

TERMS OF REFERENCE
Individual Contractor

1. Assignment Information

Assignment Title:	International Senior Evaluation Advisor
UNDP Practice Area:	Poverty Reduction
Cluster/Project:	Policy, Communication, and Social Innovations for Human Development project
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh
Expected Place of Travel:	Provinces
Contract Duration:	30 working days, between 7 April-30 July 2016

2. Background

With an average annual growth rate of 7.4% Cambodia is rapidly transiting from a Low Income to a Middle Income Country (MIC), over the decade. The economic growth has been accompanied by poverty reduction and improvements in the human development index. So much so that Cambodia has set its sights on becoming an Upper Middle Income Country by 2030. This improvement in the headcount index is seen across different measures of poverty.

Despite these gains, the challenge is that the pathways out of poverty have not brought the poor too far: a significant proportion of Cambodians have incomes just above the poverty line. In MPI terms 21.6% of the population may be over the MPI threshold, but remain vulnerable to slipping to poverty – for a total of 54.6% of the population either below or just above the poverty threshold.

Table 1: Poverty Headcount Index according to different measures

Year	National Poverty Line (RGC)	US\$1.9/day (WB)	Multidimensional Poverty Index (OPHI)
2005	35.13%	32.0%	52%
2010	20.50%	8.9%	45.9%
2014	13.50%	6.2%	33.0%

There are a number of factors contributing to this condition. Despite a high employment-to-population ratio and labour participation rates, vulnerable employment is still the norm. Decent employment needs to be expanded particularly for women and youth. In the face of declining private returns to education, incentives to invest in human capital need to be improved if Cambodia is to take advantage of its demographic dividend. With financial markets currently servicing only 20% of the rural population, steps to improve financial inclusion is required.

Many Cambodians are still dependent on subsistence farming and fishing, and the continued viability of forests and the Tonle Sap and the Mekong. There are concerns that these ecosystems critical for these livelihoods and a range of ecosystems services (e.g. biodiversity, watershed functions, soil, species habitat, food, etc.) are increasingly under threat from economic activity. These economic activities would include illegal logging, dependence on fuelwood, Economic Land Concessions (ELCs), Social Land Concessions (SLCs), hydropower dams, mining, and road construction. Being among the countries most vulnerable to climate change, Cambodians will have to contend with rising average temperatures, declining crop productivity, sea levels rise, changing rainfalls patterns, and increased frequency of extreme weather events (i.e. floods and drought).

While public spending on education and health have increased considerably, at 6% of GDP, overall public spending still remains relatively low. Based on international experience, social programs are needed to build resilience, accumulate human capital, and crowd-in private sector investment. In Upper Middle Income Countries in East and Southeast Asia, public spending averages 14-15% of GDP. The fact that Cambodia is among countries most vulnerable to climate change makes additional public investment in adaptation and disaster risk reduction necessary. The challenge is that if decent employment and social programs are to expand, the economic and social upgrading of Cambodia's economy and exploiting opportunities offered by regional value chains is necessary.

A UNDP Cambodia response

In response to this situation, UNDP Cambodia has a poverty-focused 2016-2018 Country Programme Document. Underlying the CPD is a Theory of Change: if Cambodia is to sustain its gains in poverty reduction, efforts should focus on building assets, protecting assets, and increasing the returns to the assets of the poor and vulnerable.¹ And that these require policy engagement and capacity development interventions in terms of upgrading value chains, sustaining development finance, building resilience, and the strengthening voice & participation. The CPD comes at a time when UNDP has made poverty eradication and the reduction of inequalities and exclusion as its stated vision.²

In terms of modality, building on the 2014 Mid-Term Review of the CPAP, the current Country Programme adapts a “policy-based” approach to programming, where programmes are developed in line with on-going policy dialogue. If poverty interventions are to be sustainable, the policies are needed to ensure that the “right” institutional, market, and governance mechanisms should be in place, and working.

