

## TERMS OF REFERENCE FOR INSTITUTIONAL SERVICES

### UNICEF CAMBODIA COUNTRY OFFICE

**Title of Consultancy/Works: Two-pronged Evaluation on: 1. Strengthening Local Governance for Delivering Social Services and Social Protection for Vulnerable Children and Women in Cambodia and 2. Joint Programme for Supporting the National Social Protection Policy Framework in Cambodia**

**Requesting Section: Social Policy and Evaluation**

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#### **1. Background**

This Terms of Reference (ToR) outlines the purpose and scope of an end of programme/project evaluation that aims to cover two programmes ending at a similar time, and with a similar scope and focus: 1. The SIDA funded project on Strengthening Local Governance for Delivering Social Services and Social Protection for Vulnerable Children and Women in Cambodia (henceforth referred to as the Strengthening Local Governance Project) and 2. The Joint SDG funded programme to Support the National Social Protection Policy Framework in Cambodia, both of which end in December 2021.

Two programmes contribute towards complementary outcomes, engage common partners and aim to reach complementary results. Where appropriate, the programmes reinforce each other.

Both projects were designed to have a catalytic and synergetic impact achieved by linking the project activities to broader national agenda and initiatives, including those by other development partners, contributing to evolution of the social service/social protection delivery. Additional both project focus on strengthening system building, as well as coordination, M&E and delivery planning functions are different levels of administration with an expectation of synergetic impacts.

In this regard, having an evaluation that focuses on the end outcomes, while still allowing for programme specific findings, conclusions and recommendations, will increase coherence in the evaluation findings and improve cost-effectiveness of the evaluation itself. The evaluation will be guided by the overarching Theories of Change of the two programmes. The evaluation is expected to be a learning oriented and utilization focused outcome evaluation that will, through examination of results achieved and lessons learnt, help strengthen the UN support to the roll-out of the national responses in social protection and delivery mechanisms for social services at national and sub-national level. In this regard, the evaluation is both summative and formative in nature.

To this end, UNICEF, in collaboration with ILO and WHO, will commission an evaluation starting no later than August 2021 for a period of 6 months (maximum). The evaluation cannot go beyond February 2022, given expiration of funding allocated to the evaluation. These Terms of Reference (ToR) set out the purpose, objectives, methodological options and operational modalities for an institutional contract to undertake this evaluation. Key Government partners included in the evaluation are in the areas of social assistance, social security, sub-national administration of social services, and the national statistical institutions.

#### ***1.1. The SIDA funded project on Strengthening Local Governance for Delivering Social Services and Social Protection for Vulnerable Children and Women in Cambodia***

Informed by pilot programme (known as Seila programme of 1996-2000), Cambodia Decentralization and De-concentration (D&D) reform began with the development of the first organic law on Commune/ Sangkat (CS) Administrative Management in 2001 followed by the first elections of CS councils, the lowest tier of local government conducted in 2002. The second organic law on Capital and Provincial (CP), District, Municipal and Khan (DMK) Administrative Management adopted in 2008 paved the way for elections of councils at CP and DMK levels conducted in 2009. To advance the reform, a ten-year National Programme for Sub-National Democratic Development (NP-SNDD) for 2011-2020 was formulated and implemented. At time of this assessment, the second ten-year national programme- NP2 for 2021- 2030 is being finalized for the next ten years' implementation. Goal of the D&D reform is to create new Sub-National Administrations (SNA) and systems that are situated closer to the people, equipped with new functions, personnel and resources to take charge of the development of their locality. It is expected that new SNAs are more responsive, more efficient and better accountable to the citizens that elected them not just to higher level. It is also expected that line ministries would transfer functions, human and financial resources to SNA to deliver services. Role of national ministries then would be shifted and limited to formulating sector strategies, setting standard and procedures, building SNA capacity and carrying out inspection of compliance.

The Social Protection Sector in Cambodia has seen significant progress in the last decade. To advance social protection in Cambodia, the Royal Government of Cambodia (RGC) adopted the National Social Protection Policy Framework (NSPPF) 2016-2025, building on two main pillars: social security and social assistance. To coordinate, monitor and evaluate the implementation of the NSPPF a National Social Protection Council (NSPC) chaired by the Deputy Prime-Minister and Minister of Economy and Finance (MEF) and a General Secretariat (GS) based at the MEF were established in 2017 and 2018 respectively.

The Cambodia social assistance programme, as one of the pillars of the NSPPF, aspires to address vulnerabilities and ensure a sustainable exit from poverty while building the human capital and resources of the population. The core programmes envisaged under this pillar are at different stages of their maturity and include: the conditional cash transfer programme for pregnant women and young children; the scholarship programme for primary and secondary school students; the cash transfer programme for people with disability; support programme for elderly people. With the establishment of the Family Package of integrated social assistance and of the National Social Assistance Fund in 2021, the social assistance pillar of the social protection will see continued acceleration in the medium-term.

Up until the present day, functional and resource transfer from central ministries to SNAs has been progressing slower than expected. Therefore, SNAs still do not own sources of revenue assigned to them thus they depend almost in entirety on national transfer known as Commune/ Sangkat Fund (CS fund) and District/ Municipal Fund (DM fund) to carry out local development interventions.

Significant technical support is required for the RGC to further build and strengthen the Cambodia social protection system, including its coverage, targeting, programme consolidation and improved effectiveness and efficiency. Capacity gaps linked to delivery of social protection at sub-national remain significant, particularly with regards to certain aspects of the service delivery, including case management, referral, planning, coordination and M&E of the social assistance programmes.

With an aim of addressing the above-mentioned issue and bottlenecks, UNICEF has been implementing a project funded by Sweden (Sida) to strengthen local governance for delivering social services and social protection covering a period from October 2018 to June 2021. The project is implemented by key Government partners that include:

- Ministry of Interior (MOI),
- Ministry of Economy and Finance (MEF),
- Ministry of Planning (MOP),
- General Secretariat of the National Social Protection Council
- Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY)
- Sub-National Administrations in target areas.

The geographic coverage is national, with specific activities implemented in focus Provinces, including the city region of Phnom Penh and M, Kandal, Kratie, Ratanakiri and Siem Reap provinces.

