

## TERMS OF REFERENCE Individual Contractor

### 1. Assignment Information

<b>Assignment Title:</b>	Midterm Evaluation Consultant
<b>UNDP Practice Area:</b>	Poverty
<b>Cluster/Project:</b>	Poverty Reduction/ Cambodia Export Development and Expansion Programme II (CEDEP II) – Cassava Component
<b>Post Level:</b>	Senior Specialist
<b>Contract Type:</b>	Individual Contractor (IC)
<b>Duty Station:</b>	Home/Phnom Penh
<b>Expected Place of Travel:</b>	Four provinces of Cambodia
<b>Contract Duration:</b>	22 days, 10 days in Cambodia

### 2. Project Description

Poverty reduction and growth are the highest priorities of the Government. The Rectangular Strategy Phase III reaffirms government's commitment to prioritize policies and investment in support of agriculture; infrastructure; private sector development and employment; and human resources development. The global economic crisis and the rise in food and fuel prices have led the RGC to adopt a dual approach. This aims to increase national competitiveness and diversify the economy; and to expand the social protection and safety nets<sup>1</sup>

The government has identified agriculture as the top priority for Cambodia's socio-economic development, focusing on increasing productivity and diversifying within this sector. This is clearly reflected in the Rectangular Strategy III and the NSDP IV both covering the period 2014-2018. Similarly, the Cambodia Trade Integration Strategy 2014-2018 (CTIS 2014-2018) stresses the need for Cambodia to strengthen and accelerate the diversification of its export base above and beyond its original, two core export sectors – garments and tourism. To support this major strategic orientation, CTIS identifies: (1) 10 product and service export potentials for export development focus (including cassava) (2) "cross-cutting" reforms and institutional developments required to unleash growth in those potential exports; and, (3) capacity developments in areas of trade policy and Aid for Trade management. The strategy was endorsed by the Sub-Steering Committee on Trade and Trade-Related Investment in December 2013 (the Committee serves as National Steering Committee for all Aid for Trade in Cambodia) and launched officially by H.E. Prime Minister Hun Sen in February 2014

This is also in line with the results of the country's Trade Policy Review undertaken in 2011 in partnership with the World Trade Organization (WTO) that calls for Cambodia to move away from its dependency on garment and rice and urges to diversify and expand the country's export basis.

Cassava is the second largest agricultural crop in Cambodia and growing rapidly. Statistics from the Ministry of Agriculture, Forestry and Fisheries (MAFF) indicates production of nearly 4.250 million MT in 2010, up from 3.5 million MT in 2009. MAFF sources estimate that 2013 production reached almost 8 million MT. The fast

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<sup>1</sup> Cambodia CPAP 2011-2015, chapter 2.18

growing importance of the sector for export diversification and export revenues cannot be underestimated. Additionally, the sector might have been generating anywhere between \$300 to \$400 million worth of “informal” export revenues in 2013. Even though Cassava has become the second largest agricultural crop in term of income, employment, hectares cultivated, and exports (more on this in the next section), there is very little technical assistance support provided to the sector.

The Ministry of Commerce and UNDP Cambodia have partnered since 2008 to tackle the above challenges and provide know-how and best practices to Cambodia’s cassava sector. One key instrument developed under this cooperation was a Value Chain Analysis of the cassava sector carried out in 2009. Five year later, increased investment in the sector coupled with interests from new buyers (in particular from China) for raw and processed cassava products meant that Cambodia’s cassava value chain is changing deeply. As a result, UNDP wishes to update the existing Value Chain study as a tool to assess where support provided through the CEDEP II project could be best used.

UNDP, in its CPAP, has vowed to support the above goals of economic diversification and poverty reduction and in particular the human capital development and competitiveness issues. Similarly, at the request of the Government, UNDP has decided to re-engage deeply in the trade sector, trade being an engine for economic growth, through the creation of a dedicated project within UNDP

The Cassava component will contribute directly to:

- UNDAF outcome on “promotion of equitable, green, diversified economic growth”
- CPAP Outcome #1 on Poverty Reduction: strengthening national and sub-national capacities to develop a more diversified, sustainable and equitable economy.
- CPAP Output #1.1: supporting human capital development and institutional capacity for selected sectors of importance for the diversification of the economy.
- CPAP Outcome #2: enabling national and local authorities, communities and the private.

CEDEP II has been implemented since 2014 and by its timeframe will end by April 2017. For two years, the project completed some of its main outputs such as the identification of project beneficiaries, the study on cassava value chain, and the creation of local business associations at key cassava production areas and export routes along the borders within target provinces. The project supported the creation of a cassava working group which is initiated by development partners and private sector, cassava associations to address cross-border issues, and the linkage between a starch processor and farmers. The project is currently conducting a survey on environmental impacts causing from cassava production and processing, and will support exporters/processors to implement low cost solutions if the negative impacts need to be addressed.