The purpose of this Thematic Evaluation

In all likelihood, a gap between a theory of change and the actual practice will exist. This gap is not so much a problem, than an opportunity to validate or (if need be) to revise one's theory of change. Gaps are opportunities to improve one's understanding of the problem and the solution. As a theory, a TOC can and should be constantly tested and periodically updated based on new analytical understanding, empirical evidence, and the lessons of actual development practice. While one could wait for the results of the periodic monitoring and evaluation of the CPD, the other is to learn from the past programme cycle. Or one can jump start the process of testing the theory.

This Thematic Poverty Evaluation will initiate the process of testing and validating the Theory of Change through lessons of actual development practice, taking as its starting point the 2011-2015 Country Programme Action Plan (CPAP). The CPAP had an explicit commitment to address gaps in the realization of the Cambodian Millennium Development Goals (CMDGs), i.e. to help Cambodia address those CMDGs it was lagging behind. As such, Poverty was only two among the seven (7) outcomes that UNDP committed to address.

The findings of the Thematic Poverty Evaluation will be used for: programming, programme design, portfolio decisions, and strategic partnerships. It could potentially be used to update or revise the Theory of Change. It could also serve to update the current CPD or contribute towards the foundations of the next CPD that starts in 2019.

In light of the above backgrounds and consistent with this terms of reference (ToR), the international Senior Evaluation Advisor is the Team Leader and shall take the overall responsibility for the quality and

¹ The Theory of Change was extensively based on the 2014 Chronic Poverty Report.

² 2014-2017 UNDP Strategic Plan

timely submission of the evaluation report to the UNDP Country Office. Specifically, the Senior Evaluation Advisor/Team Leader will perform the following tasks:

- Lead and manage the evaluation mission in country;
- As part of the inception report, design the detailed evaluation scope and gender sensitive methodology (including the methods for data collection and analysis);
- Decide the division of tasks and responsibilities within the evaluation team;
- Conduct the meta-analysis as outlined in earlier sections.
- Make presentation of evaluation findings
- Draft related parts of the evaluation report; and
- Finalize the whole evaluation report.

3. Scope of the Thematic Evaluation

In principle, in line with 2016-2018 CPD, the Thematic Evaluation will adapt Multidimensional Poverty as its working definition, i.e. poverty as a result of deprivations across different dimensions of well-being. In line with UNDP’s theory of change, the deprivations are seen as the result how the assets of the poor and vulnerable are managed, i.e. building, protecting, and increasing the returns to their assets. By poor we include people below the MPI threshold and those vulnerable to slipping back into poverty, with a special focus on women, youth, and Persons with Disabilities. Inclusion of Persons living with HIV and Indigenous Peoples may have to be carefully considered.

In this regard, the Thematic Evaluation will cover a portfolio of projects and programmes that were formulated and implemented in the last programme cycle, spanning 2011-2015. This includes:

- Projects that rollover into the 2016-2018 programme cycle;
- Projects that ended in the 2011-2015 programme cycle but could continue under a new phase under the 2016-2018 Country Programme Document (CPD) cycle; and
- Other cross-cutting of the Linking Policy and Practices (MDG1) and or the CPD.

4. Expected Outputs and Deliverables

The work will begin with a meta-analysis of available documentation. It will be followed by the preparation of an inception report reflecting the evaluators proposed approach. Once the inception report is approved, the evaluator will conduct of field work and approach key informant interviews, as and when necessary. Based on the results of the desk review and field work, the evaluator(s) will then consolidate into a draft synthesis report for comments and discussions, before finalization.

