

Terms of Reference

Mid-term Evaluation of Diakonia's program

"Supporting People for a Dignified Life-SPDL"

1. Background

Diakonia is an international faith-based development organization rooted in two churches in Sweden, the Swedish Alliance Mission and the Uniting Church in Sweden. The organization currently has local offices in 24 countries in Africa, Latin America, the Middle East, and Asia and mainly supports local civil society organizations. Diakonia's vision is a just, equal, and sustainable world. Diakonia's mission and goal are to change unfair political, economic, social, and cultural structures that cause poverty, oppression, inequality, and violence.

The SPDL program (2020-2024) is funded by Sida through the Swedish embassy section office in Phnom Penh. The SPDL program is the continuation of the Human Rights and Democracy Program (HRDEM) which was supported by the embassy from 2017 to 2019. The overall aim of the SPDL program is to "strengthen civil society with the capacity to widen democratic space and promote human rights and gender equality so Cambodian people can lead peaceful, dignified lives with access to fundamental rights and freedoms." The SPDL Programme has the development objective "A just, equal and sustainable Cambodia free from poverty, oppression, inequality, and violence", and has four specific objectives, which are:

1. **Programme Objective for Human Rights:** Rights holders, grassroots community's and CSO's capacity strengthened to advocate for a functioning rule of law as well as respect and promotion of human rights, which benefits all.
2. **Programme Objective for Democracy:** Rights holders, grassroots communities and CSOs supported to strengthen their capability for widening democratic space in Cambodia, which benefits all.
3. **Programme Objective for Gender Equality:** Women, men, boys, and girls are empowered and strengthened to exercise their rights for gender equality, hold the government accountable to their commitments and contribute to reducing gender-based violence in the community and society.
4. **Programme Objective for Strengthening Partners:** Partners are empowered and strengthened to achieve organizational and programmatic sustainability.

Under the SPDL program, Diakonia currently supports fourteen implementing partner organizations (twelve with core support, and two with project support) that are working to advocate and promote respect for human rights, democracy, freedom of expression, gender justice, rule of law, and good governance throughout Cambodia.

Capacity building is mostly carried out by the Diakonia team (HO/RO/CO¹) through the provision of training/mentoring/coaching of implementing partners' staff and monitoring program results, and strengthening of partners' capacity for own internal control, steering, and good governance. Diakonia also supports implementing partners in networking to gain synergy and programmatic capacity, particularly concerning mainstreaming areas such as gender justice, conflict sensitivity, and environmental protection

¹ HO/RO/CO: Head Office, Regional Office, Country Office

2. Objective and scope of the Mid-term Evaluation (MtE)

The objective of the Mid-term Evaluation (MtE) is to evaluate the progress of Diakonia's programme, Supporting People for Dignified Life - SPDL from 1st January 2020 to 30th September 2022 and assess its relevance and effectiveness to contribute to the desired change process identified in Diakonia's Cambodia Country Strategy and Theory Of Change. The MtE will appraise the programme's progress and achievements against its overall and specific objectives, and the current implementing partner portfolio and produce recommendations for improvements, particularly in the context of recent socio-political developments in Cambodia.

3. Assignment rationale

As a learning organisation, working based on a Theory of Change model, Diakonia sees the MtE as a very important opportunity to evaluate and learn from the first half of the programme period (2020-2022), understand what is working well and what needs to be adjusted in the coming years to maximize the positive impact on the chosen change processes. Also, according to the grant agreement between the embassy of Sweden section office in Phnom Penh and Diakonia signed on 3rd April 2020, it is stated that a MtE shall be carried out by the end of 2022 (Article 9.2).

4. The MtE purpose: intended users

The primary intended users of the MtE are the embassy of Sweden section office in Phnom Penh and Diakonia. The implementing partners of the programme could also benefit from, finding, lessons learned and recommendations from the MtE if its relevant.

The MtE will be designed and conducted to enable a report that meets the intended users' needs to be developed. Tenders should elaborate on how this will be ensured in the evaluation process.

5. MtE criteria and questions

To respond to the objective and scope defined in point # 2, the MtE should:

- A. Assess relevance, performance and progress of the SPDL Programme concerning the results framework, including cross-cutting issues such as conflict and environment/climate change.
- B. Assess the relevance and effectiveness of Diakonia's role and added value as an ally in change, facilitator, connector and co-creator, including as a capacity development provider to implementing partners. The assessment should look particularly at how different types of implementing partners (in terms of size, thematic areas and how well established they are) benefit differently from collaborating with Diakonia and each other within the framework of the programme, including in terms of capacity development and resilience. Another specific question to look at is if and how the larger and long-time standing implementing partners of Diakonia benefit from Diakonia's added value? What would be the advantages and challenges to growing more if they were to receive direct funding from Sida as a development partner rather than from Diakonia?
- C. Assess Diakonia's partner portfolio, i.e. is the current composition of the implementing partners relevant and is it effective and efficient in achieving the program objectives and contributing to the change processes in the Diakonia country strategy. Particularly, look at the added value of having well-established implementing partners and newer emerging organisations within the same program.

- D. Provide practical recommendations to Diakonia, to adjust and adapt the SPDL programme for the remaining of the programme cycle and beyond. If relevant, some recommendations may be directed to implementing partners of the programme.

6. Approach and methods for data collection and analysis

It is expected that the consultants describe and justify an appropriate approach/methodology and methods for data collection and analysis in the tender, making sure they include a rights-based approach and a gender perspective in the evaluation process itself. The MtE involves briefly reviewing programming, including cross-cutting issues², implemented by the fourteen local NGO partners of the SPDL programme. The programming involves activities in many areas and locations in Cambodia.

