

National Committee for Sub-National Democratic Development Secretariat (NCDDS)

Integration of Social Accountability into National and Sub-National Systems Project

Terms of Reference

Position : National Consultant for Project Mid-Term Review
Duty Station : NCDD Secretariat, Phnom Penh, Cambodia
Duration : 20 days
Basis : Short-Term Individual Consultancy Contract

1. BACKGROUND

National Program on Sub-National Democratic Development

The Royal Government of Cambodia has committed to improve Sub-National Democratic Development (SNDD). The National Committee for Sub-National Democratic Development (NCDD) was established by a Royal Decree to coordinate and take lead the implementation of the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, the Law on Administrative Management of Communes, Sangkats and the Decentralization and Deconcentration Policy. To implement these legal documents, NCDD developed the first 10-year National Program on Sub-National Democratic Development (NP-1) from 2010-2020 which was divided into 3 phases. The first phase implementation plan (IP3-I) of the NP-1, which ran from 2011-14, focused on developing Sub-National Administration (SNA) operational structures, systems and procedures. The second phase implementation plan (the IP3-II), which covered the period 2015-2017, aimed at applying the new structures, systems and procedures developed during the first and second phases in order to improve SNA service delivery, local development and governance. The third phase implementation plan (the IP3-III), which covered the period 2018-2020 focused on key priorities wish to achieve in this final phase of the NP-1 and included continuing to strengthen the transfer of functions and increase financial resources to SNAs. The second 10-year National Program on Sub-National Democratic Development (NP-2) from 2021-2030 is currently implementing to address all important unresolved challenges remaining from NP1 and any new challenges that arise. The objective of the NP-2 is that by 2030 structures and systems of sub-national governance are modern, autonomous, effective, transparent, and accountable in their provision of public services and local development. They will respond to the prioritized needs of the people in their jurisdiction in an equitable and inclusive manner. Each type of SNA will have adequate power and capacity to carry out their functions under the oversight of their councils to strengthen accountability to citizens.

Social Accountability

Social accountability is an essential component for improving SNA service delivery and governance. Therefore, the Social Accountability Strategic Plan was formulated and approved by NCDD on July 11, 2013. To implement this Strategic Plan, Implementation of the Social Accountability Frameworks (ISAF) have been developed and approved: ISAF-I (2016-2018) and ISAF-II (2019-2023). The Strategic Plan and its frameworks have been implemented under overall management of the Implementation Social Accountability Framework Partnership Steering Committee (ISAF-PSC) and in close cooperation between development partners and civil society organizations in order to enhance the constructive engagement between citizens and government as an integral element of governance arrangements through which public decision-making and action takes place. It includes all those activities in which citizens and their representatives can advocate for their interests (voice) and thereby check the performance of officials and service providers (accountability) as they make, implement and enforce public decisions (collective choices) relating to rights, regulations, investment/resources and service delivery.

The I-SAF represents an integral element of the NP-1 and NP-2. The both phases of I-SAF specify activities to be undertaken by the demand side – implemented by civil society organizations and the supply side- by government entities at national and sub-national levels.

NCDDS Structure

The NCDD Secretariat (NCDDS) was established to assist NCDD and responsible for coordinating, managing and implementing the National Program for Sub-National Democratic Development (NP-SNDD) and its implementation plans in close collaboration with other reforms, ministries, institutions, SNAs, DPs, CSOs, private sector and other relevant stakeholders. NCDDS is comprised of four divisions as follows: The Policy Analysis and Development Division (PADD); the Program Management and Support Division (PMSD); the Monitoring and Evaluation and Information Division (MEID); and the Finance and Administration Division (FAD). The responsibility for coordination and management of the ISAF has been mainly assigned to the MEID under the leadership of the ISAF PSC.

Project Mid-Term Review

The mid-term review (MTR) is one of the monitoring and evaluation mechanisms set up in order to analyze the results achieved in relation to the targets set in the result framework midway through the project implementation, to identify the internal and external factors that have affected performance of the projects, and to propose corrective measures for next step.

The World Bank, the Social Accountability and Service Delivery Trust Fund (SASD-TF) has been established with financial contribution from BMZ, SDC, and DFAT. This SASD-TF has become operational in March 2020 and will run until 2024. It has provided financial support to two projects to support the Implementation of Social Accountability Framework II (I-SAF II) 2019-2023. The two projects are 1) Integration of Social Accountability into National and Subnational Systems, being implemented by NCDDDS and 2) Engaging Citizens to Improve Service Delivery Through Social Accountability, being implemented by World Vision International (WVI).