Below are expected process and final outputs and deliverables:

No	Process and final outputs and deliverables	Estimated duration/days	Target Due Dates
1	Preliminary Desk Review and data collection method	3	Second half of April 2016
2	Prepare an inception report on how they intend to undertake the task of addressing the questions raised, for approval	3	First half of May
3	Analyze available information, undertake field work and interviews as and when necessary.	16	Second half of May
4	Synthesize into a draft report for comments and discussions	5	First two weeks of June
5	Final Draft submitted	3	End of June 2016

5. **Institutional Arrangement**

Overall management for the implementation of the Thematic Evaluation will be the responsibility of the Deputy Country Director for Programme & Operations, through the Management Support Unit. While this Thematic Poverty Evaluation is to be conducted with autonomy and independence on the part of the Evaluator(s), it will be subject to quality assurance of the UNDP Cambodia Country Office. In this regard, a panel consisting of the Country Director, Deputy Country Director, and the Senior Policy Advisor will engage the Evaluation team at key intervals of the process, from inception to draft and final reports. Colleagues from the programme and policy units may participate as resource persons, as required.

6. **Duration of the Work**

Person-days for this assignment is 30 days. Assignment is expected to start on 7 April and final and completed analytical evaluation report submitted before 30 June 2016. Completed final report in English that should, at least, include the following contents:

1. List of Acronyms and Abbreviations
2. Executive summary;
3. Introduction
4. Evaluation Scope and Objective
5. Evaluation Approach and Methods
6. Data Analysis
7. Development Context: The Challenge of Sustaining Poverty in Cambodia
8. Findings and Conclusion
9. Recommendations
10. Lessons Learned

Annexes: (A) Term of Reference; (B) Field Visits Brief Report; (C) List of People Interviewed; (D) Documents Reviewed, etc.

7. **Duty Station**

The duty station of the contractor will be in Phnom Penh with frequent traveling to selected provinces and major provincial cities for 14-16 days outside the duty station. This is a lump sum output based contract and the consultant shall cover all costs to deliver the outputs. Transportation to the provinces will be arranged and covered by the consultant.

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the *Basic Security in the Field (BSIF) training* (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge.¹

8. **Minimum Qualifications of the Individual Contractor**

Education:	Master's or above degree in economics, development studies, political science, evaluation, governance and development management, or any relevant social science from internationally recognized university.
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Experience:	<ul style="list-style-type: none"> • At least ten years of cross-country work experience in evaluating poverty policies and programme; • Proven experience in the application of theory of change methodology to programme evaluations and or prior proven experience in policy implementation evaluations in similar context; and • Experience in similar assignment with the overall responsibility for the quality and timely submission of the evaluation reports to international development and bilateral agencies, international non-governmental organizations and non-profit foundations undertaking similar work as UNDP
Competencies:	<ul style="list-style-type: none"> • Expertise in thematic development evaluation and poverty reduction, human development and multidimensional poverty or similar works; • Technical expertise in development research, particularly in the areas of structural and social aspects of poverty and vulnerability; • Team leadership and organizational skills to perform and deliver results within a given assignment duration; • Knowledge and firm understanding UNDP's development tools and frameworks including the UNDAF, CPD, CPAP, MDGs, human development approach, etc. would be ideal; • Ability to display cultural, gender, religion, nationality and age sensitivity and adaptability; • Expertise in networking of development agencies, research institutions, and national and sub-national authorities; and • Excellent writing and analytical skills as proven in similar works in the past.
Language:	Fluency in the English language is highly required
Others:	Submission of similar past work/assignments completed

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

Technical Evaluation Criteria	Obtainable Score
<ul style="list-style-type: none"> • Master's or above degree in economics, development studies, political science, evaluation, governance and development management, or any relevant social science from internationally recognized university 	20
<ul style="list-style-type: none"> • At least ten years of cross-country work experience in evaluating poverty policies and programme • Proven experience in the application of theory of change methodology to programme evaluations and or prior proven experience in policy implementation evaluations in similar context 	25
<ul style="list-style-type: none"> • Expertise in thematic development evaluation and poverty reduction, human development and multidimensional poverty or similar works • Technical expertise in development research, particularly in the areas of structural and social aspects of poverty and vulnerability 	25
<ul style="list-style-type: none"> • Team leadership and organizational skills to perform and deliver results within a given assignment duration • Knowledge and firm understanding UNDP's development tools and frameworks including the UNDAF, CPD, CPAP, MDGs, human development approach, etc. would be ideal; • Excellent writing and analytical skills as proven in similar works in 	30

