

TERMS OF REFERENCE
PROGRAMME EVALUATION OF THE NGO FORUM ON CAMBODIA

General Objective

The Management Committee of the NGO Forum has requested a programme evaluation to help evaluate the achievements NGO Forum's 2012-2014 Action Plan, which consists of Environment, Development Issues, Research Information Center and Land and Livelihoods programmes, provide recommendations, as well as lessons learnt. The results will contribute to the design of the next three-year Action Plan 2015-2017.

Specific Objectives

1. To evaluate the achievements of the NGO Forum's programs against the objectives and indicators outlined in the 2012-2014 Action Plan.
2. To provide suggestions and recommendations for inclusion on the Action Plan 2015-2017.

Background

The NGO Forum on Cambodia is a membership organization for local and international NGOs which exist for information sharing, debate and advocacy on priority issues affecting Cambodia's development.

Scope of Evaluation

The evaluation will cover all programs components of the NGO Forum on Cambodia such as Development Issues Program, Environment Program, Land and Livelihood Program, Research and Information Centre, plus gender mainstreaming in these programs. Furthermore, to study the effective communication approaches toward advocacy.

The evaluation will address issues of program implementation, management, lessons learned, and best practices. It should be evaluated based on:

- Relevance: relevant to the law, policies, procedure of the government, development partners, international development agencies, donors, CSOs, and beneficiaries.
- Effectiveness: to what extent program objectives were achieved.
- Efficiency: to what extent program implementation at minimal cost.
- Impact and Sustainability: review of programs 'outcome and impact for sustainability.

Duration

The evaluation consists of two parts: Part A: 23 days (though not full time) and Part B: 20 working days. It is expected to be started in mid July 2014 and received the first draft by week 2 of September as well as completed by Week 4 of September.

Outputs:

The Evaluation Coordinator shall produce a detailed report containing all analysis, findings and recommendations arising from the process described below. A presentation on the initial findings shall be shared in meetings with the Management Committee and with staff before the report is finalized.

The consultant will produce the following outputs:

1. An inception report within 2 weeks after the start of the assignment. This report will be 7-10 pages by proposing the methods, sources, and procedures to be used for data collection, included work plan.

2. An English draft report will be submitted in week 8

The final report will be completed by end of September. The report should not exceed 30 pages (appendices should be used), must include executive summary and translate into Khmer.

The Evaluation Team

The evaluation team will consist of an expatriate Evaluation Coordinator and a Local Consultant(s).

Special Considerations

1. The NGO Forum's Action Plan logical framework has various objectively verifiable indicators the assessment of some of which will involve conducting surveys with members and different stakeholders.
2. NGO Forum is starting to prepare an Action Plan for 2015-2017, which will be based on the existing Strategic Plan (2012 – 2017). The Programme Evaluation is therefore expected to contribute to this process through providing feedback on the effectiveness and impact of the implementation of the Action Plan 2012-2014 and recommendations for additional methodologies and capacities needed for its future work.
3. Adequacy of network members' commitment, stakeholder involvement, their contributions, and participation in the development and implementation of 2015-2017 Action Plan of the NGOF
4. The extent to which the advocacy strategies of the NGOF are utilized and factor that contributed to successful implementation for benefit of the poor and vulnerable people.
5. At least 4 case studies shall be written to illustrate the outcome and impact.
6. Review programs' impact and sustainability through: assessment of outcomes, relevance of objectives, implementations, and cross-cutting issues such as communication and gender.

Activities

PART A

Purpose: To contribute to NGO Forum's monitoring of its programme, through conducting surveys to assess progress made against the indicators in the NGO Forum Action Plan 2012-2014's logical framework.

1. Using the selected Objectively Verified Indicators within the Action Plan 2012-2014 (January 2012 update), design a survey to assess progress made which will be disseminated to the 17 different survey groups. A Staff Satisfaction Survey is also required at this stage, it is suggested that the format and questionnaire used during the 2011 Evaluation be used during the 2014 Programme Evaluation, enabling us to compare evaluation results.

Surveys may be sent through mail, email, and/or introduced in meetings, in Khmer or English as appropriate. Other surveys will need to be prepared anew. The sample surveys attached are provided as a guide for helping the Evaluation Team design the updated versions required.

2. Collate the results and provide a statistical and written summary of the results of each survey, while ensuring that specific sources of information remain anonymous.
3. Survey forms received should be destroyed to ensure anonymity. However, before doing so, the forms should be shared with the evaluator(s) undergoing Part B of the evaluation to inform their part of the evaluation.
4. In consultation with the NGO Forum Executive Director, make an evaluation plan and schedule and appointment of interviews with key stakeholders.

PART B

Purpose: To evaluate the NGO Forum's programs, as described in the objectives and special considerations above.

1. Review documents provided by NGO Forum staff, including those listed below.
2. Review the results and survey forms provided under Part A of this evaluation.
3. Carry out interviews with key informants.
4. Analyze data collected from the survey and key informant interviews.
5. Draft a report containing the findings and recommendations of the Evaluation Team.
6. Present and discuss the draft report at a meeting of Management Committee members and staff. This is expected to take place during the last two weeks of August 2014.
7. Finalize and submit the final report of the evaluation. The report may be structured in a similar manner to the evaluation in 2011, or as otherwise agreed. The deadline for submitting the final version of this report is the end of September 2014.

Documents/ Secondary Data Sources

1. Programs' documents
2. 2012-2014 Action Plan (Updated January 2012)
3. Action Plan Progress Report January-December 2013
4. Final evaluation report 2011
5. Network Study
6. Strategic Plan 2012-2017
7. Other project-related documentation as agreed upon between the Consultant and NGO Forum Management staff.
8. The government's rectangular strategy
9. National Strategic Development Plan 2014-2018
10. Other policies and procedures of government, donors, INGOs, (Please add more as I don't know these mechanisms or their standing positions)
11. Conduct interview with all key stakeholders including the government, development partners, INGOs, network members...

Requirements of the Consultants

The Evaluation Coordinator will have: proven experience in NGO evaluation; a degree in a development-related field, preferably at Masters level or higher; Proven experience evaluation on strategic advocacy of key development issues, environment, and land management; In dept knowledge of NGOF's 4 programs; at least ten years experience in development work, preferably including experience in Cambodia; at least five years experience in advocacy or NGO networking; strong cross-cultural understanding; excellent listening skills; excellent analytical skills; and excellent writing skills in English.

The Local Consultant will have: proven experience and expertise in conducting evaluations and surveys; good English-Khmer translation skills; a good understanding of the NGO community in Cambodia, specifically civil society networks and membership organizations; and strong analytical and communication skills.