



Terms of Reference (ToR)

Project evaluation at the end of the SGC-LC Project.

Project Title:	Strengthening Governance and Capacity of Local NGOs and CBOs for Effective Climate Action (SGC-LC)
Project Number:	KHM/SGP/OP7/Y5/CORE/CD/2025/01
Funding Source:	GEF Small Grants Programme (SGP) – OP7 Core Grant
Assignment Period:	15 October – 15 November 2025
Location:	Phnom Penh, Cambodia (with possible remote consultations)

1. Background

The Coalition for Partnership in Democratic Development (CPDD), in collaboration with the Global Environment Facility's Small Grants Programme (GEF SGP) under UNDP Cambodia, is implementing a five-month project titled “*Strengthening Governance and Capacity of Local NGOs and CBOs for Effective Climate Action (SGC-LC)*” from June to November 2025. The project forms part of the SGP's global commitment to empower civil society and community-based organizations to take leadership in advancing climate action, biodiversity protection, and sustainable local governance in alignment with Cambodia's national development priorities.

In Cambodia, civil society organizations (CSOs) and community-based organizations (CBOs) play an increasingly important role in supporting climate-resilient local development, promoting environmental awareness, and bridging communities with sub-national administrations. However, many of these organizations still face significant capacity constraints in project design and management, financial oversight, and policy advocacy. These gaps limit their ability to engage meaningfully in environmental governance, climate finance management, and inclusive development planning.

The SGC-LC project was designed as a targeted response to these challenges. It aims to strengthen the institutional and technical capacity of local NGOs and CBOs, enabling them to manage environmental projects effectively and sustainably. Through structured capacity-building activities, including organizational capacity assessments, tailored training, mentoring, and peer-learning events, the project seeks to build the foundations for long-term institutional resilience among grassroots organizations. Additionally, it supports the documentation and dissemination of success stories and lessons learned to promote replication and cross-learning within Cambodia's civil society landscape.

The project directly contributes to the GEF SGP Operational Phase 8 (OP8) Country Programme Strategy by promoting inclusive and community-driven climate action and by supporting partnerships between civil society and local government institutions. It emphasizes participatory approaches that prioritize gender equality, youth leadership, and the inclusion of Indigenous Peoples and persons with disabilities in all stages of project implementation.

By the end of the project, CPDD expects to have strengthened the capacities of at least 20 local NGOs and CBOs, enhanced collaboration among 46 GEF SGP grantees and stakeholders, and produced knowledge management products that showcase good practices in local climate governance.

As part of its Monitoring and Evaluation (M&E) framework, CPDD will commission an independent evaluation to assess the overall performance of the project, document results achieved, and capture

lessons for future programming. This evaluation, to be carried out between 15 October and 15 November 2025, will provide an evidence-based assessment of the project's effectiveness, efficiency, and sustainability and generate recommendations to inform GEF SGP's continued support for civil society capacity development in Cambodia.

2. Purpose and Objectives of the Evaluation

The purpose of this independent end-of-project evaluation is to assess the overall performance, results, and sustainability of the *Strengthening Governance and Capacity of Local NGOs and CBOs for Effective Climate Action (SGC-LC)* project implemented by CPDD from June to November 2025. The evaluation aims to provide credible evidence on the project's effectiveness, efficiency, and relevance, while identifying lessons learned and recommendations to inform future programming under the GEF Small Grants Programme (SGP) and CPDD's broader governance and climate initiatives.

Specific objectives are to:

- 1. Review the extent to which the project achieved its intended objectives, outputs, and outcomes, particularly in building institutional capacity, strengthening collaboration, and promoting inclusive climate governance.
- 2. Evaluate the quality, timeliness, and use of resources, including management and coordination mechanisms.
- 3. Determine the project's coherence with national priorities, GEF SGP OP8 goals, and the needs of local CSOs and CBOs.
- 4. Identify tangible results, emerging impacts, and the likelihood of sustaining outcomes beyond project completion.
- 5. Assess how effectively gender, youth, Indigenous Peoples, and persons with disabilities were integrated throughout the project cycle.
- 6. Capture key insights and propose actionable recommendations for scaling and improving future capacity-building and climate governance initiatives.

The evaluation will ultimately help CPDD and GEF SGP demonstrate accountability to donors and stakeholders, while providing a learning foundation for future interventions aimed at empowering civil society actors to drive local-level climate and governance reforms in Cambodia.