the past.	
Total Obtainable Score:	100

10. Payment Milestones

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

N	Outputs/Deliveries	Payment Schedule	Payment Amount
1	Upon satisfactory completion of inception report of the Thematic Evaluation	2 st week of April 2016	25%
2	Upon satisfactory completion of the draft of the Thematic Evaluation report	4 th week of May 2016	50%
3	Upon satisfactory completion of the full and complete Analytical Thematic Evaluation report	4 th week of June 2016	25%

11. Annexes

The following documents that will help a consultant gain a better understanding of the project situation and the work required should be provided as annexes to the ToR, especially if such literature or documents are not confidential.

1. Cambodia's Country Programme Document (2011-2015)
2. Cambodia's Country Programme Action Plan (2011-2015) – Internal document
3. Cambodia's Country Programme Document (2016-2018)
4. Cambodia's Country Programme Action Plan (2011-2015) – Internal document
5. UNDAF (2011-2015)
6. UNDAF (2016-2018)
7. National Human Development Reports (1997, 1998, 1999, 2001, 2007, 2011)
8. Cambodia Millennium Development Goals (CMDG1) – Report available– MOP website
9. UNDP Cambodia annual reports
10. UNDP Mid-Term Outcome Evaluation Report

ⁱ POPP: <https://intranet.undp.org/global/popp/cap/Pages/administration-of-travel-of-ic.aspx>

TERMS OF REFERENCE Individual Contractor

1. Assignment Information

Assignment Title:	National Evaluation Expert
UNDP Practice Area:	Poverty Reduction
Cluster/Project:	Policy, Communication, and Social Innovations for Human Development project
Post Level:	Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh
Expected Place of Travel:	Provinces
Contract Duration:	30 days, between May to August 2016

2. Background

With an average annual growth rate of 7.4% Cambodia is rapidly transiting from a Low Income to a Middle Income Country (MIC), over the decade. The economic growth has been accompanied by poverty reduction and improvements in the human development index. So much so that Cambodia has set its sights on becoming an Upper Middle Income Country by 2030. This improvement in the headcount index is seen across different measures of poverty.

Despite these gains, the challenge is that the pathways out of poverty have not brought the poor too far: a significant proportion of Cambodians have incomes just above the poverty line. In MPI terms 21.6% of the population may be over the MPI threshold, but remain vulnerable to slipping to poverty – for a total of 54.6% of the population either below or just above the poverty threshold.

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Many Cambodians are still dependent on subsistence farming and fishing, and the continued viability of forests and the Tonle Sap and the Mekong. There are concerns that these ecosystems critical for these livelihoods and a range of ecosystems services (e.g. biodiversity, watershed functions, soil, species habitat, food, etc.) are increasingly under threat from economic activity. These economic activities would include illegal logging, dependence on fuelwood, Economic Land Concessions (ELCs), Social Land Concessions (SLCs), hydropower dams, mining, and road construction. Being among the countries most vulnerable to climate change, Cambodians will have to contend with rising average temperatures,

declining crop productivity, sea levels rise, changing rainfalls patterns, and increased frequency of extreme weather events (i.e. floods and drought).

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¹ The Theory of Change was extensively based on the 2014 Chronic Poverty Report.

² 2014-2017 UNDP Strategic Plan

of Change. It could also serve to update the current CPD or contribute towards the foundations of the next CPD that starts in 2019.

