

## Terms of Reference

<b>Post title</b>	<b>International consultant for Final Project Evaluation</b>
<b>Project title</b>	<b>Clearing for Results Phase II (CFRII)</b>
<b>Project no</b>	<b>00076990</b>
<b>Post Level</b>	<b>Senior Specialist</b>
<b>Duty station</b>	<b>Phnom Penh, with travel to project sites in Battambang, Banteay Meanchey, and Pailin provinces and other travel as required</b>
<b>Duration</b>	<b>Maximum 36 working days from mid-June – August 2015</b>

### 1. INTRODUCTION

Cambodia is heavily affected by landmines and explosive remnants of war (ERW) as a result of internal and regional conflict that took place from the 1960s to 1998. Mine Action (MA), or more specifically mine clearance, in Cambodia started in 1992 in response to the urge to repatriate and resettle refugees from the Thai border camps into safe areas. When Cambodia became a signatory to the Anti-Personnel Mine Ban Convention (APMBC) in 1997 and hostilities ceased in 1998, there was recognition of the need for Cambodia to more holistically plan and manage its national mine action programme.

This led the Royal Government of Cambodia (RGC) to create in 2000 the Cambodian Mine Action and Victim Assistance Authority (CMAA) with the role to administer all demining and UXO clearance activities and assistance to mine victims in the RGC as per Royal Decree No.160. By that time, demining activities were at full speed with four main operators: the Cambodian Mine Action Centre (CMAC), the Royal Cambodian Armed Forces and two NGOs, the Mines Advisory Group (MAG) and the Halo Trust.

Currently, the CMAA has the following Departments within its organizational structure, with each Department overseen by a Deputy Secretary-General under the authority of a Secretary-General:

- Regulation and Monitoring (R&M)
- Socio-Economic Planning and Database Management (SEPD)
- Victim Assistance (VA)
- Public Relations (PR)
- General Administration (GAD).

These functions include but are not limited to setting up and monitoring thereof processes and procedures, standards and guidelines; preparing national plans, monitoring project proposals and other strategies related to the national mine action programme; managing and centralizing data; ensuring coordination with donors, agencies and relevant authorities; following-up mine victim assistance activities, registering information and compiling reports; ensuring effectiveness of mine action as per development plans; to develop and monitor socio-economic guidelines (Royal Decree 160 and Sub-Decrees 76 and 100). CMAA is also a focal point for coordination of mine action in Cambodia, through coordination bodies such as the Mine Action Technical Working Group, the Mine Action Coordination Committee, and various Technical Reference Groups and as Chair of the Project Board for Clearing for Results Phase II project.

The Cambodia Mine Action and Victim Assistance Authority (CMAA) estimates that around 4-6 million landmines remain planted in Cambodia. CMAA's baseline survey in 2012 showed that around 1,915 km<sup>2</sup> of land remain contaminated with landmines/ERWs, mostly in the north-western provinces bordering Thailand, believed to have been planted during the Khmer Rouge era in the 1970s and civil war that ended in 1998. In addition, air-to-ground ERWs are also found in the eastern provinces bordering Vietnam, believed to be remnants from the Indochina war and the Vietnam war.

In 1999, the Royal Government of Cambodia ratified the Anti-Personnel Mine Ban Convention (APMBC), becoming a state party committed to eliminate all landmines. Cambodia initially committed to achieve this by 2009 but the Government later requested and was granted extension under Article 5 to fulfil its commitments until 2019. Furthermore, the Cambodian government established a Millennium Development Goal 9 (MDG 9 - landmine and victim assistance). The National Mine Action Strategy (NMAS), developed in late-2010, supports the government's National Strategic Development Plan which promotes the release of land for socio-economic development.

In this framework, UNDP partnered with the CMAA through the Clearing for Results project from 2006-2010, aimed at building the national capacity of the government to manage Cambodia's national mine action programme. Now in its second phase, Clearing for Results II (CFRII) (2011-2015), aims to enhance national structures and mechanisms that will ensure demining resources are effectively allocated, promoting the release of land for productive use by the poor. CFRII also supports the United Nations Development Assistance Framework (UNDAF) wherein, by 2015, more people living in Cambodia benefit from, and participate in, increasingly equitable, green, diversified economic growth. The expected Country Programme Outcome is that national and sub-national capacities are strengthened to develop more diversified, sustainable and equitable economy.

