



TERMS OF REFERENCE

EXTERNAL FINAL EVALUATION

Development And Risk Management (DARM) Project
01 February 2021 – 31 January 2025

Date: October 25, 2024

1. General information

1.1. About Humanity & Inclusion

Humanity & Inclusion (HI) is an independent and impartial aid organization working in situations of poverty and exclusion, conflict and disaster. We work alongside people with disabilities and individuals experiencing extreme hardship, taking action and bearing witness in order to respond to their essential needs, improve their living conditions and promote respect for their dignity and fundamental rights.

1.2. About Humanity & Inclusion in the country/region

HI runs more than 400 projects in 60 countries in South America, Africa and Asia. HI has over twenty-five years of experience in Humanitarian Mine Action (HMA) and Armed Violence Reduction (AVR) and has been running projects around the world, starting in the realms of landmine impact survey and mine risk education and, soon after, in demining, unexploded ordnance (UXO) and improvised explosive device disposal. In Cambodia, HI has been active in HMA since 1994 with the development of the data collection system entitled Cambodian Mine/UXO Victim Information System (CMVIS) and the development of management, financial, administrative and logistic standard operational procedures for CMAC (Cambodia Mine Action Centre). It was the first NGO in the world to tackle legal tenure of demined land through Land Use Planning Units (LUPU) in Cambodia. In 2009, HI launched the Proactive Battle Area Clearance project in partnership with CMAC. HI also benefits from a long-time experience of UXO Clearance, capacity building using the principles of Cluster Munitions Remnants Survey (CMRS) with technical staff based in the sub-region, especially in Lao PDR where HI has also supported a national operator (UXO Lao).

2. Context of the evaluation

2.1. Presentation of the project to be evaluated

The Development And Risk Management (DARM) Project's overall objective is by 2025, to secure a competent and effective Cambodian not-for-profit clearance organization able to deal with the long-term Explosive Ordnance residual contamination threat in the provinces of Siem Reap and Kampong Thom.

The DARM project employs a capacity building strategy to address two objectives: (1) develop and implement a transition and capacity building plan to provide the Cambodian Self-Help Demining (CHSD) with adequate means and resources to conduct operations in Siem Reap and Kampong Thom provinces (and other areas as requested by CMAA), and (2) increase Civilian security and access to land in target areas designated by CMAA through clearance activities by the CHSD Demining Unit.

HI considers that capacity-building must be at the heart of partnership when the partners are actors of change who, through their action, help to reach final beneficiaries. The DARM project includes two capacity building objectives: (1) a technical operationality objective, to increase the effectiveness in joint implementation, and technical innovation support and (2) a strategic objective to foster sustainability and continuity of the action benefits, by supporting the partners' financial, operational and governance autonomy.

The project aims to reduce the humanitarian and socio-economic impact posed by EO in Siem Reap and Kampong Thom Provinces through the deployment of a Demining unit (15 deminers including

4 EOD trained technicians) and Senior staff (including 4 EOD trained technicians) (Outcome 2). Land release will be effective with high quality standards with HI's technical and organizational support to reinforce CSHD, increasing Cambodian national capacity to deal with residual EO (Outcome 1).

The DARM project is led by Humanity & Inclusion (HI), in partnership with the Cambodian Self-Help Demining (CSHD) organization, a National NGO engaged in Landmine and UXO clearance operations. CSHD is well-known in the sector for its strong commitment to land clearance and support to rural communities still affected by the remnants of war. Since 2008, the CSHD team has cleared over 230 polygons and 7,953,016 sqm of land. CSHD is accredited and licensed for mine action activities by the Cambodian Mine Action Authority (CMAA) and works in respect of a validated set of Standard Operating Procedures. The project is funded by the Office of Weapons Removal and Abatement (WRA), under the U.S. State Department's Bureau of Political Military Affairs.

Project title:

Supporting long-term Development And Risk Management of the Cambodian Self Help Demining Organization (DARM-CSHD) project.