Moving forward, the project is going to conduct a market assessment study to identify potential markets for Cambodia’s cassava based products. Based on the market assessment, the project will build capacity of the exporters and processors on various aspects such as SPS, quality control management, export procedure etc. and make their export ready. The project will also organize trade missions to at least three target markets to build relationship or do business matching between Cambodian exporters/processors and buyers. Through the technical working group and cassava associations, the project will support to address issues faced by them in implementing sale contracts or exporting their products to markets.

Currently, the project is challenged by the growth of cassava production in the Southeast Asian region and the market force which is driven by a single buyer. All these dynamics creates a new landscape of cassava production in Cambodia. Its planting areas has expanded not only along the border areas but also inner parts of the country where lands are available through economic land concession and deforestation. Unfortunately, the growth of cassava production does not lead to the streamlining of processing industries and the domestic use of cassava. Indeed, the increase of the cassava production is to supply world markets indirectly through the neighboring countries since their production could not increase due to their limited planting areas.

Various factors have affected the project's export promotion goals. The price drop to USD 50-55 per ton of fresh root took away profit margin of all players within value chains. More seriously, some farmers lost profit and did not get break even because of the rising production cost and low yield causing from climate change. Some of them shifted to grow other cash crops which are expected to provide more profit so the sector could scale down to some extent. While the price has dropped, the costs relating to export remains the same, the direct export provides small profit margins which are not satisfied by all players. The export related costs in Cambodia are higher than its neighboring countries so the effort to promote direct export of cassava from certain areas in this circumstance may not be possible and result in value loss as much value taken by transportation cost.

Based on the price outlook, expected downside of the cassava sector, and uncertain market trend, the project needs to consider and reflect the relevance of its design and the effectiveness of its approaches to achieve the expected results with the available time and resources.

### **3. Scope of Work**

The Mid-Term Review aims to assess review and assess the project progress against its log frame and indicators, and explore root causes impeding the project implementation. As the sector growth through the production increase, the influence of the neighboring countries' trade system, and the dynamic of global markets, it also needs to review the project design and interventions to ensure that it is on the right track to achieve its expected results.

More specifically, the objectives of the Mid-Term are to:

- Assess the project progress against the logical log frame, work-plan and budget, and its contribution to the achievement of the project's impacts, outcomes, and outputs;
- Provide comprehensive analysis on the areas which the project needs to improve in order to achieve its expected results putting sustainability aspect in perspective;
- Assesse the relevance and feasibility of the project document including scope, strategy, logical log frame, resource, risk, and project management arrangement against the current sector dynamic and market trend;
- Provide recommendation on how the project can effectively move to reach out its target output and result within the project timeframe to meet stakeholders' needs and current situation of the cassava sector for the effective project implementation and achievement of the expected results
- Together with the recommendation, provide the suggestion on how the project can ensure the sustainably of its interventions, and provide recommendation on the framework and plan moving forward.

In line with the above objectives, the scope of the assignment will cover:

- 1) Review the project progress and assess the quality of the outputs produced by the project from 2014 to 2016;
- 2) Analyse the extent to which the delivery of the project outputs has contributed to the achievement of the project's expected results as stated in its logical framework;

- 3) Assess whether the project has built synergy with other projects or stakeholders to address sectoral issues and strengthen cassava value chains as stated in Cambodia's Diagnostic Trade Integration Strategy and the Trade SWAp Roadmap-Outcome 13: Cassava;
- 4) Review and assess whether the project uses proper strategic approaches that will enhance national ownership, hence contributes to capacity building to the national counterparts and private sector.
- 5) Review and analyse whether the project allocated the resources properly toward delivering the project development results;
- 6) Assess whether the project allows to be flexible in moving toward the right direction to bring the expected results;
- 7) Gather lessons learned from the two-year project implementation and identify areas for improvement
- 8) Analyse the current sector dynamic and market trend, and how they affect the project implementation and the attainment of the project's expected results;
- 9) Based on the analysis and lessons learned above, assess whether the project design document including the project's logical framework, scope, strategy, risk, and project management arrangement is still relevant and effective to achieve the expected results with the available resource;
- 10) Provide proposed changes in the project design and ways forwards for the project implementation putting in perspective the sustainability dimension;
- 11) Present and validate findings with UNDP management, Donors and Stakeholders and as directed by UNDP's project team update the project design document;
- 12) Produce a precise justification note to inform the project's donor and stakeholders about the proposed changes and update of the project design document.

#### **4. Expected Outputs and Deliverables**

<b>N</b>	<b>Deliverables/Outputs</b>	<b>Estimated Duration to Complete</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>
1	Assignment proposal with the details of rational, objectives, methodologies, key informants, work-plan and data collection tools is approved by UNDP.	3 days	2 <sup>nd</sup> week of December 2016	Reviewed by Programme management specialist/Programme analyst/approved by ACD/Team leader
2	The draft Mid-Term Review Report is completed and satisfied by UNDP.	14 days	2 <sup>nd</sup> week of January 2017	
3	The final Mid-Term Review Report is validated with stakeholders and the comments are fully addressed which is satisfied by UNDP.	5 days	4 <sup>th</sup> week of January 2017	
<b>Total # of Days:</b>		<b>22 days</b>		

*While the number of days allocated for each output is fixed, the tentative schedule of the each of the outputs above can be slightly adjusted once the consultant is on board based on the consultation with UNDP project team.*

#### **5. Institutional Arrangement**

Under overall direct supervision of the ACD/Programme Team Leader, oversight of Programme analyst and direct guidance from National Project Management specialist, the consultant will be responsible to deliver the outputs stated above with the level of quality expected.

