

MID TERM REVIEW TERMS OF REFERENCE FOR DISABILITY RIGHTS INITIATIVE CAMBODIA (DRIC)

Individual Contractor

Assignment Information

Assignment Title:	International Consultant for conducting DRIC Mid-Term Review
UNDP Practice Area:	Disability/Governance
Cluster/Project:	Governance/Disability Rights Initiative Cambodia
Contract Type:	Individual Contractor (IC)
Duty Station:	Home-based and non-home-based (Phnom Penh)
Expected Place of Travel:	N/A
Contract Duration:	31 working days from February to April 2016

Introduction

This is the Terms of Reference (ToR) for the Mid-Term Review (MTR) of the Disability Rights Initiative Cambodia (DRIC), which is a joint UN programme implemented by UNDP, UNICEF and WHO in Cambodia. While the programme cycle commenced from January 2014, the substantive phase of implementation began in June 2014 and the programme is now in its second year of implementation. In line with the decision of the programme board and M & E plan of the programme, this independent MTR is foreseen to be carried out in the first quarter of 2016 and it will cover the programme implementation from June 2014 to January 2016. This ToR sets out the expectations for this MTR.

Programme background and information

The DRIC programme is a 5 year programme funded by the Australian Government with an assured funding till 2017. The programme was designed to contribute towards improvement in the quality of life for persons with disabilities in Cambodia and the end-of-programme outcome is to ensure that persons with disabilities have increased opportunities for participation in social, economic, cultural and political life through effective implementation of the National Disability Strategic Plan 2014-2018 (NDSP) and Convention on the Rights of Persons with Disabilities (CRPD). The delayed inception of DRIC activities and reduction in the budget due to currency fluctuation has, however, resulted in a few changes being made to the programme activities.

As part of the evaluation plan, the DRIC programme design has made provision for an independent Mid-Term Review (MTR) to understand whether the programme is on track especially to deliver against its component intermediate outcomes and the likelihood of achieving component end of programme outcomes apart from providing valuable guidance for any programme modification that may be needed. Mid-term review will also examine the relevance, effectiveness, efficiency and impact of the programme. Given the fact that the timeline of the review is just 19 months of project implementation, it might be quite early for the review to look at the aspect of sustainability at this juncture. The MTR will result in a comprehensive report detailing progress in achieving outcomes and outputs, the impact of activities, lessons learnt, challenges in implementation and recommendations for future action.

The MTR as envisaged in the DRIC M and E frame forms part of the Programme Coordination Team (PCT) work plan and budget. The Programme Board in its 4th meeting agreed to conduct the MTR during the first quarter of 2016 which will cover the time line from June 2014 to January 2016.

Scope of Work

The review will address a number of dimensions of the DRIC programme and its implementation during the period June 2014–January 2016.

- a) Review how the programme addresses NDSP 2014-2018 priorities. Review country ownership and in particular the role of the Disability Action Council (DAC) in coordinating the implementation of the NDSP.
- b) It is believed that the ratification of the CRPD has provided new advocacy opportunities for the Cambodian Disabled People's Organization (CDPO). The MTR will review the impact of the CDPO advocacy and their role in representing the interests of the persons with disabilities.
- c) Review work undertaken and progress in strengthening rehabilitation leadership, planning and coordination.
- d) Review support to Cambodian government to enable a successful transition of PRCs from INGO to government ownership.
- e) Review work undertaken in supporting increased access to quality rehabilitation services.
- f) Review the quality of work done in promoting inclusive community development for persons with disabilities and in bringing disability on the agenda of the national and local authorities and recommend areas of improvement.
- g) Assess the current small grant scheme mechanism in identifying partners in terms of effectiveness and efficiency.
- h) Assess the impact of the sensitization programme conducted so far to raise awareness of the sub-national officials on the rights of persons with disabilities
- i) The Programme Coordination team is entrusted with the responsibility of the overall coordination of the joint programme and also responsible for the oversight and quality assurance of the programme-wide monitoring and evaluation. The MTR will examine the functioning of the PCT in fulfilling these responsibilities apart from its role in providing technical advice to ensure coherence of the technical components of the programme and the strategic positioning of the joint programme as a whole.
- j) The activities under the programme has been scaled down on account of reduction in the available funds and this is due to the currency fluctuations. The MTR will examine this aspect and the impact of the scaling down of the activities in achieving the desired results.
- k) The MTR will assess the process of Risk assessment and management of the programme on the basis of the Risk Management Register and share their findings with the implementing agencies.
- l) As part of the mid-term review, the program's theory of change will be reviewed to know if any modifications are warranted.
- m) The MTR will examine the extent of compliance of the programme to the guiding principles as elucidated in the programme design document.
- n) Finance:
 - Consider the financial management of the programme, with specific reference to the cost-effectiveness of programme interventions.
 - Review the changes to fund allocations as a result of budget revisions and currency fluctuations, and assess the appropriateness and relevance of such revisions.
 - Does the programme have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds.
- o) Programme Monitoring and Evaluation Systems
 - Review the monitoring tools currently being used. Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use

existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?

- Examine the financial management of the programme monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

p) Stakeholder Engagement

- Programme management: Has the programme developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the programme? Do they continue to have an active role in programme decision-making that supports efficient and effective programme implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of programme objectives?

q) Reporting

- Assess how adaptive management changes have been reported by the Programme Board and the Programme Management Group by the Programme Coordination Team.
- Assess how well the Programme Coordination Team fulfil reporting requirements.
- Assess how lessons derived from the management process have been documented, shared with key partners and internalised.

r) Communication and advocacy

- s) The MTR will look at the advocacy and communication work which is in a nascent stage and suggest whether the strategies and approaches practiced so far can contribute to the achievement of the expected results.

Expected Outputs and Deliverables

No.	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	Desk review of the documents and submission of the Inception Paper highlighting the work plan/scope of activities and methodologies of the MTR.	05 working days	1 st -7 th March 2016	Joint Programme Team and approval by Programme Management Group.
2	Assessment of the programme: Consultation with the key stakeholders such as government officials/UN implementing agencies/NGO/CDPO and donor agency/INGOs from the disability sector. Visit to the select province/district/commune and meeting with the partners/government officials/ persons with disabilities and their care-givers/ other stakeholders if required Focus group discussions with the TRG members/ PMG and interviews with	17 working days	9 th -31 st March	Joint Programme Team and approval by Programme Management Group.

	select programme board members.			
3	Preparation of the draft review report.	03 working days	1 st -5 th April 2016	
4	Presentation of the 1 st draft report internally with the implementing agencies and the donor agency and preparation of the 2 nd draft report.	02 working days	6 th -7 th April 2016	Joint Programme Team and approval by Programme Management Group.
5.	Presentation of the 2 nd draft before the DRIC implementing agencies/ partners and other stakeholders.	02 working days	11 th April 2016	Joint Programme Team and approval by Programme Management Group.
6.	Finalization of the report on the basis of the stakeholders' recommendation and submission of the final report.	02 working days	12 th -13 th April 2016	Programme Management Group and approval by Programme Board.
Total # of Days:		31 working days		

Institutional Arrangement

The Programme Coordinator under the overall guidance of the Programme Management Group will act as the focal point and will be responsible for:

- Coordinating Securing technical assistance.
- Organizing review meetings and field visits.
- Coordinating and providing feedback and guidance to the Consultants.

The Programme Coordinator will work closely with the focal points of the implementing agencies and report to the PMG at every stage of the review process.

- The Consultants will periodically brief the implementing agencies and their partners on their approach, progress and findings.
- The Consultants will engage with the Programme Management Group and the Technical Review Group for consultations and sharing information.
- In addition to the individual meetings with the government, the Consultants will engage with the key stakeholders including donors, NGOs and other civil society organizations.
- The Consultants will present their findings before the Programme Management Group, donor agency, implementing agencies and their partners.
- The international consultant will be supported by a national consultant (recruited separately) who will work under his/her direction.
- The consultant is expected to respect confidentiality and following necessary data and information access protocols.

Duration of the Work

The assignment will be 31 working days from (TBD) to (TBD). The consultant is expected to be on board from (TBD) and complete assignment not later than (TBD). The Consultant has to submit her/his outputs in accordance to the defined work plan and payment is issued only with satisfactory outputs accepted/approved

by the joint programme team and UNDP ACD Programme. The consultant has to commit to deliver these outputs as planned.