Implementation period:

February 01, 2021 - January 31, 2025

Location/Areas of intervention:

Siem Reap and Kampong Thom Provinces

Operation Partners:

Cambodian Self-Help Demining (CSHD) Organization

Target Groups:

Direct beneficiaries:

- CSHD Capacity Development: 15 deminers from CSHD Demining unit, 12 EOD team members, at least 4 senior management staff and 5 supports staff will benefit from the Capacity Development Plan implemented by HI.
- 4,039 direct beneficiaries from clearance activities done by CSHD (1,397 men; 1,864 women; 388 girls; 390 boys) from at least 11 assigned "polygons".

Indirect beneficiaries:

- 16,416 inhabitants in both districts (4,382 men; 5,099 women; 3,308 girls and 3,627 boys) of the target districts in Siem Reap and Kampong Thom provinces (and potentially other areas as requested by CMAA) will benefit from safer access to their environment and improved access to resources due to clearance activities.

Project Budget:

US \$ 2,500,000

Objective of the project:

- The project's overall objective is, by 2025 to secure a competent and effective Cambodian not-for-profit clearance organization able to deal with the long-term Explosive Ordnance residual contamination threat.
- The current project includes two capacity building objectives; **a technical operationality objective**, to increase the effectiveness in joint implementation, and technical innovation support and **a strategic objective to foster sustainability and continuity** of the action benefits, by supporting the partners' financial, operational and governance autonomy.

Expected results and indicators:

Outcome 1: CSHD technical and organizational capacities are reinforced increasing Cambodian national CWD program capacity to deal with residual EO.

- A 5-year Strategy is developed jointly with CSHD, LMRF and HI with a follow-up mechanism (2021).
- A Capacity Development Plan is jointly developed with CSHD constituting the road map of future training (2021) and will be extended to new areas (2022) and implemented all along the project timeline.
- A set of technical manuals and SOP will be created and upgraded to ensure compliance with donors and standards (2023).
- HI QU will support recruitment, inception and training of a Deputy Director (2022) and a Communication Officer (2023).
- A CSHD Board of Directors significantly increasing the organization's self-Governance and accountability is established (2022).
- CSHD will apply Long-Term Residual Management Protocols developed during the project in its operational planning and adjust its Standard Operating Procedures accordingly by 2024.
- The selected sites will be cleared faster with more land being handed over to the community than was previously possible.

Outcome 2: Civilian security and access to land is increased in target areas designated by CMAA thanks to the clearance activities of CHSD Demining Unit that is supported by capacity development and the newly created 5-year Strategy.

- NTS training (2022) is expected to result in greater clearance efficiencies as re-assessments of sites without dated survey reports translates into reduced clearance requirements for each site (2023).
- 2,000 EOD call-out requests received and responded resulting in approximately 6,500 EO items safely disposed/destroyed disaggregated by type of EO (2024), 300,483 sqm of minefield cleared in Siem Reap Province (2024), 2,785,832 sqm of land cleared through BAC (2024).
- Mine clearance productivity rates are increased by at least 50% once the Vallon VMR3G is an additional accredited clearance option for the Demining team (2024).

- The Quality Management System and forms developed (2021) will continue to provide oversight and feedback to the operational units on all conducted activities. This is expected to result in the maintenance of good clearance standards all over the project.
- Standard Operating Procedures to be developed and interjected includes Non-Technical Survey (includes risk management protocol), Vallon VMR3G Dual Sensor detector and Large Aircraft Bomb Render Safe Procedures.

Main activities implemented:

Outcome 1 - CSHD technical and organizational capacities are reinforced increasing Cambodian national conventional weapons disposal (CWD) program capacity to deal with residual EO:

- *Activity 1.1: Initial technical/organizational assessment of operational and technical capabilities.*
- *Activity 1.2: Capacity Development plan design and implementation.*
- *Activity 1.3: Development and implementation of a long-term risk management protocol.*

Outcome 2- Civilian security and access to land is increased in target areas designated by CMAA thanks to the clearance activities of CHSD Demining Unit that is supported by capacity development and the newly created 5-year Strategy.