In light of the above backgrounds and consistent with this terms of reference (ToR), the National Evaluation Expert under the leadership of the International Senior Evaluation Advisor (Team Leader) will be responsible for the following tasks:

- Provide the necessary technical support for the Team Leader and Senior Evaluation Advisor consistent with this ToR;
- Network with national and international entities (government ministries, researches, and international and national development agencies);
- Advise the Senior Evaluation Advisor on contemporary development issues in Cambodia;
- Organize and meet up informant groups both in Phnom Penh and in the provinces with the overall guidance of the Team Leader;
- Contribute substantive inputs to the desk review, inception report, draft report, and the full final report;
- Depending on the division of tasks and responsibilities, take on specific activities as determined by the Senior Evaluation Advisor;
- Provide support to the Senior Evaluation Advisor and Team Leader in the presentation of the evaluation findings;
- Assist the Team Leader in the drafting of parts of the evaluation report
- Finalize the whole evaluation report.

3. Scope of the Thematic Evaluation

In principle, in line with 2016-2018 CPD, the Thematic Evaluation will adapt Multidimensional Poverty as its working definition, i.e. poverty as a result of deprivations across different dimensions of well-being. In line with UNDP's theory of change, the deprivations are seen as the result how the assets of the poor and vulnerable are managed, i.e. building, protecting, and increasing the returns to their assets. By poor we include people below the MPI threshold and those vulnerable to slipping back into poverty, with a special focus on women, youth, and Persons with Disabilities. Inclusion of Persons living with HIV and Indigenous Peoples may have to be carefully considered.

In this regard, the Thematic Evaluation will cover a portfolio of projects and programmes that were formulated and implemented in the last programme cycle, spanning 2011-2015. This includes:

- Projects that rollover into the 2016-2018 programme cycle;
- Projects that ended in the 2011-2015 programme cycle but could continue under a new phase under the 2016-2018 Country Programme Document (CPD) cycle; and
- Other cross-cutting of the Linking Policy and Practices (MDG1) and or the CPD.

4. Expected Outputs and Deliverables

The work will begin with a meta-analysis of available documentation. It will be followed by the preparation of an inception report reflecting the evaluators proposed approach. Once the inception report is approved, the evaluator will conduct of field work and approach key informant interviews, as and when necessary. Based on the results of the desk review and field work, the evaluator(s) will then consolidate into a draft synthesis report for comments and discussions, before finalization.

Below are expected process and final outputs and deliverables:

No	Process and final outputs and deliverables	Estimated duration/days	Target Due Dates
1	Preliminary Desk Review and data collection method	3	2 nd week of May 2016
2	Prepare an inception report on how they intend to undertake the task of addressing the questions raised, for approval	3	3 rd week of May 2016
3	Analyze available information, undertake field work and interviews as and when necessary.	16	2 nd week of June 2016
4	Synthesize into a draft report for comments and discussions	5	3 rd week of July 2016
5	Final Draft submitted	3	2 nd week of August 2016
	Total number of days	30	

5. **Institutional Arrangement**

Overall management for the implementation of the Thematic Evaluation will be the responsibility of the Deputy Country Director for Programme & Operations, through the Management Support Unit. While this Thematic Poverty Evaluation is to be conducted with autonomy and independence on the part of the Evaluator(s), it will be subject to quality assurance of the UNDP Cambodia Country Office. In this regard, a panel consisting of the Country Director, Deputy Country Director, and the Senior Policy Advisor will engage the Evaluation team at key intervals of the process, from inception to draft and final reports. Colleagues from the programme and policy units may participate as resource persons, as required.

6. **Duration of the Assignment**

Person-days for this assignment is 30 days. Under the Senior Evaluation Advisor the assignment is expected to start in May 2016 and final and completed analytical evaluation report submitted before 2nd week of August 2016. Completed final report in English that should, at least, include the following contents:

1. List of Acronyms and Abbreviations
2. Executive summary;
3. Introduction
4. Evaluation Scope and Objective
5. Evaluation Approach and Methods
6. Data Analysis
7. Development Context: The Challenge of Sustaining Poverty in Cambodia
8. Findings and Conclusion
9. Recommendations
10. Lessons Learned

Annexes: (A) Term of Reference; (B) Field Visits Brief Report; (C) List of People Interviewed; (D) Documents Reviewed, etc.