The project mid-term review shall be conducted from 28 October – 10 December 2022 jointly by NCDDDS, WVI, SASD-TF members, and the World Bank. Therefore, NCDDDS planned to recruit an external mid-term review consultant to carry out this assignment for the Integration of Social Accountability into National and Sub-National Systems in order to reflect with the I-SAF evaluation, provide insight progress and challenge report with draw up key lesson learns and recommendation for improving the implementation. The following includes objectives, expected results, methodologies, and duration of the assignment.

2. OBJECTIVES OF THE CONSULTANCY

The overall objective of the consultancy is to assess the overall performance of the Integration of Social Accountability into National and Sub-National Systems project in terms of: i) Relevance of the Project Development Objective (PDO), ii) Effectiveness, iii) Efficiency, iv) impacts, and v) Sustainability.

The specific objectives are as follows:

- a) Assess the performance of the project in accordance with the results set out in the framework documents, and the Annual Work Plans and Budget in 2020, 2021, and the first half of 2022;
- b) Identify existing or potential risks that affect the performance and sustainability of the project and opportunities for improving performance;
- c) Define and propose any necessary, corrective measures or adaptations (restructuring) likely to improve performance (relevance of the PDO, effectiveness, efficiency, impacts, and sustainability) of the project.
- d) A list of ideas on ISAF sustainability which can be used as the foundation for a deep study on this matter in 2023/2024.
- e) Propose realistic and results-oriented recommendations to support the performance and sustainability of the project.

3. EXPECTED RESULTS

The following results are expected at the end of the mid-term review:

- a. the level of achievement of the project results is measured;
- b. the relevance of the activities in relation to the dynamics of the context, especially related to the COVID19 situation, is assessed;
- c. the effectiveness of the execution modalities is analyzed, the implementation strategy and actions;
- d. the efficiency of contribution of the project to the achievement of integration of I-SAF into national and sub-national systems; structures, and policies
- e. the contribution of the project to benefits of service providers (sub-national administrations, health centers and primary schools), and all forms of citizens, including women, and girls, person with disability, and poor based on the service provider concepts;
- f. the quality and adequacy of the technical assistance provided from the World Bank to the supply side and from supply side to the implementing partners (service providers) shall be assessed;
- g. coordination of the project, synergy with other stakeholders such as ISAC, and UNDP initiatives in the areas of intervention, monitoring and evaluation and communication with stakeholders are assessed;
- h. the assessment of functionality of I-SAF M&E Database System and I-SAF App
- i. the assessment of the relevance and level of implementation of environmental and social measures;
- j. the financial and procurement execution of the project is assessed;
- k. the internal and external factors that have affected the performance of the project are identified;
- l. Recommendations for a better execution of the project, with a view to achieving its PDO are proposed.
- m. A set of recommendations, actions and timeframe for sustainability of the I-SAF including CAF.

4. KEY QUESTIONS FOR THE MID-TERM REVIEW

The following issues will need to be addressed during the mid-term review:

- a) To what extent are the activities selected, implemented and adapted to the needs of citizens and changing country context?
- b) To what extent have activities of the project contributed to the expected outputs, and outcomes of the project and I-SAF?
- c) What is the level of achievement of the outputs and outcomes in relation to the targets initially set?
- d) Do the monitoring mechanisms currently in place make it possible to measure progress towards the achievement of results?
- e) To what extent have the project resulted an impact on the different groups of beneficiaries, service providers, male and female, person with disability, and poor, both in rural and urban areas?
- f) To what extent are these projects contributed to integration of I-SAF into national and sub-national system, structure and policies?
- g) To what capacity have I-SAF focal points, I-SAF working groups, JAAP committees, and CAFs developed in managing and implementation of the I-SAF?
- h) What tools/initiatives/approaches have supply side used to overcome challenges in the I-SAF and continuation of I-SAF activities?
- i) Are the project's environmental and social monitoring indicators still relevant? What are the major challenges for the implementation of the safeguard measures?
- j) What are the major internal or external factors that have influenced the implementation of the project? Which factors explain the performance, and which explain the underperformance?
- k) To what extent have the project coordinated with key stakeholders – government, development partners and civil society for implementation of I-SAF II at all levels?
- l) To what extent have resources of the project been used efficiently?
- m) How was the project able to communicate effectively with the target groups?
- n) What are the lessons learned / best practices learned during implementation up to now?
- o) What is the degree of ownership of the activities by the beneficiaries (especially CAFs, citizens, and service providers)?
- p) To what extent is the sustainability of social accountability? And what are key elements of the sustainability?
- q) What are recommendations for improving the implementation of the project for the remaining period and beyond and for the social accountability sustainability?
- r) And other necessary questions proposed by NCDDDS or MTRC.