- *Activity 2.1: Annual Operational Plans completed by the end of 2024.*
- *Activity 2.2: Removing the direct threat of identified EO through EOD Spot Task.*
- *Activity 2.3: Adopting new Technology, Risk Management Protocols and Capacity Development in line with the 5-year Strategy plan.*
- *Activity 2.4: Internal Quality Assurance / Quality Control (QA/QC) on CSHD operations*

2.2 Justification of the evaluation

As the DARM project will close out on 31st January 2025, HI looks to conduct a final independent evaluation to assess the extent to which the project objectives were achieved and; identify the facilitating and hindering factors surrounding the implementation process. This final evaluation will also help assess and inform accountability and learning within the context of the project and its implementation strategy. The findings will be used to mobilize project stakeholders to take action and inform further efforts towards building organizational capacity and self-sufficiency of national organizations. The evaluation results will be shared with the project donor, the entire HI network, and all project stakeholders.

3. Objectives of the evaluation

3.1 Overall objectives and expectations of the evaluation

The general objective of this final evaluation is to assess the overall results and level of achievement of the DARM project. The overall goal of the project from inception, was to “develop a competent and effective Cambodian national non-profit organisation to conduct clearance of landmines and unexploded ordnance (UXO) capable of managing long-term explosive contamination.”

The evaluation will assess the quality of project approaches, strategies, and interventions, especially of the capacity building approach, using evaluation criteria based on HI’s Project Quality Framework.

Considering this project was implemented through a partnership with a local organization, the evaluation will assess the effectiveness of the technical support provided and technical strategy implemented. Observations, recommendations or lessons learned regarding this relationship would be pertinent to include.

Furthermore, the final evaluation will consider constraints, challenges, and amendments considering the project context and the evolution of strategy over the implementation period. The result being, to document good practice, identify areas for improvement and opportunities for growth that will inform future programming and sustainability efforts.

3.2 Specific objectives

- Assess the project achievements vis-à-vis the target outcomes and expected results, considering evolutions over the course of the project's life cycle and strategy.
- Analyze the extent to which the project contributed to bringing about short and long-term positive changes to the partner (CSHD) and the effects on the lives of the people and communities CSHD supports through its land clearance activities.
- Examine the quality of project approaches, strategies, and interventions using the HI Project Quality Framework, specifically, the technical support (HMA/EOD) and Mine Action-related capacity building approaches.
- Analyze the quality of partnership between HI and CSHD and overall accountability in the project,
- Examine what worked well, what to improve, and what to continue or sustain in implementing mine action and provide recommendations to inform the exit strategy and future programming.

3.3 Evaluation criteria and evaluative questions

3.3.1. Evaluative Criteria

To measure the project achievement, the Evaluator should analyze the evaluation criteria related to Changes (Effects & Empowerment), Relevance (Needs), Effectiveness (Results and Technicality), and Partnership (Collaboration).

3.3.2. Evaluative Questions

(a) Changes (*Effects and Empowerment*)

Empowerment: What methods learned from the DARM project were adopted to achieve improved organizational efficiency within CSHD and enhanced service delivery to reduce the vulnerability of affected populations to EO?

Effects: In what ways did ordnance disposal and handling of residual EO by CSHD change in positive and measurable ways (i.e. improved time taken to clear land/reduced costs of clearance) via HI's partnership throughout the project?

(b) Relevance (*Needs*):

To what extent did the DARM project meet the capacity building needs of CSHD and other stakeholders throughout the project life cycle?

(c) Effectiveness (*Results and Technicality*)

Results: What support activities provided by HI were most useful to CSHD in delivering their services and in the running of the organization?

Technicality: To what extent did the DARM project meet the required quality outlined in the Cambodian Mine Action Standards (CMAS), international mine action standards, as well as HI's technical standards and institutional policies?

(d) Partnership (Collaboration):

How relevant and effective was the partnership between CSHD and HI over the project life cycle? What elements of the partnership contributed to positive change in the overall operations of CSHD and in their ordnance disposal and handling of residual EO?

4. Evaluation methodology and organization of the mission

4.1. Collection methodology

The final evaluation methodology should incorporate participatory, accessible, and inclusive approach through a combination of quantitative and qualitative methods aligned with HI's general data protection policy or relevant laws in the country. To ensure objectiveness and since the DARM project is implemented across Siem Reap and Kampong Thom provinces, it is preferred that an external individual or entity conducts the evaluation.