7. **Duty Station**

The duty station of the contractor will be in Phnom Penh with frequent traveling to selected provinces (7 provinces namely Kompong Cham, Prey Veng, Kandal, Kompong Thom, Siem Reap, Takeo, and Battambang) for 14-16 days outside the duty station.

This is a lump-sum output based contract and payment will be made based on the submission of outputs as indicated in the below payment schedule. The consultant shall cover all costs to deliver the outputs. **Transportation to the provinces for national and international consultants will be arranged and covered by the national consultant.**

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the *Basic Security in the Field (BSIF) training* (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge. ⁱ

8. Minimum Qualifications of the Individual Contractor

Education:	Master's or above degree in economics, development studies, political science, evaluation, governance and development management, or any relevant social science from internationally recognized university.
Experience:	<ul style="list-style-type: none"> • At least seven years of work experience in evaluating poverty policies and programme, or researches related to poverty reduction and local development, preferably in Cambodia or in the region; • Experience in monitoring and evaluation of development, preferably related to local development and in poverty reduction programmes; • Experience and knowledge of Cambodia and countries of the region development contexts, especially up-to-date knowledge global and national development agendas; • Experience in similar assignment with the overall responsibility for the quality and timely submission of the evaluation reports to international development and bilateral agencies, international non-governmental organizations and non-profit foundations undertaking similar work as UNDP.
Competencies:	<ul style="list-style-type: none"> • Expertise in development evaluation and poverty reduction, human development and multidimensional poverty; • Technical expertise in development research, particularly in areas of structural and social aspects of poverty and vulnerability; • Knowledge and firm understanding UNDP's development tools and frameworks including the UNDAF, CPD, CPAP, MDGs, human development approach, etc. would be ideal. • Ability to display cultural, gender, religion, nationality and age sensitivity and adaptability; • Expertise in networking with development agencies, research institutions, and national and sub-national authorities; and • Excellent writing and analytical skills as proven in similar works.
Language:	Proficiency in the Khmer and English language is required
Others:	Submission of similar past work/assignments completed

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

Technical Evaluation Criteria	Obtainable Score
Master's or above degree in economics, development studies, political science, evaluation, governance and development management, or any relevant social science from internationally recognized university.	20

<ul style="list-style-type: none"> • At least seven years of work experience in evaluating poverty policies and programme, or researches related to poverty reduction and local development, preferably in Cambodia or in the region 	25
<ul style="list-style-type: none"> • Experience and knowledge of Cambodia and countries of the region development contexts, especially up-to-date knowledge global and national development agendas; and • Experience in similar assignment with the overall responsibility for the quality and timely submission of the evaluation reports to international development and bilateral agencies, international non-governmental organizations and non-profit foundations undertaking similar work as UNDP. 	25
<ul style="list-style-type: none"> • Expertise in development evaluation and poverty reduction, human development and multidimensional poverty; and • Technical expertise in development research, particularly in areas of structural and social aspects of poverty and vulnerability; 	10
<ul style="list-style-type: none"> • Knowledge and firm understanding UNDP's development tools and frameworks including the UNDAF, CPD, CPAP, MDGs, human development approach, etc. would be ideal; • Expertise in networking with development agencies, research institutions, and national and sub-national authorities; and • Excellent writing and analytical skills as proven in similar works. 	20
Total Obtainable Score:	100

10. Annexes

The following documents that will help a consultant gain a better understanding of the project situation and the work required should be provided as annexes to the ToR, especially if such literature or documents are not confidential.

1. Cambodia's Country Programme Document (2011-2015)
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7. National Human Development Reports (1997, 1998, 1999, 2001, 2007, 2011)
8. Cambodia Millennium Development Goals (CMDG1) – Report available– MOP website
9. UNDP Cambodia annual reports
10. UNDP Mid-Term Outcome Evaluation Report

ⁱ POPP: <https://intranet.undp.org/global/popp/cap/Pages/administration-of-travel-of-ic.aspx>