3. Scope of Work

The evaluation will cover the full implementation period of the *Strengthening Governance and Capacity of Local NGOs and CBOs for Effective Climate Action (SGC-LC)* project, from June 16 to November 30, 2025, and will assess both the design and implementation phases. It will focus on the extent to which the project has achieved its objectives, delivered its expected outputs, and contributed to broader outcomes related to inclusive local governance and climate resilience.

The scope of work will include, but not be limited to, the following key areas:

Key Areas	Description of Scope
1. Project Design and Relevance	○ Review the project's overall design, objectives, and logical framework. ○ Assess alignment with Cambodia's national priorities, the GEF SGP OP8 Country Programme Strategy, and CPDD's Strategic Framework 2021–2030.

	○ Evaluate the relevance of the project's approach in addressing capacity and governance gaps among local NGOs and CBOs.
2. Implementation and Effectiveness	○ Assess progress and achievements against planned objectives, outputs, and indicators. ○ Review key activities including the Institutional Capacity Assessments, training, mentoring, and Learning & Reflection Sessions. ○ Evaluate coordination with partners, implementation arrangements, and adaptive management throughout the project cycle.
3. Efficiency and Resource Utilization	○ Examine the cost-effectiveness and timeliness of project implementation. ○ Assess the adequacy of staffing, financial management, and monitoring systems. ○ Review how resources were allocated and used to deliver expected results.
4. Impact and Sustainability	○ Identify immediate and emerging results, including improvements in institutional capacity, collaboration, and visibility of local climate actions. ○ Assess the likelihood of sustaining results and replicating successful practices beyond the project's lifetime. ○ Review mechanisms that support long-term ownership and continuity among stakeholders.
5. Cross-Cutting Issues	○ Evaluate how gender equality, youth engagement, Indigenous Peoples' participation, and inclusion of persons with disabilities (PWDs) were integrated into the project. ○ Assess the project's contribution to inclusive governance, empowerment, and social equity.
6. Stakeholder Engagement	○ Assess the quality and depth of engagement with key stakeholders, including local CSOs, CBOs, GEF SGP grantees, the National Steering Committee (NSC), and relevant government counterparts. ○ Evaluate stakeholder satisfaction, participation, and collaboration in achieving project results.

4. Evaluation Criteria and Key Questions

The evaluation will be guided by internationally recognized standards, particularly the OECD-DAC evaluation criteria relevance, effectiveness, efficiency, impact, and sustainability along with two additional dimensions: inclusiveness and gender equality, and lessons learned and recommendations.

These criteria will help assess the overall performance, quality, and value of the project, providing a structured framework for analyzing achievements, challenges, and long-term implications. The evaluation will focus on how well the project met its objectives, utilized its resources, contributed to inclusive governance and climate resilience, and established conditions for sustainability and replication.

The evaluation will be guided by OECD-DAC criteria:

Evaluation Criteria	Key Questions
1. Relevance	○ To what extent were the project's objectives and activities aligned with the needs and priorities of local CSOs and CBOs? ○ How consistent was the project with Cambodia's national climate and governance frameworks and the GEF SGP OP8 Country Programme Strategy?

	○ Were the project's strategies and approaches appropriate to the context and stakeholders involved?
2. Effectiveness	○ To what extent were the planned objectives, outputs, and outcomes achieved? ○ What factors contributed to or hindered the achievement of results? ○ How effectively did the project strengthen the institutional capacity and coordination of CSOs and CBOs? ○ Were gender equality and inclusion goals effectively integrated into project results?
3. Efficiency	○ Were project resources (financial, human, and time) used efficiently to achieve the expected results? ○ Were project activities implemented within the planned timeframe and budget? ○ How effective were the project's management, coordination, and monitoring mechanisms in ensuring cost-effectiveness?
4. Impact	○ What observable or potential changes occurred as a result of the project's interventions (e.g., improved capacity, collaboration, or visibility of local climate initiatives)? ○ Did the project contribute to broader policy or institutional changes at the local or national level? ○ How did the project influence stakeholders' awareness and participation in climate governance?
5. Sustainability	○ Are project benefits likely to continue after project completion? ○ What mechanisms, partnerships, or institutional capacities are in place to sustain the results? ○ How can successful practices be replicated or scaled up by CPDD, GEF SGP, or other partners?
6. Inclusiveness and Gender Equality	○ How effectively did the project promote inclusive participation of women, youth, Indigenous Peoples, and persons with disabilities (PWDs)? ○ Were gender and social inclusion principles integrated in training, mentoring, and knowledge-sharing activities? ○ What lessons can be drawn to strengthen inclusivity in future programs?
7. Lessons Learned and Recommendations	○ What were the key success factors and challenges in project design and implementation? ○ What innovative or effective practices emerged that can inform future capacity-building and governance initiatives? ○ What specific recommendations can enhance future project design, partnership engagement, and sustainability strategies?