### Role of the consultant

- Ñ The consultant is responsible to provide his/her technical expertise to produce the expected outputs;
- Ñ The consultant shall cover all the related cost for his mission to Cambodia. The field work to the province will be covered by the project;
- Ñ The consultant shall work under the assigned focal person from UNDP project team, National Project Management Specialist;
- Ñ The consultant needs to maintain daily communication with the UNDP project focal person as and when problems emerge during the consultancy period, especially if they affect the scope of the job.

### Role of UNDP focal person/team

- Ñ The UNDP programme unit will provide overall quality assurance for this consultancy;
- Ñ The UNDP programme unit will review deliverables for payment release;
- Ñ UNDP focal person, National Project Management Specialist, will act as the focal person to interact with the consultant to facilitate the assignment, to facilitate the review of each outputs and ensure the timely generation of the comment from stakeholder on each output.

## **6. Payment Milestones**

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

<b>N</b>	<b>Outputs/Deliveries</b>	<b>Payment Schedule</b>	<b>Payment Amount</b>
1	Upon satisfactory completion of the assignment proposal including rational, objectives, methodologies, key informants, work-plan and data collection tools.	2nd week of December 2016	20%
2	Upon satisfactory completion of the draft Mid-Term Review Report.	2 <sup>nd</sup> week of Jan 2017	40%
3	Upon satisfactory completion of the final Mid-Term Review Report which is validated with stakeholders and the comments are fully addressed.	1 <sup>st</sup> week of Feb 2017	40%

## **7. Duration of the Work**

The consultant will work for 20 working days from December 2016 to February 2017. The consultant is expected to be on board in the 2nd week of December 2016 and complete the assignment no later than the 2<sup>nd</sup> week of Feb 2017.

## **8. Duty Station**

This assignment is home-based and required the consultant to travel to Cambodia two times. The initial proposed mission schedule is as the following:

- 1st mission: around 2<sup>nd</sup> week of December 2016. To have a first round of stakeholder meeting to kick start the assignment. Benefitting from this first mission, the province might be as well needed. The expect duration in the country is 7 working days;

- 2nd mission: around 2<sup>nd</sup> week of January, to present the preliminary draft of report to stakeholder. Expect to be in the country (Phnom Penh city) for 3 working days.

*The above mission plan (number of mission and timeframe) could be further discussed and could be adjusted as based on the discussion between the consultant and the project focal person, National Project Management Specialist, to be validated by the programme Analyst and/or head of programme*

The consultant should submit financial proposal covering the profession fee, cost incurred when she/he is in Cambodia. The cost related to field visit (4 provinces – Kampong Cham, Battambang, Pailin, Tbong Khmom) will be fully covered by the project.

### **9. Minimum Qualifications of the Individual Contractor**

<b>Education:</b>	<ul style="list-style-type: none"> <li>▪ At least Master Degree in International Business, Business Administration and Trade, or other related field</li> </ul>
<b>Experience:</b>	<ul style="list-style-type: none"> <li>▪ At least 7 years of substantial knowledge and experience in conducting development projects midterm review;</li> <li>▪ Proven work experience in conducting the analysis the complexity of the relationship between trade and supply chain in Asia is a strong asset;</li> <li>▪ Proven specific experience in evaluating similar project related to export of agro commodity trade in Asia region, particularly Cambodia;</li> <li>▪ Proven working experience with international agencies and programs, preferable with UN agencies in the areas of project management, project design and M &amp; E.</li> </ul>
<b>Other Competency</b>	<ul style="list-style-type: none"> <li>▪ Time management (in managing deliverables)</li> <li>▪ Team management</li> <li>▪ Professionalism, courtesy, patience</li> <li>▪ Outstanding inter-cultural communication, networking and coordination skills</li> </ul>
<b>Language Requirement:</b>	<ul style="list-style-type: none"> <li>▪ Excellent written and oral English; knowledge of Khmer is an asset</li> </ul>
<b>Other Requirements (if any):</b>	

**10. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor**

<b>Technical Evaluation Criteria</b>	<b>Obtainable Score</b>
At least 7 years of substantial knowledge and experience in conducting development projects midterm review	35
Proven work experience in conducting the analysis the complexity of the relationship between trade and supply chain in Asia is a strong asset	20
Proven specific experience in evaluating similar project related to export of agro commodity trade in Asia region, particularly Cambodia	35
Proven working experience with international agencies and programs, preferable with UN agencies in the areas of project management, project design and M & E	10
<b>Total Obtainable Score:</b>	<b>100</b>