The programme Theory of Change (see Annex 1 for the full ToC) presents the vision of change, which is to reduce multidimensional child poverty in Cambodia. Limited access and quality of social services and social protection were identified as the major factor for high child deprivation. Hence, the long-term change to achieve this vision is that children and adolescents in Cambodia, including the most deprived benefit from effective social services and child-sensitive social protection system. The ToC foresees the following preconditions, which could be also read as long term outcomes of the programme, for the change and ultimate impact to occur:

**Precondition 1: Properly designed, gender-sensitive and equity-focused social protection programmes implemented with increased coverage**

**Precondition 2: Public budget equitably and adequately allocated and executed for social services and social protection programmes**

**Precondition 3: Line ministries and subnational administrations effectively monitor and evaluate policy, programme and budget implementation and progress toward Cambodia Sustainable Development Goals.**

Key expected results of the project include:

**Outcome 1:** SNAs (CPAs, communes/ Sangkats) prioritize children and women in Provincial Investment Programme (PIP) and allocate resources for social services that aim to improve the wellbeing of children and women

Outputs:

Output 1.1. Provincial Investment Plan and Provincial Development Plan monitoring and reporting mechanism enhanced

Output 1.2. SNA social expenditure guidelines developed and implemented

Output 1.3. Public recognition and reward mechanism for high-performing SNAs in place

Output 1.4. Coaching mechanism to support SNA planning, budgeting and implementation operational

Output 1.5. Enhanced citizen participation in local planning and budgeting process (in rural and urban areas)

**Outcome 2:** Social protection programmes delivered by SNAs benefitting the most vulnerable populations

Outputs:

Output 2.1. Cash transfer qualitative evaluations conducted to inform its design and operation to improve its effectiveness

Output 2.2. SNA officials are trained for social assistance delivery

Output 2.3. Single registry of social protection programmes is in place

Output 2.4. Social workers placed at district level

## Output 2.5. Para social workers are placed at commune level

The budget of the project amounts to \$3,202,200 over the period of three years and three months. The project has been pivotal in building the national system of the cash transfer delivery, has provided significant inputs to the national capacities to deliver cash transfer programmes at central and sub-national level. In the area of social protection the Project has played a central role also in developing the national social protection responses to the Covid-19. The Project has also operated within the context of additional significant resources provided to UNICEF by the EU and SDG-Fund and has informed the engagement of multiple development partners, including EU, GIZ and the UN Agencies in the country. Project contributed to setting the grounds at policy and delivery level for the future Family Package of integrated social assistance programmes. In this regard, the Project has been synergetic in pushing forward the Social Protection sector development as defined under the National Social Protection Policy Framework 2016-2025. The project has been pivotal in allowing UNICEF Cambodia to push forward the social protection agenda and forge partnerships with national partners and development partners to expand the scope of the social protection programming.

The Project has been closely linked to the objectives of the Decentralization and de-concentration Reform and the Public Finance Management Reform in Cambodia. In this regard, the Project has ensured support to the national authorities with regards to filling in the capacity gaps at sub-national level linked to planning and budgeting for social services. The project has provided significant inputs into the reform agenda by developing critical tools and building capacities at sub-national level. The Project was instrumental in building the partnerships among the key line ministries responsible for the reform (MEF, MoI, MoP). Another significant component of the Project has been the successful collaboration on introducing critical tools for citizen and youth engagement in the local planning and budgeting. The Project has provided unique inputs to the reform with few additional partners having the focus on the local planning and budgeting for social services. Intention is to further embed the project results in the overall contribution to the reform by other development partners.

The Project has largely contributed to the UNICEF Policy section 5-year strategic results.

### ***1.2. The Joint SDG – Fund funded programme to Support the National Social Protection Policy Framework in Cambodia***

Cambodia currently has a fragmented social protection system. In terms of social insurance, the existing system covers only employment injury insurance, social health insurance and pensions. To date, only civil servants have benefited from statutory pensions, leaving the majority of the population vulnerable to old age poverty. The National Social Security Fund (NSSF) is responsible for the administration of the social insurance schemes. Due to high levels of job informality, only a small percentage of the Cambodian population is covered by social insurance. There are limited social assistance measures. According to the World Bank, coverage of safety nets remains at only 2 percent of the poorest quintile of the population, compared to an average of 53 percent in East Asia and 50 percent among other developing countries. The current social assistance measures are in the early stages of their development. In 2018, the RGC decided to prioritise development and delivery of the Cash Transfer Programme for the poor pregnant women and children 0- 2 years of age.

It is evident that the social assistance programme in Cambodia is in its early stages of development and marked by the significant gaps in capacities and the system design, including coverage, delivery systems, targeting and M&E. The system is still fragmented and marked by different implementors and sources of finance. The lack of trained social service workforces able to ensure adequate targeting and linkages between cash transfers and other required basic and social care services is considered one of the key challenges in the delivery of integrated programmes following the life-cycle approaches envisaged under the national Policy Framework.

However, with the gradual increase in coverage and scope, as well as capacities to plan and deliver the programme, the opportunities are arising to support the RGC in developing a more coherent and integrated system of social assistance focusing on effectiveness and efficiency of evidence-based delivery and financing across the life-cycle.

The UN Joint Programme (UNJP) contributes to the nation-wide rollout of the comprehensive National Social Protection Policy Framework (NSPPF), which was established for the first time in Cambodia. This is expected to lead to more people covered by a more effective, efficient, accountable, equitable, sustainable, and child- and gender-sensitive social protection system. The UNJP, in partnership with other actors in social protection, aims to contribute to filling in some key capacity gaps in the design of the national programme so as to increase the coverage of cash transfers for children, persons with disability and the elderly through a more unified design that is supported by improved planning and M&E framework (including consistent and harmonized data collection and reporting tools) as well as delivery capacities at both central and decentralized levels. In order to support these significant steps in setting up a new social protection institutional architecture and expanding coverage, the JP I supports the institutional and technical capacity for delivering social assistance and social insurance benefits, for conducting dialogue on social protection topics and for analysing and responding to monitoring data. One of the goals of the project is to work with the Department of Social Statistics of the National Institute of Statistics on building their capacity in the area of data analysis, particularly linked to health social protection.

The participating UN agencies in the Joint Programme, who are in turn coordinated by the RCO are:

- ILO: Provides initial support to the NSSF on the design and expansion of its schemes
- UNICEF: Supports the design and operationalization of cash transfers for pregnant women and children as well as expansion of the benefits coverage through design of additional programmes under the Family Package of integrated social assistance
- WHO: Supports MOH and NIS on improved monitoring of leaving no one behind and an improved policy dialogue.

