on how UNDP Cambodia should do if we move to Policy-led Program in the future.

Deliverable 5: Prepare and conduct a 2 week mission in January/February 2014 which include intensive interviews with broader group of stakeholders and submission of draft Mid-Term Review Report incorporating findings from the desk review exercise and stakeholder interviews.

Deliverable 6: The final CPAP MTR report submitted, and prepares a five page summary of the MTR report for circulation to participants of the expanded national board meeting and a presentation outlining key findings and recommendations for the meeting.

b) Delivery Schedule – The work on Component 1 will begin earlier in mid-July 2013, and feed into the high stakeholders consultation in April 2014. See the Terms of Reference for International Specialist for the Theory of Change/Results Based Management.

Expected Results	Estimated Duration to Complete	Target Due Dates	Review and Approvals Team Required
<u>Deliverable 1:</u> Undertake process of desk review of key documents (to be conducted in-country and out-of-country)	10 work days	August –September 2013	<ul style="list-style-type: none"> • Deputy Country Director Programme/Head of MSU • International specialist in consultation with Co-Team leaders, and with support from UNDP staff
<u>Deliverable 2:</u> Conduct interviews with key informants and stakeholder consultations;	7 work days	October 2013	<ul style="list-style-type: none"> • Deputy Country Director Programme/Head of MSU • National & International Co-Team Leaders, TOC Expert

<u>Deliverable 3:</u> 2-3 page summary of findings and evidences gathered	12 work days	December 2013	<ul style="list-style-type: none"> • Deputy Country Director Programme/Head of MSU • National & International Co-Team Leaders, and Theory of Change Expert
<u>Deliverable 4:</u> Desk review of key documents and interview with UNDP programme staff via teleconferences to provide recommendation on how UNDP Cambodia should do to move to Policy-led Program in the future	8 work days	January 2014	<ul style="list-style-type: none"> • Deputy Country Director Programme/Head of MSU • National & International Co-Team Leaders
<u>Deliverable 5:</u> Prepare and conduct intensive interviews with broader group of stakeholders and submission of draft Mid-Term Review Report incorporating findings from the desk review exercise and stakeholder interviews.	25 work days	January - February 2014	<ul style="list-style-type: none"> • Deputy Country Director Programme/Head of MSU • National & International Co-Team Leaders
<u>Deliverable 6:</u> A final Mid-Term Review Report, incorporating selected comments and suggestions.	4 work days	April 2014	<ul style="list-style-type: none"> • Country Director • Deputy Country Director Programme/Head of MSU • National & International Co-Team Leaders, and Theory of Change Expert

8) - Monitoring and Progress Control:

Day-to-day supervision and monitoring performance of the consultants will be managed by the Deputy Country Director (Programme) and Head of Management Support Unit (MSU). The Deputy Country Director (Programme) and Head of Management Support Unit will provide an

overall quality assurance of all related assessment reports.

9) - Institutional Arrangement:

To facilitate the CPAP Mid Term Review process, the UNDP Country Office (CO) will assign a Programme Officer, M&E, as the CO Focal Person to provide technical and operational supports to the review team in liaising with concerned UNDP Country Office staff, key government partners and other stakeholders, make available to the team of all necessary information, organizing dialogues and stakeholders meeting on the primary result findings, lessons learnt and recommendations.

During the review exercise, the respective UNDP Programme Cluster Team Leader or her/his designated Programme Analyst will act as the Programme Portfolio Focal Person to work closely with the CPAP MTR Team to facilitate the process related to the programme portfolio including providing the programme overview and relevant documents for literature review, identifying stakeholders and key partners and source of information, and assisting in organizing meetings and dialogues with stakeholders/partners (through formal invitations once required), and identify key challenges and suggested points related to outcomes and outputs that emerged during the programme implementation.

However, the review exercise will be fully independent and the MTR team will work freely with their own personal equipment, and retain enough flexibility to determine the best approach to collecting and analyzing data for the Mid Term Review exercise, and making recommendations to the future programme management.

10) Duty Station and Duration of Work

The Evaluation Team will carry out the CPAP Mid Term Review in Phnom Penh, Cambodia UNDP Country Office and at concerned stakeholders' workplaces. There are two step processes because of transition - before and after the national elections in July, and when the Rectangular Strategy, the NSDP, and the Partnership Strategy would have been better articulated. The timeframe is for 40 - 66 working days spreading over a period July 2013 –April 2014. A more detail work-plan of the assignment will be further elaborated with UNDP once the consultant is being selected and on board.

The Evaluation Team will carry out their assignment under the overall supervision of the Cambodia UNDP Deputy Country Director (Programme) and Head of Management Support Unit (MSU).

11) Annexes to the TOR

- United Nation Development Assistance Framework (UNDAF) 2011 – 2015, Cambodia
- Country Programme Document (CPD) 2011 – 2015, UNDP Cambodia
- Country Programme Action Plan (CPAP) 2011 – 2015, UNDP Cambodia
- Results Oriented Annual Reports (ROARs) 2011 and 2012
- UNDP Draft 2014-2017 Strategic Plan
- Partnerships Surveys (MOPAN and UNP Partnership Survey)
- Assessment of Development Results for Thailand (2011) and possibly other relevant programme countries

- Suggested Stakeholder List

This TOR is approved by:

Signature	
Name and Designation	Napoleon NAVARRO UNDP Deputy Country Director (Programme)
Date of Signing	