4.2. Actors Involved in the Evaluation

A project evaluation steering committee guides and supports the entire evaluation process. The main interlocutor of the final evaluation consultant is the Project Manager, who is responsible for the completion of the project evaluation, with support from the Cambodia MEAL Officer and guidance from the Southeast Asia Regional MEAL Manager as the authority of the project evaluation.

5. Principles and Values

5.1 Protection and Anti-Corruption Policy

Code of Conduct:

https://www.hi.org/sn_uploads/document/Code-of-conduct_-_Integrity--Prevention-of-Abuse-and-Safeguarding.pdf

Protection of beneficiaries from sexual exploitation, abuse and harassment:

https://www.hi.org/sn_uploads/document/PI03---PSEAH---Institutional-Policy.pdf

Child Protection Policy:

https://www.hi.org/sn_uploads/document/IP-02---CPP---Child-Protection-Policy.pdf

Anti-fraud and anti-corruption policy:

https://www.hi.org/sn_uploads/document/PI04-Anti-fraud--bribery-and-corruption-policy-EN.pdf

5.2 Ethical measures*

As part of each evaluation, HI is committed to upholding certain ethical measures. It is imperative that these measures are taken into account in the technical offer:

- **Guarantee the safety of participants, partners and teams:** the technical offer must specify the risk mitigation measures.

- **Ensuring a person/community-centered approach:** the technical offer must propose methods adapted to the needs of the target population (e.g. tools adapted for people with difficult reading/ sign language / disability-friendly materials, etc.).
- **Obtain the free and informed consent of the participants:** the technical proposal must explain how the evaluator will obtain the free and informed consent and/or assent of the participants.
- **Ensure the security of personal and/or sensitive data throughout the activity:** the technical offer must propose measures for the protection of personal and/or sensitive data.

**These measures may be adopted during the completion of the inception report.*

5.3. Participation of stakeholders and populations

Key stakeholders of the DARM project (such as CSHD) were involved in the development of the terms of reference and the selection of the evaluation criteria and keywords using HI's Project Quality Framework. A wide array of stakeholders and beneficiaries will be consulted throughout the implementation of the final evaluation and will be considered in the evaluation design with the Evaluator.

5.4. Others

- The Evaluation Methodology must comply with HI's General Data Protection Policy.
- The Evaluation Methodology must consider the upcoming National Public Holidays in designing the data collection methods and timeline.

6. Expected deliverables and proposed schedule

6.1. Deliverables

- Inception report refining/ specifying the detailed methodology, including data collection tools, sampling, analysis frameworks, and detailed work plan, including meetings with the steering committee. This inception report will be validated by the Steering Committee before any data collection.
- Presentation document presenting the first results, conclusions, and recommendations, to be presented to the Steering Committee ideally on **December 27, 2024**.
- Final Report, ideally 25-30 pages, using the report template to be provided by HI upon selection
 - Executive summary of 4 pages maximum
 - The report should be structured according to the evaluation questions and criteria and provide clear and concise analysis and findings
 - Infographic of project achievements, outcomes, and inclusion services in 2 pages maximum.
- Final Presentation (including presentation document) to HI and key stakeholders, not later than **January 10, 2025**.
- Raw data sets from the evaluation, including any qualitative and quantitative data, and copies of all documents and reports generated during the evaluation process.

- All documents produced must be written in English and data reported must be disaggregated by location, disability, gender, and age. The final evaluation report will remain the intellectual property of HI.

6.2. End-of-Evaluation Questionnaire

An end-of-evaluation questionnaire will be given to the evaluator and must be completed by the Evaluator, a member of the Steering Committee (e.g. Project Manager), and the person in charge of the evaluation (e.g. Regional MEAL Manager).

6.3. Evaluation dates and schedule

The ideal period of evaluation consultancy would be from **November 18, 2024 to January 10, 2025**.