Duty Station

The consultant will be based in Phnom Penh during the entire review and is expected to bring his/her own laptop/camera etc. The cost of the transport to be incurred for the field visit will be included in the lump sum and will be part of the remuneration package.

Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> • Master degree in disability/social-science, public administration, management, law and/or areas relevant for the assignment with particular skills relevant to conducting evaluations /analysis of organizational development
Experience:	<ul style="list-style-type: none"> • At least 10 years of relevant working experience in the area of analysis and evaluations of governmental institutions in low/middle income countries including the assessment of public policies /programmes /projects and capacity needs assessments of the disability stakeholders (government/UN agencies/NGOs/DPOs). • Experience of having worked with grass root disability NGOs and DPOs. • Knowledge of CRPD and experience in advocating for the rights of persons with disabilities is a requirement. Experience/knowledge of the disability context in Cambodia is an advantage. • Knowledge of the good practices in inter-ministerial coordination mechanisms and tools to promote the rights of persons with disabilities prevailing in some of the disability proactive low/middle income countries. • Demonstrated strong communications skills (oral and written), sense of initiative and excellent conceptual and analytical capacities
Competencies:	<ul style="list-style-type: none"> • Good facilitation and presentation skill. • Demonstrated ability to communicate effectively with various partners including the government, 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. • Excellent computer literacy
Language Requirement:	<ul style="list-style-type: none"> • Full proficiency in English, and excellent report writing skills. • Knowledge of Khmer language, an asset.

Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

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

- A written sample of the previous evaluations/assessments/analysis of public policies/programmes and projects undertaken in low-middle income countries in the context of disability rights.
- There will be a verification interview of the selected candidate by the selection panel constituted for this purpose.

Technical Evaluation Criteria	Obtainable Score
Substantive professional experience of working with the government sector and implementing public administration reform, as well as capacity undertake evaluations of governmental institutions in low/middle income countries including assessment of public policies/programmes/projects and capacity needs assessments of the disability stakeholders.	30 points
Previous experience in evaluating / reviewing disability rights programs/projects in low/middle income countries.	30 points
(Key criteria); Knowledge of CRPD/ inter-ministerial coordination and tools to promote rights of persons with disabilities. Experience of having worked with grass root disability specific NGOs/DPOs in low/ middle income countries and experience in advocating for the rights of persons with disabilities	30 points
Qualitative assessment of the sample work done earlier	10 points
Total	100 points

Payment Milestones

The consultant will be paid on a lump sum basis under the following installments.

No.	Outputs/Deliveries	Payment Schedule	Payment Amount
1	Upon satisfactory completion of the inception report.		20%
2	Upon satisfactory completion of draft report and the presentation of findings to the joint programme team.		30%
3	Upon satisfactory completion of final report.		50%

Annexes:

Concept Note.

CONCEPT NOTE

DISABILITY RIGHTS INITIATIVE CAMBODIA

MID-TERM REVIEW

1. Back ground and Context

Disability Rights Initiative Cambodia (DRIC) is a joint UN programme implemented by UNDP, UNICEF and WHO in Cambodia. It is a 5 year programme funded by the Australian Government with an assured funding till 2017. While the programme cycle commenced from Jan 2014, the substantive phase of implementation began only in June 2014. The long term goal of the programme is to contribute towards improvement in the quality of life for persons with disabilities in Cambodia and the end of programme outcome is to ensure that persons with disabilities have increased opportunities for participation in social, economic, cultural and political life through effective implementation of the National Disability Strategic Plan 2014-18 (NDSP) and Convention on the Rights of Persons with Disabilities (CRPD).

The MTR as envisaged in the DRIC M and E frame forms part of the Programme Coordination Team (PCT) work plan and budget. The Programme Board in its 4th meeting agreed to conduct the MTR during the first quarter of 2015 which will cover the time line from June 2014 to Jan 2016.