The key stakeholders involved in the JP are:

- National Social Protection Council and its General Secretariat
- Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY)
- Ministry of Health (MoH)
- National Social Security Fund
- Ministry of Planning (MoP)
- Ministry of Interior (MoI)
- National Institute of Statistics (NIS)
- Trade Unions
- Employers
- Social Accountability Framework (SAF) of Cambodia

The Theory of Change of the Project (ToC graph is presented in Annex I) presents a vision of change by which the project assumptions will lead to more people covered by a more effective, efficient, accountable, equitable, sustainable, and child- and gender-sensitive social protection system. The Theory of Change (ToC) of the project is that the provision of technical advice through the UNJP (in the activities listed below) will lead to improved capacity on the side of the RGC to implement fully the NSPPF and to expand social protection policies. This, in turn will accelerate the achievement of the selected SDG targets.

The first level, that of policy coherence and system oversight, includes elements of financial planning and reinforcement of M&E mechanisms (referred to as M&E in the rest of the document). It will include coordination and coherence both between central and subnational levels, but also among the different pillars of the system (social security, social assistance and social health protection) aiming at the promotion of integrated policy solutions.

The second level will focus on programme design and implementation. This second level improves the translation of policy goals into implementation. It also strengthens the institutional and operational capacity to deliver and monitor programmes, including the introduction of innovative elements of programme delivery. This improves the effectiveness and efficiency of the system and ensures that target populations benefit from the programmes as intended, taking advantage of advanced technological solutions.

The ToC foresees the following preconditions for the change to occur:

**Outcome 1:** Government institutions in Cambodia are better equipped to ensure policy coherence and provide oversight over the SP policies ensuring poor households are supported by the state.

**Outcome 2:** Social Protection benefits' scope and coverage extended to uncovered groups through improved delivery of services including the new cash transfer for pregnant women and children

The expected results by the end of the Project are:

Outputs:

Output 1.1. Evidence-based frameworks and tools to guide, monitor and evaluate the implementation of the National Social Protection Policy Framework are developed and implemented

Output 1.2. National and sub-national stakeholders have stronger capacity to conduct policy analysis, craft policy, advocate and communicate for stronger social protection programmes

Output 1.3. Legislative framework for social protection is improved

Output 2.1. Social protection schemes have been updated and integrated to expand social protection coverage

Output 2.2. Institutional capacity to administer and deliver social protection is strengthened

Duration: The JP has a duration of 24 months, between 1st January 2020 and 31st December 2021.

The JP budget totals 1,999,173 USD funded by the SDG-Fund. The Contribution of UNICEF, ILO and WHO from other sources (including other donors) to the implementation of the project amounts to 1,200,000 USD.

The Project has, from its inception, been considered a catalytic Project having as its objective to contribute to and accelerate the key objectives of the National Social Protection Policy Framework 2016-2025. The Project operated within the context of broader social protection objectives of the three UN Agencies involved and has thus also operated within the context of the additional resources made available for social protection. The Project intends to contribute to the results under three key aspects of the national framework: social assistance; social security; social health security. The Project has been considered critical to the achievement of the results of the UN Agencies via providing critical inputs to capacity building on a number of core areas, including M&E, coordination, policy review, as well as strengthening of the systems and programme delivery.

### ***1.3. How the two programmes come together: Complementary theories of change***

There are multiple areas of convergence of the two programmes, which reinforce and complement each other.

The first area of convergence is on the stakeholders who are targeted by the two projects. While the ultimate beneficiaries are women and children, especially the most vulnerable, as well as the beneficiaries of the social security benefits and social health protection, the projects largely focus on and target in their interventions the policy-makers, managers, technical staff of ministries and government agencies at national and sub-national level as direct beneficiaries. Both projects take system building and capacity development, as well as strengthened coordination and management as key strategies to achieve the ultimate goals of increase in the coverage of social protection and other social services.

The second area of convergence can be best captured through examining the theories of change of each of the interventions, where similarities and complementarities can be easily identified. First, there is clear similarity at outcome level where the focus is on strengthening the capacity of government institutions so that social protection policies and programmes are well designed and monitored to increase coverage and reach of households. Second, both projects focus on the design and implementation of the cash transfer programme for women and children. Finally, there is also an overlap in terms of the outcomes related to strengthened capacity to monitor and evaluate policy

<b>Project 1</b>	<b>Project 2</b>
<i>Properly designed, gender-sensitive and equity-focused social protection programmes implemented with increased coverage</i>	<i>Social Protection benefits' scope and coverage extended to uncovered groups through improved delivery of services including the new cash transfer for pregnant women and children</i>
<i>Line ministries and subnational administrations effectively monitor and evaluate policy, programme and budget implementation and progress toward Cambodia Sustainable Development Goals.</i>	<i>Government institutions in Cambodia are better equipped to ensure policy coherence and provide oversight over the SP policies ensuring poor households are supported by the state.</i>
<i>Public budget equitably and adequately allocated and executed for social services and social protection programmes</i>	

The above points clearly show how both projects complement each other. Undertaking one single evaluation that is able to consider both complementarities as well as singularities of the projects is in itself an example of how these projects could lend themselves to synergies, leveraging of funds and potential efficiency gains.

#### **1.4. Existing evidence and documentation on progress**

- Beneficiary surveys and analysis
- Deliverables and products developed under the Project (guidelines, M&E frameworks and manuals, etc.)
- Coverage data for specific social protection programmes
- Information and analysis on budget allocations for social protection programmes
- Analysis on budget allocations for social services at sub-national levels
- Programme documentation

In addition to the above-mentioned documents, a Country-led process evaluation of the cash transfer programme of pregnant women and children is ongoing and will be finalized by September 2021, with initial results available in August 2021. This evaluation is in itself an activity of the Strengthening Local Governance Project while it directly informs the UNJP Outcome 2. The evaluation will collect primary information from both rights holders as well as duty bearers from the national and sub-national levels, which will be made available and serve as one of the primary sources for this evaluation.

## **2. Purpose and objectives of the consultancy/Contract**

### **2.1. Purpose**

The primary combined purpose of this independent evaluation is to learn from the parallel implementation of two programme/projects that focus on strengthening the capacity of the government, at national and sub-national levels to deliver social services and social protection for vulnerable populations in Cambodia and to draw actionable recommendations that can continue to strengthen programme design and implementation in the future.