Under CFRII, nearly 70 km<sup>2</sup> of land has been released (May 2011 - December 2014). Cumulatively since 2006, over 101 km<sup>2</sup> of land has been released. Moreover, almost 80% of land released under the CFRII project is being used for agriculture, according to the project's post-clearance monitoring. CFRII has also been contributing to the decline in landmine casualties in the three western provinces it operates where contamination and a history of reported casualties had been the highest.

The Royal Government of Cambodia has requested continued donor assistance for Cambodia's national mine action programme; including support for the implementation of UNDP's Clearing for Results Phase II (CFRII) 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. The project is overseen by a Project Director (Secretary-General of the CMAA) and a Project Manager (Deputy Secretary-General of the CMAA) with support from a number of CMAA contracted personnel and the UNDP Project Team.

In June 2013, a Mid-Term Review (MTR) process of the Clearing for Results II project was completed with a number of key recommendations issued within the final report. The management response accepted a number of these recommendations for further action. The MTR is reviewed and reported on a quarterly and annual basis with updated progress towards completion of the recommendations highlighted. Presently, out of a total of 38 recommendations: 15 are fully completed; 14 are partly completed; 9 are not applicable.

Since 2011, the CMAA has been responsible for delivering a competitive bidding process for the procurement of mine clearance and baseline survey services. During the contract period the CFRII Project Manager has overall responsibility for contract management and project delivery with

support from the General Administration Department. Due to the increasing workload of the Project Manager in a number of other official CMAA areas of responsibility, UNDP and CMAA have agreed that additional project management and coordination support is required within the current management structure to ensure that the project delivers the Annual Work Plan in compliance with National Implementation (NIM) guidelines. A Project Coordinator was recruited in late-2014 to provide additional capacity.

CFRII is now looking to hire a qualified and experienced International Consultant to participate in the CFRII Final Project Evaluation Team, consisting of two Consultants, one International Consultant and one National Consultant, who will be responsible for conducting and reporting on the evaluation, under the guidance of and reporting to the UNDP Project Team, and the Senior Management of the CMAA and UNDP. Within the CFRII Final Project Evaluation Team, the National Consultant will report to the International Consultant.

In addition to the Final Project Evaluation, the Project also intends to conduct a comprehensive review of the mine action sector. With current resources, Cambodia will not achieve its obligations towards the Anti-Personnel Mine Ban Convention by the agreed date of 31 December 2019. An additional 10 year extension request will therefore be required to be submitted. The aim of this review is to assess current progress towards achievement of the National Mine Action Strategy (NMAS) 2010-2019 and to assess the planning requirements for the 10 year extension request to complete the country's APMBC obligations by 2029. This will include recommendations for further UNDP support during this period.

## **2. AIM AND OVERALL OBJECTIVES**

The Final Project Evaluation is being implemented in the final year before completion of the Project to inform key stakeholders on the actual and planned achievements of project results, identify lessons that can improve the sustainability of benefits from this project, and identify the potential future role and contribution of UNDP to Cambodia's national mine action programme. This will aid UNDP's future programming and project development process in line with the UNDP Country Programme Document 2016-2018.

- Review and assess the overall progress to date at 3 levels of development results (outputs, outcomes and impacts), as well as to identify opportunities and challenges in related to design, implementation and management of the CFRII based upon the following criteria: relevance, effectiveness, efficiency, impact and sustainability;
- Assess how the project relates to or complements other mine action project activities including overall contribution to Cambodia's national mine action programme, the National Mine Action Strategy (NMAS), and the UNDP Country Programme Action Plan (CPAP) 2011-2015;
- Identify lessons and good practices from CFRII, with potential for replication or inclusion in national policies or programmes;
- Synthesize lessons and provide recommendations on the future potential role of UNDP to Cambodia's national mine action programme;
- Identify relevant UNDP activities that will meet the future needs of Cambodia's national mine action programme and which will provide value-added contribution in line with the achievement of UNDP's draft Country Programme Document 2016-2018.
- Conduct stakeholder analysis (mapping) and identify potential resources available over a five year period (2016-2020) for mine action activities in Cambodia.

### **3. SPECIFIC OBJECTIVES OF THE EVALUATION**

The CFRII Final Project Evaluation has three (3) specific objectives as follows:

#### **a. Implementation**

For each of the following three project deliverables:

Deliverable 1: Mine action policy and strategic frameworks ensure most resources are effectively allocated to national priorities as defined by local planning processes and maximize the land available for local development

Deliverable 2: The CMAA is equipped with the technical and functional capacities required to manage, regulate, coordinate and monitor Cambodia's national mine action programme within an evolving environment

Deliverable 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.