The delayed inception of DRIC activities and reduction in the budget due to currency fluctuation has resulted in a few changes being made to the programme activities. The M and E framework developed for the programme reflects these changes. As part of the evaluation plan, the DRIC programme design has made provision for an independent Mid-Term Review (MTR) to understand whether the programme is on track especially to deliver against its component intermediate outcomes and the likelihood of achieving component end of programme outcomes apart from providing valuable guidance for any programme modification that may be needed. Mid-term review will also examine the relevance, effectiveness, efficiency and impact of the programme. Given the fact that the scope of the MTR will cover just 19 months of implementation compared to 5 years of the expected project cycle, it might be quite early for the review to look at the aspect of sustainability at this juncture. The MTR will result in a comprehensive report detailing progress in achieving outcomes and outputs, the impact of activities, lessons learnt, challenges in implementation and recommendations for future action.

2. Objectives

The MTR will assess progress toward the achievement of the DRIC programme outcomes and outputs as of January 2016, as well as identify issues and recommend course correction. It will also assess early signs of project success or failure with an objective to identify the necessary changes to be made in order to set the project on –track to achieve its intended results

Specific Objectives

- Review the performance of the programme under each of the components from June 2014 to Jan 2016.

- To assess the progress of the programme against realization of the component wise intermediate outcomes and to know whether the programme is on track to achieve the component end-of programme outcomes.
- To understand the *relevance* of the programme after completing an implementation period of 19 months. Are there better ways of implementing the programme and is the programme making any difference in promoting the rights of persons with disabilities.
- *Effectiveness* of the programme in terms of achieving progress on the basis of the work plan
- From the '*efficiency*' perspective, is the investment making appropriate use of DFAT's resources and other partners' time to achieve the objectives.
- From the point of *Impact*, what positive and negative changes were produced by the DRIC programme, directly or indirectly, intended or unintended?

3. Scope

The review will address a number of dimensions of the DRIC programme and its implementation during the period June 2014 – January 2016.

- a) Review how the programme addresses NDSP 2014-18 priorities. Review country ownership and in particular the role of the Disability Action Council (DAC) in coordinating the implementation of the NDSP.
- b) It is believed that the ratification of the CRPD has provided new advocacy opportunities for the Cambodian Disabled People's Organization (CDPO). The MTR will review the impact of the CDPO advocacy and their role in representing the interests of the persons with disabilities.
- c) Review work undertaken and progress in strengthening rehabilitation leadership, planning and coordination.
- d) Review support to Cambodian government to enable a successful transition of PRCs from INGO to government ownership.
- e) Review work undertaken in supporting increased access to quality rehabilitation services.
- f) Review the quality of work done in promoting inclusive community development for persons with disabilities and in bringing disability on the agenda of the national and local authorities and recommend areas of improvement.
- g) Assess the current small grant scheme mechanism in identifying partners in terms of effectiveness and efficiency.
- h) Assess the impact of the sensitization programme conducted so far to raise awareness of the sub-national officials on the rights of persons with disabilities
- i) The Programme Coordination team is entrusted with the responsibility of the overall coordination of the joint programme and also responsible for the oversight and quality assurance of the programme-wide monitoring and evaluation. The MTR will examine the functioning of the PCT in fulfilling these responsibilities apart from its role in providing technical advice to ensure coherence of the technical components of the programme and the strategic positioning of the joint programme as a whole.
- j) The activities under the programme has been scaled down on account of reduction in the available funds and this is due to the currency fluctuations. The MTR will examine this aspect and the impact of the scaling down of the activities in achieving the desired results.
- k) The MTR will assess the process of Risk assessment and management of the programme on the basis of the Risk Management Register and share their findings with the implementing agencies.
- l) As part of the mid-term review, the program's theory of change will be reviewed to know if any modifications are warranted.

- m) The MTR will examine the extent of compliance of the programme to the guiding principles as elucidated in the programme design document.
- n) Finance
- Consider the financial management of the programme, with specific reference to the cost-effectiveness of programme interventions.
 - Review the changes to fund allocations as a result of budget revisions and currency fluctuations, and assess the appropriateness and relevance of such revisions.
 - Does the programme have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds.
- o) Programme Monitoring and Evaluation Systems
- Review the monitoring tools currently being used. Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
 - Examine the financial management of the programme monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- p) Stakeholder Engagement
- Programme management: Has the programme developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
 - Participation and country-driven processes: Do local and national government stakeholders support the objectives of the programme? Do they continue to have an active role in programme decision-making that supports efficient and effective programme implementation?
 - Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of programme objectives?
- q) Reporting
- Assess how adaptive management changes have been reported by the Programme Board and the Programme Management Group by the Programme Coordination Team.
 - Assess how well the Programme Coordination Team fulfil reporting requirements.
 - Assess how lessons derived from the management process have been documented, shared with key partners and internalised.
- r) Communication and advocacy:
- s) The MTR will look at the advocacy and communication work which is in a nascent stage and suggest whether the strategies and approaches practiced so far can contribute to the achievement of the expected results.