Two additional purposes stem from each of the components being evaluated. For the Project on Strengthening Local Governance, the purpose is to learn from project implementation and to inform scaling of the interventions to strengthen the local governance for delivery of social services and social protection for vulnerable women and children in Cambodia while building a national system for social assistance delivery. For the Joint Programme the purpose is to learn how a joint UN approach led to accelerating the nation-wide rollout of the comprehensive Social Protection Policy Framework (NSPPF).

The primary audience of this evaluation are key government institutions under the project description, especially the General Secretariat of the National Social Protection Council, as well as the Ministry of Interior. UN agencies will also be primary audience, especially the UN Resident Coordinator Office (RCO), ILO, WHO and UNICEF. The evaluation will help key players to identify strengths and weakness of the project interventions and offer recommendations relevant to them on how to strengthen delivery of social services and social protection for vulnerable women and children. Donor agencies who directly funded these programme/projects are also primary audiences, especially interested in how resources translated into supporting achievement of results and how resources provided were multiplied by synergies between the interventions under the two projects as well as within the broader scope of the sector development.

The secondary audience is other institutions and ministries involved in the project and identified under Projects' descriptions, as well as other actors involved in social services and social development in Cambodia, civil society organizations, development partners, UNICEF's Regional Office for East Asia and the Pacific (EAPRO), and others.

### **2.2. Objectives**

The objectives of the evaluation include the following:

1. Assess the effectiveness of the Joint Programme and the Local Governance for Social Services and Social Protection Project in contributing to well-designed social protection policies that are able to support and cover vulnerable households in Cambodia
2. Explore coherence, synergies and complementarities between the different programmes and projects under the evaluation scope

3. Assess catalytic contribution of the two projects to strengthening of the social protection and the sub-national administration of social services and social-protection, and degree to which two projects were able to establish synergies with other initiatives
4. Assess efficiency of project interventions in delivery of expected outputs, coordination and reporting results
5. (Joint Programme specific) Assess the added value of a joint UN approach to programming
6. (Local Governance Strengthening Specific) Examine effectiveness of project interventions in term of knowledge transfer, SNA use and application of the tools and process and budget allocation for social services and social protection, identifying key gaps and bottlenecks in relation to knowledge dissemination and application
7. (Local Governance Strengthening Specific) Analyse the extent to which the interventions, tools and processes introduced by the project are relevant for SNA in planning and delivering social services
8. Explore sustainability off project interventions in terms of the likelihood to be sustained or continue after project life cycle
9. Provide actionable recommendations, lessons learned, innovations and good practices that will support future improvements in the roll-out of the national Social Protection Policy Framework as well as on strengthening the capacity of SNAs for delivering social protection programmes.

### 3. Programme Area and Specific IR Involved:

Programme Area: Social Policy

- IR:
- 5.1: By 2023, national and subnational administrations have strengthened capacity to design, implement, monitor and evaluate gender sensitive and equity focused social protection programmes, with an increased coverage and benefit levels
  - 5.2: Capacity of social ministries and sub-national administrations for programme-based budget formulation, execution, monitoring and reporting strengthened addressing multi-dimensional child poverty by 2023
  - 5.3: By 2023, national and sub-national administrations have strengthened capacity to formulate policies and plans to address multi-dimensional child poverty, with sound M&E systems

Milestone: Activity 5.3.2.2: End of Project Evaluation

Included in approved AWP: Yes

### 4. Work Assignments/TOR

#### 4.1. Scope

**Within scope and out of scope:** The evaluation will focus on both, Joint Programme and Local Governance for Social Services and Social Protection Project. It will focus on the achievement of outcomes and will not focus on achievement of higher-level impacts to which both programmes contribute. The main reason being is the short period of time which is being assessed and the high-level nature of impacts. However, it is expected that the evaluators are able to assess to which degree the programme/project were delivered in a way that is potentially able to achieve impacts and accelerate progress towards SDGs. The evaluation will not focus on the achievement of each and every output, rather on the combined contribution of activities and resulting outputs towards achievement of outcomes. Although the ultimate beneficiaries are rights holders, women, children, and vulnerable households, the evaluation will focus on the direct and immediate beneficiaries of the interventions, which are the government partners at the national and sub-national level. It is expected that a

combination of secondary data together with the ongoing evaluation of cash transfers, as well as additional surveys and analysis will provide sufficient inputs on end beneficiaries.

**When:** The evaluation will cover the JP since its start on January 1st, 2020 until date and will cover the Local Governance Strengthening Project since its start on October 2018 until date.

**Where:** The evaluation will focus on the national level, and will include a sub-national level, especially in the areas that were covered by the Local Governance for Social Services and Social Protection Project. Areas not covered by the project can be included as a qualitative counterfactual, without expectations of attribution analysis.

#### ***4.2. Evaluation Criteria***

The evaluation will assess the **relevance, effectiveness, efficiency, coherence and sustainability of the Joint Programme and the Local Governance Strengthening Project**. These criteria are mainly inspired by the Organisation for Economic Co-operation and Development's for the Development Assistance Committee (OECD/DAC) and will be informed by **equity, gender equality and human rights considerations** in line with UNICEF's Evaluation Policy (2018)<sup>1</sup> and the United Nations Evaluation Group (UNEG) Norms and Standards (2016)<sup>2</sup>. The criteria chosen will help answer the questions on the programme design itself with relationship to the Cambodia context, its capacity to achieve results, its potential for sustainable changes and sustainable programmatic approaches. The additional criteria ensures that the focus remains on those who are most left behind. Impact criterion is not included (as indicated in the evaluation scope).

#### ***4.3. Evaluation Questions***

The below evaluation questions will guide the evaluation. Some refer to the combination of the two programme/project under review, while others specifically respond to particularities of one of the two. Questions referring to the Joint Programme will be marked with JP while questions referencing to the Local Governance for Social Services and Social Protection will be marked with (LGSP). The questions below are initial suggestions and it is expected that they are jointly reviewed and finalized during the inception phase.