The proposed schedule below serves as guidance:

Activities	Period
Steering Committee kick off (with other stakeholders)	September 2024
Review and finalization of TOR	October 25, 2024
TOR publication	October 25, 2024
Application submission deadline	November 07, 2024
Selection of evaluator	November 12, 2024
Contract starts date	November 18, 2024
Inception: Documentation review, desk research & initial consultations	November 18 to 22, 2024
Submission of the Inception report, including detailed methodologies, tools	November 22, 2024
Field data collection	November 25 to December 06, 2024
Submission of the first draft of evaluation report	December 16, 2024
Review and feedback on the first draft report by HI	December 20, 2024
Validation of first draft report, including validation meetings with Steering Committee and stakeholders	December 27, 2024
Submission of final evaluation report	January 03, 2024
Presentation of Final Evaluation Report	January 10, 2024

7. Means

7.1. Expertise sought from the consultant(s)

The main requirements are:

- Open for national and/or international consultants;
- Open for both companies and individual evaluators to apply for this evaluation service;
- Based in Cambodia and/or with previous evaluation experience and network in Cambodia;

- Educational background (preferably Master’s) in statistics, economics, social development, or similar areas;
- Minimum 5 years of proven experience in designing and conducting project evaluations on projects implemented in Cambodia and/or Southeast Asia;
- With technical expertise in Mine Action or experience in Mine Action project evaluations;
- Experience in using innovative and mixed methods approaches;
- Languages: English, Khmer;
- Sound analysis, synthesis, writing, and presentation skills; and
- Experience working with persons with disabilities, young people, and members of LGBTQIA+ are advantages;

7.2 Financial proposal and modality of payment

The total maximum budget allocated for the final evaluation is **USD 15,000** (subject to applicable taxes on services as per Cambodian law e.g. Withholding Tax 14% to non-residents, 15% to residents). The **financial proposal must be comprehensive & all-inclusive** with a detailed breakdown of all costs related to the evaluation (i.e. travel, visa, accommodation, insurance, perdiem/DSA, local expenses, data collection, translation, withholding taxes, etc) and would remain the sole responsibility of the evaluator. HI would not be responsible to pay any kinds of additional charges or fees or subsidies or allowances.

HI recommended payment modality are as follows:

- 25% upon signature of the service contract;
- 25% after the validation of the inception report;
- 50% after the receiving of all deliverables and validation of the final evaluation report.

Please be reminded that the consultant will also be responsible for safety and security in all areas. The final payment is conditional on the approval of the final evaluation report and not solely on its submission.

7.3. Available resources made available to the evaluation team

All documents related to the DARM project, including the proposal and reports from different levels, will be made available to the selected evaluator.

8. Submission of applications

Proposals from interested consultant(s) must include the following documents (All documents in English):

1. Letter of interest;
2. Technical proposal, including methodology, analysis framework, tools, and precise work plan considering weather, holidays, etc;

3. Financial proposal in USD, including tax and detailed expenses (i.e. travel, visa, accommodation, insurance, perdiem/DSA, local expenses, data collection, translation, withholding taxes, etc);
4. Organization profile with CV of the lead evaluator and co-evaluator along with a list of previous similar experiences; and
5. A sample of previous evaluation or research reports or publications;
6. Copy of company documents and/or Travel Documents (ID/Passport) for verification;
7. Proof of Bank accounts (by the name of company for company consultant, and individual account for individual evaluators);

Proposals must be submitted no later than **November 07, 2024**, by 5:00pm Cambodia time and should be sent electronically in English to contact@cambodia.hi.org under the email title of **DARM Project Final Evaluation**.

Evaluation of proposals will be made by a Selection Committee in two phases:

- **Administrative selection:** The committee will first check the completeness of application and verify that all compulsory items listed above are included. Incomplete applications will not be considered for technical selection.
- **Technical selection:** The best application will be selected based on the quality of the technical proposal, the competitiveness of the financial proposal, service delivery lead time, the skills and previous experiences of **the consultant, and the demonstrated expertise of the applicant to successfully undertake** the assignment.

Only candidates who pass the administrative selection will be considered for the technical assessment. Shortlisted applicants may be invited for an online interview.

HI reserves the right to contact the applicants for additional information or clarification before the final selection of the selection committee.

9. Appendices

- [HI's Quality Framework](#), on which all evaluators must base their evaluation.
- [The Disability-Gender-Age Policy](#), which must guide the approach and the construction of evaluation tools in the technical offer.
- [Code of Conduct](#)
- Protection of the beneficiaries from sexual exploitation, abuse [and harassment](#)
- [Child Protection Policy](#)
- [Anti-fraud and anti-corruption policy](#)