- Review the implementation of CFRII activities and the overall results achieved to date and assess the extent to which project outcomes have been achieved to date and will be achieved by end of December 2015. This will include a review of progress towards achieving the recommendations of the Mid-Term Review;
- Identify the key challenges the project faced to date and assess the responses in addressing these, including the implementation of agreed actions to meet the recommendations of the Mid-Term Review;
- Review and identify lessons learned, and good practice which can be used and links/aligns to the further development of Cambodia's national mine action programme;
- Identify the critical/prioritized areas and opportunities and improvement that will provide input into UNDP's future role in Cambodia's national mine action programme, particularly in light of the 2016-2018 Country Programme.

#### **b. Management**

- Assess the extent to which the project has equipped the CMAA to manage, regulate, coordinate and monitor Cambodia's national mine action programme.
- Assess the effectiveness and efficiency of the support provided by UNDP Project Team and UNDP Country Office to the CMAA.

#### **c. System and procedure**

- Review and assess the CMAA management processes used to implement against all three deliverables of CFRII (planning, financial, implementation and M&E system).

### **4. SCOPE OF THE EVALUATION**

The evaluation team will focus upon the scope of work as follows:

### **Geographic areas and timeframe:**

- **Geographical areas:** The three target provinces of Battambang, Banteay Meanchey, and Pailin
- **Timeframe of the evaluation:** Maximum 36 working days from mid-June 2015.

**Scope of Evaluation:** The evaluator is expected to frame this evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Final Evaluations of UNDP.

- **Relevance:** to evaluate the relevance of the CFRII's strategy, design and implementation arrangements in today's development context while also considering future challenges. This includes overall relevance of the CFRII in the national and local context.
  - To what extent does the CFRII intervention meets the needs of communities;
  - To what extent are the objectives of CFRII still valid in the current and future Cambodia's development context;
  - Are the activities and outputs of CFRII consistent with the overall project objectives and goal;
  - Related to activities and capacity level, was the project timeframe (including each result) reasonable to achieve the outputs and outcomes.
- **Effectiveness:** to evaluate how effective CFRII was in achieving its objectives during each year of its five years of implementation. The evaluation will also look at how the project identified, managed and mitigated risks and will provide practical recommendations concerning the improvement of future project effectiveness.
  - To what extent were the project objectives achieved / are likely to be achieved by end of December 2015;
  - What were the major factors influencing the achievement or non-achievement of the objectives;
  - To what extent has the project's capacity building process been effective in helping the CMAA to effectively manage and coordinate Cambodia's national mine action programme.
- **Results:** assessment of intended results elaborated in the project document shall be conducted to measure to what extent CFRII has achieved the stated results in the project document.

#### **Outputs:**

- Assess the extent CFRII achieved tangible results that have benefited local communities as stated in the project document and how have those tangible results contributed to the CFRII outcomes
- Define what the main factors are that have affected the achievement of CFRII outputs
- Identify lessons learnt / strategies which improve CMAA's management of Cambodia's national mine action programme and its cooperation among NGO partners and concerned stakeholders

#### **Outcomes:**

- Assess to what extent that CFRII's outcomes have contributed to UNDP's Country Programme Action Plan (CPAP) outcomes
- Define what the main factors are that have affected the achievement of CFRII outcomes
- Identify the lessons learned, good practices and recommendations which can be used and shared to influence the design of a new project.

- **Efficiency:** To the extent possible, the evaluation will compare the benefits from CFRII with the budget to assess how efficient the project is. The evaluation will provide practical recommendations regarding how to improve the efficiency, as required.
  - Were project activities cost-efficient?
  - Were project outputs achieved on time?
- **Impact:** The objective of the Cambodia Community Based Adaptation Programme is to improve community based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia. It should be noted that it takes significant time to improve or build capacity; therefore, the team should analyse both how capacity has been developed and how project achievements contribute to future strengthening of capacities.
  - What were the changes resulting from CFRII intervention in the way in which Cambodia is addressing Cambodia's national mine action programme issues?
  - What were the impacts of CRFII on developing the capacity of CMAA?
  - What were the changes in the livelihood/behaviour/safety of the local communities as a result of CFRII activities?
  - Did the intended beneficiaries benefit from the project? How many people have directly and indirectly benefitted and/or not benefitted from the project? (SADD)?
- **Sustainability:** The evaluation will assess how the project's achievements contribute to sustainability by engaging appropriate Government, non-Government and community level stakeholders.
  - To what extent are the benefits of CFRII likely to continue after its completion?
  - What were the major factors which influenced the achievement or non-achievement of sustainability?
- **Coherence/Complementarity:**
  - Has the CFRII project complemented other mine action projects to create added-value and synergy
- **Gender:**
  - Has the CFRII project ensured that it has delivered an inclusive approach? Has gender mainstreaming at all levels of the project cycle been delivered to ensure this?