##### ***Relevance:***

1. To what degree were the interventions designed considering differential needs of different vulnerable groups (e.g. women, children, poor, people with disabilities, minorities)?
2. To what degree are the JP and LGSP designed in a way that strategically supports achievement of SDGs?
3. To what extent were the programmes designed to respond to existing policies and pressing needs of national and sub-national institutions and in particular:
  - To what extent did the programme design align to and respond to the most pressing needs of national and sub-national institutions for a nation-wide rollout of the National Social Protection Policy Framework? (JP)
  - To what extent are the project interventions are linked to and relevant to realization of the Decentralization and De-concentration reform goals and objectives? (LGSP)

##### ***Efficiency:***

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<sup>1</sup> [https://www.unicef.org/evaldatabase/files/Revised\\_Evaluation\\_Policy\\_Interactive.pdf](https://www.unicef.org/evaldatabase/files/Revised_Evaluation_Policy_Interactive.pdf)

<sup>2</sup> <http://www.unevaluation.org/document/detail/1914>

4. How well were interventions delivered in terms of meeting targets in a timely manner and in the most cost-efficient way?
5. How well did the monitoring and reporting mechanisms function, including the role of sub-national administrations: Capital/Provinces, Districts/Municipalities/Khans and Communes/Sangkats?
  - To what extent were these mechanisms used to improve implementation and delivery of activities?
6. To what extent did the joint approach to programming offset potentially increased higher transaction costs stemming from joint programming related costs? (JP)

***Effectiveness:***

7. Is there evidence of improved synergies by which projects contributed to wider realization of the national Social Protection goals, as well as D&D reform by linking project activities with national plans/plans of national partners and support of other development partners.
8. To which extent have the project activities contributed to the effectiveness of planning, management and M&E of service delivery at central and sub-national levels?
  - To what extent has Sub-national Administrations knowledge and understanding of the importance and delivery of social services increased? (LGSP)
  - To what extent has budget allocation for social services been increased? (LGSP)
9. Is there evidence of increased capacity of the National Government and SNAs to deliver social protection programmes that benefit the most vulnerable? (JP and LGSP)
  - To what extent have both projects supported or benefited to vulnerable people, including the poorest, pregnant women, children, persons with disabilities, people living with HIV?
  - To what extent have both projects enhanced gender equality and women empowerment?
  - Is there evidence of increased social protection support to vulnerable households, in particular through the pregnant women and children cash transfer programme? (JP and LGSP)
  - Is there evidence of increased prioritization of women and children and other vulnerable groups in Public Investment programmes? (LGSP)
10. To what extent did the project outputs (tools, guidelines and processes) produced and introduced serve or meet the need of SNA in delivering social services and social protection for vulnerable women and children? (LGSP)
11. Are there any other recommended interventions that may add value in strengthening SNA capacity for social service and social protection delivery? (LGSP)

***Coherence:***

12. How well were interventions coordinated between UN agencies and key government stakeholders, as well as among the government stakeholders and different levels of administration?
13. Did parallel implementation of the JP and LGSP lead to accelerating of results? Was there evidence that work undertaken under either led to enabling and/or acceleration of the other?
  - Did joint implementation by UNICEF, ILO and WHO under RCO coordination lead to positive synergies in how results were achieved?
  - To what extent did joint programming lead to stronger coordination mechanisms between implementing UN agencies? (JP)

***Sustainability:***

14. Did the activities and interventions undertaken JP and LGSP lead to increased structural capacity for implementing social protection policies and programmes, both at the central and sub-national levels?
  - To what extent have central partners and SNA owned and carried out interventions i.e. applying tools and knowledge during and after project?
15. Are there any other interventions that could be recommended to support sustainability and to increase impact of all interventions?

## 5. Deliverables

All deliverables must be in professional-level standard English and they must be language-edited/proof-read. Deliverables expected to also be in Khmer are mentioned below. Evaluation products expected for this exercise are:

1. Inception Report: The inception report will be key in confirming a common understanding of what is to be evaluated, including additional insights into executing the evaluation. At this stage, evaluators will refine and confirm evaluation questions, confirm the scope of the evaluation, further improve on the methodology proposed in the ToR and the evaluators' own evaluation proposal, and develop and validate evaluation instruments. The inception report will be 40 pages in length (excluding annexes), will be developed in English only and will be presented at a formal meeting of the reference group. The report will include, among other elements:
  - i. evaluation purpose and scope, confirmation of objectives, and the main themes of the evaluation;
  - ii. evaluation criteria and questions, final set of evaluation questions, and evaluation criteria for assessing performance;
  - iii. Simplified theories of change that will be used to guide the Theory Based nature of the evaluation;
  - iv. evaluation methodology (i.e., sampling criteria), a description of data collection methods and data sources (including a rationale for their selection), draft data collection instruments (e.g., questionnaires) with a data collection toolkit as an annex, an evaluation matrix that identifies descriptive and normative questions and criteria for evaluating evidence, a data analysis plan, including how individual and joint findings will be drawn, a discussion on how to enhance the reliability and validity of evaluation conclusions, the field visit approach, a description of the quality review process, and a discussion on the limitations of the methodology;
  - v. proposed structure of the final reports and proposed strategy for producing two separate reports from joint data collection and analysis);
  - vi. evaluation work plan and timeline, including a revised work and travel plan;
  - vii. resources requirement deliverables (i.e., detailed budget allocations tied to evaluation activities, work plan, etc.);
  - viii. annexes (e.g., organizing matrix for evaluation questions, data collection toolkit, and data analysis framework); and
  - ix. an evaluation briefing note for external communication purposes.
2. Draft and Final Reports of:
  - i. Evaluation of the Local Governance Support Project
  - ii. Evaluation of the Joint Programme

Each final report will not exceed 50 pages, or 25,000 words, excluding the executive summary and annexes. The first draft of each final report will be reviewed by the evaluation management team, who will work with the team leader on necessary revisions. The second draft will be sent to the reference group and external graders for comments. The evaluation management team will consolidate all comments in a response matrix and request the evaluation team to indicate actions taken on each comment in the penultimate draft. **The final draft should be delivered in English and Khmer.**

### 3. PowerPoint Presentations of

- i. Evaluation of the Local Governance Support Project
- ii. Evaluation of the Joint Programme

The presentations will be developed in English and Khmer: Initially prepared and used by the evaluation team in their presentation to the reference group, and later adjusted to reflect final changes, a standalone evaluation dissemination PowerPoint will be submitted to the evaluation management team as part of the evaluation deliverables.