The consultants should take into consideration appropriate³ measures for collecting data in cases where sensitive or confidential issues are addressed and avoid presenting information that may be harmful to some stakeholder groups. Data sources should also be clearly outlined, including the triangulation method.

7. Organisation of evaluation management

This MtE is commissioned and managed by the Diakonia-Cambodia Country Office. In addition to the Diakonia country office team, Diakonia regional and head office, and the embassy of Sweden section office in Phnom Penh will be provided the opportunity to comment on the first draft evaluation report. The commissioner will evaluate tenders in consultation with concerned parties and approve the final report. The start-up meeting and the debriefing workshop will be held with the commissioner and other concerned parties.

8. Time schedule and deliverables

It is expected that a time and work plan is presented in the tender. The first draft of the evaluation report should be delivered no later than 15th November, and the final report should not be later than 5th December 2022. The following meetings are regarded as a pre-requisite:

- A start-up meeting with the Diakonia (HO/RO/CO).
- Debriefing workshop with Diakonia program team, partners' organizations, and other concerned parties.
- Presenting the first draft and the final draft report for Diakonia (HO/RO/CO).
- The timing of any field visits, surveys and interviews needs to be settled by the consultants in dialogue and coordination with the Diakonia country office team and involved parties.

The final report shall be written in English and be professionally proofread. The final report should clearly address the objectives of the evaluation as outlined in sections 2 and 5, with a clear structure and follow the report format agreed with Diakonia. The executive summary should be no more than three pages. Conclusions should be substantiated by findings and analysis. Recommendations should also be realistic, actionable, and flow logically from conclusions, be specific, showing a clear line of reasoning. Communications on secure apps and cloud-based filing should be used to handle material of sensitive nature.

The report should be no more than thirty pages long excluding annexes (including Terms of Reference and Inception Report). The consultants shall submit both word and the pdf-format final report to Diakonia country director, Kann Kall at kall.kann@diakonia.se with a copy to the program advisor, Amir Hashemi-Nik at

² Conflict and Environment/Climate change

³ Code of Conduct, Child Protection, PSHEA

amir.hashemi-nik@diakonia.se. If needed, the means of delivery of the report should be discussed with Diakonia country team in the start-up meeting.

9. Team Qualification

The MtE should be conducted by a consultancy team (of about 2 persons) with the following qualifications:

- Competence and experience in reviews and evaluations, quality assessment, results in framework and results-based management, and/or working with cross-cutting issues such as gender, conflict, and environment/climate change.
- Competence and experience in the development cooperation area, as well as working with a Rights Based Approach.
- Extensive and documented competence and experience in the areas of democracy and human rights, gender justice, conflict sensitivity, mainstreaming approaches; and
- Experience and understanding of the Cambodian context, especially the situation of civil society in Cambodia or southeast Asia.

One person shall be assigned as a team leader with the overall responsibility for the review. The team leader shall have experience in leading review/evaluation assignments. At least one international consultant shall be involved in the team. At least one consultant shall be proficient in Khmer.

The tender shall include CV's for each team member and a full description of the consultants' qualifications and professional work experience. The competencies of the individual team members must be complementarity. The consultants must be independent of the review object and activities and have no stake in the outcome of the review.

10. Roles and responsibilities

After the contract is signed, the contact person at Diakonia is Amir Hashemi-Nik, program advisor.. The contact person should be consulted if any problems arise during the evaluation process. The consultants will arrange the logistics, booking the interviews and preparing visits including any necessary security arrangements. Some assistance including introducing to partners organisation will be offered by Diakonia country office upon request. Diakonia will provide the necessary documents for the consultants for desk review.

The consultants are responsible for income tax, and travel insurance, if needed. The consultants are required to sign and follow Diakonia's code of conduct, including the safety, security and confidentiality of implementing partners and their target groups⁴. The consultants should strictly adhere to the Diakonia child safeguarding policy.

Annex A: List of key documentation

The list of key documents is the following:

- Grant application for Supporting People for a Dignified Life (SPDL) program 2020-2024.
- Updated results framework from 2021, including the gender, environment and conflict updates.
- Grant Agreement for People for a Dignified Life (SPDL) program in Cambodia 2020-2024 between

⁴ Here refer to but not limited: Identity, anonymous, expose documents and/or information share by implementing partners or rights holders, gender, visibility.

Sida and Diakonia, dated 3rd April 2020

- Diakonia's annual work plan, 2020, 2021, and 2022
- SPDL annual report 2020 and 2021.
- Diakonia strategic plan- GO/RO/CO
- Cambodia Country risk log.
- Mid-term Review of Diakonia's Human Rights and Democracy Programme in Cambodia 2017-2019.
- Human Rights and Democracy Programme in Cambodia 2017-2019, final report.
- Strategy for Sweden's Regional Development Cooperation with Asia and the Pacific Region 2022-2026 (LINK: [strategy-for-swedens-regional-development-cooperation-with-asia-and-the-pacific-region-in-20222026.pdf \(government.se\)](#))

11. Mode of application

The tender shall be sent per e-mail to Diakonia Country Director (kall.kann@diakonia.se) as soon as possible and no later than 20th August 2022

The tender shall include:

- CV of all involved consultants.
- Testimonials and sample reports of similar assignments taken in the recent past.
- Understanding of ToR and a detailed suggestion of research methods, sampling and its rationale.
- Draft work plan and budget