## 5. PRODUCTS EXPECTED FROM THE EVALUATION

Deliverable	Estimated Duration to Complete	Target Due dates	Review and Approvals Required
<b>Deliverable 1:</b> Project evaluation methodology and plan presented to stakeholders	7 days	13 July 2015	UNDP SMT / CMAA SMT
<b>Deliverable 2:</b> Preliminary findings presented to stakeholders	21 days	03 August 2015	UNDP SMT / CMAA SMT
<b>Deliverable 3:</b> Draft version of the evaluation report circulated to stakeholders for comment.	5 days	07 August 2015	UNDP SMT / CMAA SMT
<b>Deliverable 4:</b> The final project evaluation report is submitted and a presentation delivered to UNDP /	3 days	25 August 2015	UNDP SMT / CMAA SMT

CMAA addressing consolidated findings, recommendations and lessons learnt (use the quality standard template of UNDP evaluation report).			
<b>Total number of days</b>	<b>36 days</b>		

## 6. TIMEFRAME FOR EVALUATION

During the course of work, the evaluation team should strictly follow the below timeframe:

<b>Activity or product</b>	<b>No. of working days</b>	<b>Deadline</b>
Desk review and detailed evaluation methodology and plan (Inception Report)	6	12 July 2015
Present the detailed evaluation methodology and plan to stakeholders	1	13 July 2015
Fieldwork / Data collection and analysis / Stakeholder mapping / Interviews	20	02 August 2015
Debriefing meeting/presentation of preliminary findings to stakeholders	1	03 August 2015
Draft project evaluation report submitted	4	07 August 2015
Comments/feedback from stakeholders	-	21 August 2015
Final Project Evaluation report submitted	2	24 August 2015
Present the key findings of the Final Project Evaluation report to stakeholders	1	25 August 2015
<b>Total</b>	<b>36 days</b>	

## 7. PAYMENT MILESTONES

The payment to the selected consultant will be made upon the delivery of each agreed output:

- First payment: 20% upon satisfactory submission of Deliverable 1
- Second payment: 30% upon satisfactory submission of Deliverable 2 and Deliverable 3
- Final payment: 50% upon satisfactory submission of Deliverable 4

## 8. METHODOLOGY OR IMPLEMENTATION ARRANGEMENT

The consultant will propose the CFRII Final Project Evaluation methodology in the proposal. The detailed and final methodology shall be worked out in close consultation with UNDP/CMAA team after the Consultant is selected for the work.

The final project evaluation methodology should be included well-thought-out sampling methods for selecting key informants, sampling methods for selecting beneficiaries at the local level, and methods for assessing results stated in the project document using methods as follows:

- ✓ Desk reviews;
- ✓ Interviews with the CMAA CFRII team and CMAA Senior Management Teams;

- ✓ Interviews with UNDP project staff / senior management team;
- ✓ Interviews with project contractors;
- ✓ Interviews with relevant stakeholders;
- ✓ Field visits to contractor project sites,
- ✓ Key informant interviews at the national and local levels, and
- ✓ Interviews and focus groups discussions with beneficiaries.

The UNDP project team and the CMAA will work closely with the Evaluation Team to facilitate the process, including providing relevant document related to CFRII for desk review, identified stakeholders and sources of information, assisting in organizing meetings with stakeholders, assisting in arranging field visit and identifying key issues that it is a necessary during the assignment period and assisting to resolve these whenever possible. However, the Evaluation Teams will be fully independent and will retain enough flexibility to determine the best approach to collecting and analyzing data for the evaluation. Donor representatives will be invited to observe all stages of the evaluation process as required, including field work.