4. Four-Page Brief of Evaluation Findings- i) one for the Local Governance Support Project and ii) one for the Joint Programme (English and Khmer): A four-page evaluation briefing note for external users, with an executive summary and main data findings, will be submitted to the evaluation management team as part of the evaluation deliverables.

## 6. Reporting Requirements

Reports will be prepared according to the UNICEF Style Guide and UNICEF Brand Toolkit (to be shared with the winning bidder) and UNICEF standards for evaluation reports as per GEROS guidelines.<sup>3</sup>

## 7. Duration

The evaluation will be carried out from mid August and will end on 28th February 2022 for a total of 18 working weeks. However, while the timing of the inception report and data collection will be the same for both programmes/projects under evaluation, reporting times will differ, as the piece that focuses on the Local Governance Strengthening will need to be finalized by December 2021 and the piece that focuses on the joint Programme will need to be finalized by February 2022. The proposal should consider alternatives for meeting the deadlines in the current Covid-19 scenario, including alternative ways of data collection, etc. Even if the work happens remotely, it is expected that meetings and communication will happen on Cambodian time.

Activities and deliverables	TIMELINE	RESPONSIBLE PARTY
1. Online Inception meeting with evaluation management team	Week 1	Evaluation team, evaluation management team

<sup>3</sup> UNICEF has instituted the Global Evaluation Report Oversight System (GEROS), a system where final evaluation reports are quality assessed by an external company against UNICEF/UNEG Norms and Standards for evaluation reports. The Evaluation Team is expected to reflect on and conform to these standards as they write their report. The team may choose to share a self-assessment based on the GEROS with the Evaluation Manager.

2. Inception report drafting (including: initial data collection and desk review; development of evaluation matrix, methodology, and work plan; data collection material; drafting of the inception report)	Weeks 1-3	Evaluation team
3. Present draft inception report to the reference group	Week 4	Evaluation team, evaluation management team, reference group
4. Provide feedback on draft inception report to evaluation team	Week 5	Evaluation management team, reference group
5. Present final inception report, confirm planning for field visit	Week 6	Evaluation team, evaluation management team, reference group
6. Pilot data collection tools and conduct field-based data collection	Weeks 7-9	Evaluation team
7. Prepare and submit first draft of evaluation report for the Local Governance Support Project	Week 11	Evaluation team
8. Provide feedback on first draft to evaluation team	Week 12	Evaluation management team
9. Prepare and submit second draft of evaluation report for the Local Governance Support Project	Week 13	Evaluation team
10. Provide feedback on second draft to evaluation team	Week 14	Evaluation management team, reference group
11. Submit and present final report to reference group, and prepare presentation and other materials for the Local Governance Support Project	Week 16	Evaluation team, evaluation management team, reference group
12. Prepare and submit first draft of evaluation report for the Joint Programme	Week 17	Evaluation team
13. Provide feedback on first draft to evaluation team	Week 18	Evaluation management team
14. Prepare and submit second draft of evaluation report for the Joint Programme	Week 19	Evaluation team
15. Provide feedback on second draft to evaluation team	Week 20	Evaluation management team, reference group
16. Submit and present final report to reference group, and prepare presentation and other materials for the Joint Programme	Week 21	Evaluation team, evaluation management team, reference group

## 8. Qualifications or Specialized Knowledge/Experience Required

UNICEF will commission an international institution to carry out the independent evaluation. The proposed Evaluation Team should consist of one (1) international senior-level consultant (Team Leader) to conduct the evaluation that will be supported by at least two (2) national consultants (Team Members/Technical Experts).

The firm should have proven record of undertaking evaluations following UNEG norms and standards, and should provide evidence of having managed social policy and social protection evaluations in the past. The firm should have at least 10 years of experience in undertaking large scale and complex evaluations. Experience with managing evaluations in South East Asia and ideally Cambodia is a plus.

The **Team Leader** should bring with them the following competencies:

- An advanced university degree (Master's or higher) in international development, public policy, or similar, including sound knowledge of policy and systemic aspects;
- At least 10 years of evaluation experience with an excellent understanding of evaluation principles and methodologies, including capacity in an array of qualitative and quantitative evaluation methods and UNEG Norms and Standards;
- Extensive experience on local governance and decentralization and knowledge on cash transfer interventions is an asset;
- A strong commitment to delivering timely and high-quality results (i.e., credible evaluations that are used for improving strategic decisions);
- In-depth knowledge of the UN's human rights, gender equality, and equity agendas;
- A strong team leadership and management track record, as well as excellent interpersonal and communication skills to help ensure that the evaluation is understood and used;
- Previous experience working in an East Asian context and understanding of the Cambodian context and cultural dynamics is desirable;
- Commitment and willingness to work independently, with limited regular supervision; s/he must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, and concern for accuracy and quality; and
- Ability to concisely and clearly express ideas and concepts in written and oral form and to communicate with various stakeholders in English.

Two **national Team Member/Technical Expert** should bring the following competencies:

- An advanced university degree (Master's level) in international development, public policy, or similar;
- Hands-on experience in collecting and analysing quantitative and qualitative data,
- Solid expertise in local governance and decentralization reform;
- Strong expertise in equity, gender equality, and human rights-based approaches to evaluation and expertise in data presentation and visualisation;
- Commitment and willingness to work in a complex environment and to produce quality work under limited guidance and supervision;
- Good communication, advocacy, and people skills and the ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form; and
- Excellent Khmer and English communication and report writing skills.

The Evaluation Team is expected to be balanced with respect to gender to ensure accessibility of both male and female informants during the data collection process. Back-office support with logistics and other administrative matters is also expected. It is vital that the same individuals that develop the methodology for the request for proposals (RFP) be involved in conducting the evaluation. In the review of the RFP, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality, experience (CV's and written samples of previous evaluations), and relevance of individuals who will be involved in the evaluation.

## **9. Evaluation Approach and Methods**

Based on the objectives of the evaluation, this section indicates a possible approach, methods, and processes for the evaluation. **Methodological rigor will be given significant consideration in the assessment of proposals. Hence, bidders are invited to interrogate the approach and methodology proffered in the ToR and improve on it or propose an approach they deem more appropriate. In their proposal, bidders should refer to triangulation, sampling plan, and methodological limitations and mitigation measures.** Bidders are encouraged to also demonstrate methodological expertise in evaluating initiatives related to cash transfer interventions.