5. METHODOLOGY

The methodologies will include the followings:

Desk reviews: The consultant will conduct a quick desk review of the relevant literature and documents useful to complete the objectives of the review. This will include documents related to Strategic Plan on Social Accountability for Sub-National Democratic Development, ISAF Phase I, 5-years implementation plan for ISAF Phase II, National Program, relevant database system, a joint concept note for additional financing/new project, etc.). NCDDDS will provide the consultant with an initial list of relevant documents and coordinate discussion with stakeholder when needed to collect necessary information to incorporate with desk review. This review will be structured around the following main themes:

- a) In-depth evaluation/discussion: gender and social inclusion, M&E, impact of COVID19 on implementation and sustainability of social accountability;
- b) Reviews of I-SAF activities: Component I: Transparency and Access to Information, component 2: Citizens Monitoring, Component 3: Joint Accountability Action Plan, Component 4: Training and Capacity Development, and Component 5: Civil Society Coordination and Support, safeguards, monitoring/evaluation (results framework, data collection, MIS, etc.) and communication and sustainability;
- c) Project management and requirements: Review of the status and compliance of the project implementation in the areas of procurement, financial management and social and environmental safeguards.

On-going discussion: The consultant will initiate to have regular update and discussion between NCDDDS, and SNA to clarify the data and information as needed.

Focus Group Discussions and KII: A set of survey questionnaires will be developed to generate inputs from supply side (JAAPC, service providers, and SNA Accountability Focal point). The questionnaires will be used to guide

Focus Group Discussion and KII. It is recommended to have a maximum 5 FGDs and 10 KII. The FGD and KII shall be conducted from 20 October – 5 November 2022.

Mid-term review report: A draft report can be structured according to the questions described in section 4 of this term of reference and follow to the structure proposed by the project.

Field missions/Implementation Support Mission (ISM): Joint field visits which will be organized by NCDDDS, WVI, World Bank to target provinces between 15-18 November in three provinces: Kandal, Svay Rieng and Preyveing to see different services/activities of ISAF and meet different stakeholders. The schedule and agenda for the visits will be prepared jointly by the NCDDDS, WVI team and World Bank. The comments and feedbacks on the draft MTR report will be provided once results of field mission completed, and the consultant require to incorporate comments to update and finalize MTR report respectively.

ISAF PSC Meeting: The consultant will be invited to join a PSC meeting that will be conducted to seek their advices/comments and approval on the results of the mid-term review and other supporting document of I-SAF.

6. OUTPUTS OR DELIVERABLE SCHEDULE

The following deliverables are expected to be developed by the consultant:

- Inception Report and Work schedule (one week after signed Contract-October).
- Final questionnaires for data collection (incorporated in to inception report).
- Draft project mid-term review report for consultative process (to be completed before the field mission activity (ISM), report submitted by 10 November 2022).
- Final mid-term review report incorporated comments/feedback from the stakeholder’s consultation

This consultancy is expected to take place between October-December 2022 with a maximum of 20 days. The latest submission date is scheduled 2nd December 2022. The workplan along with specific timeline will be clarified through the discussion between NCDDDS and the consultant.

7. PAYMENT

The payment will be made based on completion of each outputs listed below:

No.	Outputs	Timing	Payment
1	-Inception Report and Work schedule (one week after signed Contract) -Final questionnaires for data collection (incorporated in to inception report).	October 2022	30%
2	Draft project mid-term review report for consultative process (to be completed before the field mission activity (ISM))	10 November 2022	50%
3	Final mid-term review report incorporated comments/feedback from the stakeholder’s consultation	December 2022	20%

8. REPORTING

The Consultant will work under the overall supervision of the Head of the NCDDDS and direct supervision of ISAF Project Manager. The Consultant will work closely with the ISAF Project Coordinator and other ISAF consultants, SNAs, relevant line ministries, and other relevant agencies following consultation and advice of the Project Manager.

9. QUALIFICATIONS AND EXPERIENCES

The consultant will have a track record of the following qualifications and experiences:

- Master degree or higher in public administration, planning, social sciences or a related field.
- Extensive, relevant professional experiences related to project management, and least 10 years’ experience in planning, M&E and reporting,

- Proven knowledge and understanding of Implementation of the Social Accountability Framework (I-SAF) and Decentralisation and De-concentration reforms in Cambodia.
- Proven experience in developing policies, regulations, programs, projects analysis related to D&D reform and local development,
- At least 10 years' experience in working with national institutions and local governments in D&D reform,
- At least 10 years' experience in coordinating and cooperating with DPs, IOs and CSOs,
- At least 10 years' experience in service delivery and local development projects including projects related to social services at sub-national administrations especially at commune level,
- Critical thinking skills, initiative and creativity.
- Strong understanding of human rights, right based approach, disability rights and of how discrimination based on gender, disability and belonging to other minority groups reinforce one another.
- Possession of strong verbal and written communication with internal and external stakeholders in both Khmer and English.

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