4. Methodology

- The MTR must provide evidence based information that is credible, reliable and useful. The MTR Team will review all relevant sources of information including documents prepared during the preparation of the programme (Annex 01). The MTR Team will review the baseline of the programme and monitoring reports.
- The MTR Team is expected to follow a collaborative and participatory approach ensuring close engagement with the Programme Management Group, government counterparts the UNDP, UNICEF and WHO Country Offices, and other key stakeholders.

- Engagement and participation of stakeholders is vital to a successful MTR. Stakeholder involvement should include interviews with stakeholders who have programme responsibilities, including executing agencies, senior officials, key experts and consultants in the area of disability, national and local government and CSOs, disability stakeholders, etc. Additionally, the MTR Team is expected to conduct field missions identified in consultation with the implementing partners and predetermined programme sites.
- The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

5. Management arrangements

The principal responsibility for managing this MTR resides with the Programme Coordinator under the overall guidance of the Programme Management Group. He will be responsible for:

- Contracting the consultants for the MTR and manage the contract from start to finish;
- Ensure timely provision of payments and travel arrangements;
- Provide relevant background documents and contacts of key stakeholders;
- Coordinating and providing feedback and guidance to the MTR team.

The Programme Coordinator will work closely with the focal points of the implementing agencies and report to the PMG at every stage of the review process. The Consultants will periodically brief the Programme Coordinator and their partners on their approach, progress and findings. The Consultants will engage with the Programme Management Group and the Technical Review Group for consultations and sharing information. In addition to the individual meetings with the government, the Consultants will engage with the key stakeholders including donors, NGOs and other civil society organizations.

The Consultants will present their findings before the Programme Management Group, donor agency, implementing agencies and their partners.

6. Team composition

- A team of two independent consultants will conduct the MTR: one team leader (international with experience and exposure to similar programmes and evaluations in other regions) and one team expert (national of Cambodia). To ensure independence, the consultants cannot have participated in the programme preparation, formulation and/or implementation and should not have a conflict of interest with DRIC's related activities.
- There will be an external independent consultant identified by DFAT from their office who will be a specialist in strategic investment. The consultant will participate in the MTR as a team member and shall provide inputs to the team as and when required apart from providing strategic advice to DFAT on disability investment.

The selection of consultants will be aimed at maximizing the overall team qualities in the following areas:

- Recent experience with result –based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in adaptive management, as applied to analysis of governmental institution including the assessment of organizational development and capacity needs assessments.
- Proven experience in collaboration with the government sector and implementing public administration

reform, as well as capacity to perform a management and functional assessment.

- Knowledge of Convention on the Rights of Persons with Disabilities and extensive experience of working on disability issues in a low-income/middle income country is a requirement. Experience/knowledge of the disability context in Cambodia is an advantage.
- The national consultant will be selected having the following skill mix:
Experience of having worked in the disability sector in Cambodia for at least 10 years, professional expertise in disability and development apart from experience of having worked with the government agencies in Cambodia in the context of disability. Familiarity with the UN programming will be an added advantage.

7. Deliverables

- An inception paper (with a draft work plan) after confirmation of acceptance to undertake the assignment and signing of a service contract, outlining methodology and approaches.
- Prepare a draft report on the basis of documents reviewed, consultations, interviews, field visits, Focus Group Discussions and following the reporting outline that is mutually agreed.
- Facilitate a meeting with the key stakeholders and present the findings of the Mid-Term Review to the PMG /TRG members and the partners of the implementing agencies.
- Finalize the MTR report and synthesize the recommendations for the improvement of the programme implementation and produce a final report of the review. The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings. Recommendations should be succinct suggestions for critical interventions that are SMART. A recommendation table should be put in the report's executive summary.