It is expected that the evaluation will be both theory-based and utilisation-focused. A mixed-methods approach will be employed, drawing on key background documents and the M&E framework for guidance, as well as on the Theories of Change. With regards to the Theories of Change, it is expected that the evaluation teams review the existing Theories of Change and simplify or update these in a way that enables their use to guide the evaluation. It is expected that these changes would be done in a participatory manner.

The evaluation methodology should take consideration of the COVID-19 context, ensuring that high quality is achieved while ensuring safety of enumerators and respondents, as well as flexibility of the methodology to react and adapt to potential travel restrictions within Cambodia.

The evaluation should also be situated within the current debate about the local governance and role of SNA in social service delivery in context of decentralization reform, and it should consider issues of equity, gender equality, and human rights, in line with UNICEF's Evaluation Policy (2018) and the United Nations Evaluation Group (UNEG) Norms and Standards (2016). The evaluation will need to develop a methodology through which each programme is individually assessed, while having a unified approach to data collection and analysis. It is expected that, while each programme/project will be analysed individually, learnings and findings from both will strengthen and feed into the analysis.

At minimum, the evaluation will draw on the following methods:

- Literature review of local governance with a focus on decentralization reforms, particularly in the East Asia region.
- Literature review on design and implementation of Social Protection related policies and frameworks.
- Desk review of programme documents and other relevant monitoring data.
- Review and analysis of secondary quantitative data.
- Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and potentially online structure survey with key stakeholders, including, MoI, MoSVY, MoP, MEF and Capital and Provincial, district, commune officials, GS-NSPC, MoH, National Social Security Fund, NIS, trade unions and other key stakeholders.

Likewise, conventional ethical guidelines are to be followed during the evaluation. Specific reference is made to the UNEG Norms and Standards and Ethical Guidelines, UNICEF's Evaluation Policy, the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, the UN SWAP Evaluation Performance Indicator, UNICEF Procedure for Ethical Standards in Research, Evaluation, and Data Collection and Analysis, and UNICEF's Evaluation Reporting Standards. Good practices not covered therein are also to be followed. Any sensitive issues or concerns should be raised with the Evaluation Manager as soon as they are identified. In case of interviewing children or vulnerable populations, ethical approval from an ethics review board will be required and will be responsibility of the evaluation team.

Some limitations can already be foreseen and should be taken into consideration in the proposal and in the design of the methodology and approach to be followed. The main limitation is related to Covid-19. Even though data collection is not expected to take place until September/October 2021, it is unknown what the level of restrictions or mobility might look like at that point. At this stage, travel to Cambodia is allowed (though not under tourist visas), and requires 14 day quarantine in government dictated hotels. It will be important for firms to access the most recent travel requirements at the time of bidding. Alternative scenarios and possibilities to ensure that the evaluation retains its high quality in the face of continued restrictions, as well as its participatory approach need to be considered and included in the proposal. In particular, scenarios where the team leaders and international experts cannot come to Cambodia need to be explored, as well as scenarios that include internal travel restrictions between provinces. Tied to this are budget considerations as resources are being prioritized for the Covid-19 response. Bidders are expected to offer the best possible services while being cost-conscious and looking for alternatives and innovations that can keep costs down while meeting the evaluation objectives. Evaluation questions can be adjusted to reflect the data availability and data collection possibilities available.

### ***9.1. Content of the Proposers' Technical Proposal***

The Technical Proposal should include but not be limited to the following:

- a. **Presentation of the Bidding Institution** or institutions if a consortium (maximum two institutions will be accepted as part of the consortium), including:
  - Name of the institution;
  - Date and country of registration/incorporation;
  - Summary of corporate structure and business areas;
  - Corporate directions and experience;
  - Location of offices or agents relevant to this proposal;
  - Number and type of employees;
  - In case of a consortium of institutions, the above listed elements shall be provided for each consortium members in addition to the signed consortium agreement; and
  - In case of a consortium, one only must be identified as the organization lead in dealing with UNICEF.

*Please note that preference will be given to institutions that are pairing or working with institutions present in Cambodia and that prioritize building national evaluation capacity.*

- b. **Narrative Description of the Bidding Institution's Experience and Capacity** in the following areas:
  - Evaluation of local governance and cash transfer interventions;
  - Evaluation of programmes implemented by government institutions;
  - Previous assignments related to programmes related with local governance, decentralization reform, social protection systems and cash transfer programmes in developing countries in general, preferably in East Asia; and
  - Previous and current assignments using UNEG Norms and Standards for evaluation.
- c. **Relevant References** of the proposer (past and on-going assignments) in the past five years. UNICEF may contact references for feedback on services provided by the proposers.

- d. **Samples or Links to Samples of Previous Relevant Work** listed as reference of the proposer (at least three), on which the proposed key personnel directly and actively contributed or authored.
- e. **Methodology.** It should minimize repeating what is stated in the ToR. There is no minimum or maximum length. If in doubt, ensure sufficient detail. Ensure the proposal already includes proposed methods, an evaluation matrix, sampling approach and proposed sample size for quantitative and qualitative data collection, analytical approach for individual and joint analysis of findings, evaluation limitations and ethical considerations, as well as proposed approach for undertaking joint analysis while still delivering one final report for each programme.
- f. **Work Plan**, which will include as a minimum requirement the following:
  - General work plan based on the one proposed in the ToR, with comments and proposed adjustments, if any; and
  - Detailed timetable by activity (consistent with the general work plan and the Financial Proposal).
- g. **Evaluation Team:**
  - Summary presentation of proposed experts;
  - Description of support staff (number and profile of research and administrative assistants, etc.);
  - Level of effort of proposed experts by activity (consistent with the Financial Proposal); and
  - CV of each expert proposed to carry out the evaluation (including three references).

The Technical Proposal will be submitted in electronic (PDF) format. It is foreseen that the Team Leader and the Team Member will devote time to the evaluation throughout the entire duration of the evaluation.

### ***9.2. Content of the Financial Proposal***

The financial proposal must be fully separated from the technical proposal.. Costs will be formulated in USD\$ and free of all taxes. It will include the following elements as a minimum requirement:

- a. **Overall price proposal;**
- b. **Budget by phase and by cost category** (including personnel costs, DSA, translation services, report editing, and overheads);
- c. **Consultancy fees:** Daily rate multiplied by number of days;
- d. **Travel costs:** All travel costs should be included as a lump sum fixed cost. For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal. A breakdown of the lump sum travel costs should be provided;
- e. **Any other costs (if any):** Indicate nature and breakdown. Engagement of a local national support person/team member is strongly recommended and should be part of the financial proposal.