## **9. INSTITUTIONAL ARRANGEMENT**

The Evaluation Team will working closely with the UNDP CFRII project team and the CMAA. The immediate supervisor during the assignment for the Evaluation Team is the UNDP Mine Action Advisor. The CFRII Project Manager will be focal person to contact, day-to-day interact and liaise during the assignment with the Evaluation Team.

The UNDP Mine Action Advisor is expected to provide the overall supervision, monitoring and evaluation the deliverable results of the Evaluation Team and ensure quality of the product is timely submitted.

The UNDP project team/CMAA is expected to conduct the technical and quality reviews of Evaluation Team's outputs. The UNDP Project Team/CMAA will provide the Evaluation Team with transportation services with further technical, administrative, and translation support as required provided by the UNDP Project Team.

## **10. EVALUATION TEAM**

The Evaluation Team will consist of the following members:

1. International Consultant (Team Leader) and
2. National Consultant.

Two Consultants, one International and one National Consultant will be responsible for conducting and reporting on the evaluation, under the guidance of and reporting to the UNDP Project Team, and the Senior Management of the CMAA and UNDP.

The International Consultant: will be designated as Team Leader and will carry out overall responsibilities for designing evaluation framework, leading the evaluation team, collecting and analyzing data, and delivering the Final Project Evaluation report and other as the above stated.

## **11. DURATION OF WORK**

The duration of assignment is 36 days starting from mid-June 2015.

The consultant will perform his/her work from home office and in country mission in Phnom Penh and 3 provinces (Battambang, Banteay Meanchey, and Pailin). The consultant should cover all the cost in Phnom Penh and 15 days cost for fieldwork in three provinces. The transportation to provinces will be covered by the project.



## 12. DUTY STATION

The consultant will be based at the Cambodia Mine Action and Victim Assistance Authority (CMAA).

## 13. MINIMUM REQUIREMENTS/QUALIFICATIONS

<b>Education</b>	Minimum of a master's degree in natural resource management, environment, development studies or related field demonstrably relevant to the position.
<b>Experiences</b>	<ul style="list-style-type: none"><li>- At least 10 years of experiences in conducting monitoring and evaluation of mine action projects and the principles of Linking Mine Action and Development (LMAD);</li><li>- Strong technical background of the mine/ERW problem in Cambodia;</li><li>- Good experience with project management, monitoring and evaluation;</li><li>- Experience working with local communities and rural livelihood development;</li><li>- Good experiences in conducting vulnerability reduction assessment;</li><li>- Previous relevant work experience with United Nations or other multilateral/bilateral development assistance agencies.</li></ul>
<b>Competencies</b>	<ul style="list-style-type: none"><li>- Good understanding of RGC and Cambodia's national mine action programme. Familiarity with NIM programming and procedures will be an asset;</li><li>- Good writing and communication skills in English and networking;</li><li>- Excellent organizational skills with attention to details. Experience of technical translation / interpretation (Khmer-English) is an asset;</li><li>- Excellent interpersonal, coordination and planning skills, and ability to work in a team;</li><li>- Ability and willingness to travel to provincial areas;</li><li>- Computer literate (MS Office package)</li></ul>
<b>Language Requirement</b>	<ul style="list-style-type: none"><li>- English, with knowledge of Khmer an advantage</li></ul>

## 14. CRITERIA FOR EVALUATION

<b>Evaluation Criteria</b>	<b>Obtainable Score</b>
<ul style="list-style-type: none"><li>- At least 10 years of experience in conducting monitoring and evaluation of mine action projects</li></ul>	30
<ul style="list-style-type: none"><li>- Strong technical background of the mine/ERW problem in Cambodia and the principles of Linking Mine Action and Development (LMAD)</li></ul>	30
<ul style="list-style-type: none"><li>- Experience working with local communities and rural livelihood development and good experiences in conducting vulnerability reduction assessment</li></ul>	20
<ul style="list-style-type: none"><li>- Good understanding of the Royal Government of Cambodia and the Cambodia's national mine action programme</li></ul>	20
<b>Total score</b>	<b>100 points</b>

**15. ANNEXES TO THE TOR**

National Mine Action Strategy  
Project Document  
UNDP Country Programme Action Plan (CPAP) 2011-2015  
UNDP Country Programme Document 2016-2018 (draft)

**16. APPROVAL**

**This TOR is approved by:**

**Signature:**

**Name and Designation:** Lang Sok, Programme Analyst

**Date of Signing:** 08 May 2015