Please note that: i) travel costs shall be calculated based on economy class fare regardless of the length of travel; and ii) costs for accommodation, meals and incidentals will be formulated in US\$ and tax-free.

### ***9.3. Assessment Criteria***

Applications will be assessed using a two-stage procedure, which first evaluates technical proposals and then evaluates financial proposals. The contract will be awarded to the candidate obtaining the highest combined technical and financial scores, subject to satisfactory verification via interview by UNICEF. The weighing criteria are as follows:

9.3.1. *Technical evaluation criteria (weight: 80%)*

Criteria	Points	Indicators
<b>Experience of Company/Institution and Key Personnel</b>		
1. Range and depth of experience with similar projects (reference to similar contracts)	5	-Information on similar activities having been undertaken by the company, institution or team of individuals going to be involved in this evaluation, preferably in South East Asia (max 3 points) -Information on more recent and current contracts with similar agencies (UN, NGOs) using UNEG Norms and Standards (max 2 points)
2. Team leader (relevant experience, qualifications, certifications)	10	-Number of years of relevant professional experience in delivering high-level, evidence driven evaluations of social protection initiatives or similar, ideally including evaluations of local governance and cash transfer interventions (max 2 points) -Number of years of relevant technical expertise in social protection sector (max 2 points) -Experience as team leader or project manager (max 1 point) -Quality of written sample (as per UNICEF reporting standards) (max 4 points) -Relevant qualifications/certificates (Masters or higher in international development, public policy or similar) (max 1 point)
3. Team Members (relevant experience, qualifications, certifications)	10	-Number of years of relevant technical expertise in collecting qualitative data and analysing quantitative and qualitative data (max 4 points) -Number of years of experience each in social protection sector, ideally in local governance and decentralization reform (max 5 points) -Relevant qualifications/certificates (Masters degree or equivalent in international development, public policy, or similar) (max 1 point)
<b>Proposed Methodology and Approach</b>		
4. Description of implementation, operational methodology	40	-Description of the proposed process for conducting data collection and mixed-method analysis including the tools that will be used and how individual and joint findings will be drawn (max 25 points) -Match between the proposed approach and requested scope of the evaluation (max 5 points) -Other creative, innovative referenced ideas for methodology/tools and presentation of findings proposed (max 10 points)
5. Timeframe	5	-Adherence of the proposed timeframe and work plan to the ToR (max 3 points) -Adherence of the proposed milestones in the ToR (max 2 points)
6. Potential constraints considered	10	-Potential constraints outlines (max 4 points) -Description of the process and procedures to mitigate against these constraints (max 4 points) -Reference to additional resources which can be made available for the evaluation (max 2 points)
<b>Maximum points</b>	<b>80</b>	<b>Only proposals which receive a minimum of 65 points will be considered further.</b>

### 9.3.2. Financial proposal (weight: 20%)

Criteria	Points	Cost (in USD\$)
1. Range and depth of experience with similar projects (reference to similar contracts)	100	The maximum number of points shall be allotted to the lowest Financial Proposal that is evaluated and compared among those technical qualified candidates who have attained a minimum 80 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.

The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview.

### 10. Administrative Issues

The consultant is expected to submit their financial proposals inclusive of cross country and in-country travel and DSA cost. Consultant will be responsible for travel arrangements cross-country and in country (if required). No additional cost outside of the scope of this TOR will be covered by UNICEF. Travel cost shall be calculated based on economy class travel, regardless of the length of travel and costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).

The consultants will have to possess own laptop and other technical equipment to complete the assignment. No office space at UNICEF Cambodia will be provided.

The documents produced during the period of this consultancy will be treated strictly confidential and the rights of distribution and/or publication shall solely reside with UNICEF. Some of the documents (see where indicated in the deliverables above) should be developed in both English and Khmer. The translation costs are to be covered by the consultants and clearly budgeted in the financial proposal as well.

### 11. Project Management/Contract Supervisor and other stakeholders

The **Evaluation Team** will be comprised of independent consultants, to be recruited by UNICEF Cambodia. The Evaluation Team will operate under the supervision of an Evaluation Specialist at UNICEF Cambodia that will act as Evaluation Manager and therefore be responsible for the day-to-day oversight and management of the evaluation and for the management of the evaluation budget. The Evaluation Manager will assure the quality and independence of the evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines and other relevant procedures, provide quality assurance checking that the evaluation findings and conclusions are relevant; and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response, which will be developed at the end of the evaluation by the key stakeholders in both projects. In addition to the evaluation manager, an evaluation management team will be set up, which will provide oversight and guidance to the overall evaluation. The

Evaluation Management Team will be composed of the Evaluation Specialist, Chief Social Policy and Social Policy Specialist at UNICEF Cambodia. The ILO SP Specialist and the WHO designated specialist will participate in the management of the UNJP evaluation.

The **Reference Group (RG)** will be selected by the Evaluation Management Team and include members from UNICEF, ILO and WHO Cambodia, MoI, NCDD Secretariat, MoSVY, MoP and MEF, GS-NSPC, MoH and NIS-. The RG's responsibilities will be: contribute to the preparation and design of the evaluation, including providing feedback and comments on the Inception Report and on the technical quality of the work of the consultants; provide comments and substantive feedback to ensure the quality – from a technical point of view – of the draft and final evaluation reports; assist in identifying internal and external stakeholders to be consulted during the evaluation process; participate in review meetings organized by the Evaluation Management Team and with the Evaluation Team as required; and play a key role in learning and knowledge sharing from the evaluation results, contributing to disseminating the findings of the evaluation and follow-up on the implementation of the management response

## **12. Payment Schedule:**

Unless the proposers propose an alternative payment schedule, payments will be as follows:

- a) Approved inception report (deliverable 1): 30% of the contractual amount;
- b) Approved final report for the Local Governance Support Project (Deliverable 2.i): 25%;
- c) Approved final presentation and other materials for the Local Governance Support Project (Deliverable 3.i and 4.i): 10%.
- d) Approved final report for the Joint Programme (Deliverable 2.ii): 25%; and
- e) Approved final presentation and other materials for the joint Programme (Deliverable 3.ii and 4.ii): 10%.