5. Methodology

The evaluation will adopt a mixed-methods and participatory approach, combining both qualitative and quantitative data collection and analysis to ensure a comprehensive, evidence-based assessment. The methodology will emphasize triangulation verifying findings from multiple sources to enhance the credibility and reliability of results.

The evaluator will use diverse tools such as document reviews, stakeholder interviews, focus group discussions (FGDs), and surveys to collect information from project stakeholders at both national and sub-national levels. The process will be guided by principles of independence, transparency, gender

sensitivity, and inclusiveness, ensuring that all key stakeholder voices especially women, youth, Indigenous Peoples, and persons with disabilities (PWDs) are adequately represented.

The evaluation approach will be designed to generate practical lessons and actionable recommendations that inform future GEF SGP and CPDD programming.

Methodological Component	Description
Data Collection Methods	The evaluator will use a combination of the following methods: ○ Desk Review: Review of all relevant documents, including project proposal, progress reports, training materials, M&E data, and knowledge products. ○ Key Informant Interviews (KIs): Conduct approximately 15–18 interviews with key stakeholders including 4–5 CPDD staff and project consultants, 2–3 GEF SGP/UNDP representatives, 3–4 NSC members, and 5–6 representatives from local CSOs/CBOs. ○ Focus Group Discussions (FGDs): Organize 3–4 FGDs with 6–8 participants each (comprising CSO/CBO representatives, local partners, and training beneficiaries) to gather in-depth qualitative feedback on project relevance, impact, and inclusion. ○ Survey/Questionnaires: Administer short online or phone-based surveys to at least 20–25 respondents to assess training effectiveness, satisfaction, and application of learning. ○ Observation (if applicable): Review of project documentation, videos, and communication materials to assess visibility, outreach, and knowledge-sharing outcomes.
Sampling Strategy	A purposive and inclusive sampling strategy will ensure representation from different stakeholder groups CSOs, CBOs, sub-national government actors, and marginalized populations (women, youth, Indigenous Peoples, and PWDs). Sampling will ensure gender balance and diversity of perspectives.
Data Analysis	Quantitative data will be analyzed using descriptive statistics, while qualitative data will be analyzed through thematic and content analysis. All data will be triangulated to validate findings, minimize bias, and strengthen the credibility of conclusions.
Validation Process	A validation meeting will be organized with CPDD, GEF SGP, and partners to review preliminary findings, verify accuracy, and ensure contextual relevance. Feedback will be integrated into the final evaluation report before submission.
Ethical Considerations	The evaluation will comply with ethical research standards, including informed consent, confidentiality, and voluntary participation. The evaluator will respect gender and cultural sensitivity, ensure non-discrimination, and protect the anonymity of respondents.
Limitations and Mitigation Measures	Possible limitations may include time constraints, limited data availability, or scheduling challenges with respondents. These will be mitigated through flexible interview scheduling, use of virtual consultations, data triangulation, and continuous coordination with CPDD's M&E team.

6. Deliverables and Timeline

The consultant is expected to produce a series of high-quality deliverables that demonstrate progress, analytical rigor, and compliance with CPDD and GEF SGP evaluation standards.

Each deliverable must be evidence-based, gender-sensitive, and aligned with the objectives outlined in this ToR. Draft reports will be reviewed by CPDD's Project Manager, M&E Team, and the GEF SGP National Coordinator before finalization.

The total assignment period is one month (15 October – 15 November 2025), with an estimated 15–20 working days.

Deliverable	Description	Target Completion Date
Inception Report	The consultant will prepare an inception report outlining the evaluation methodology, data-collection tools, interview list, timeline, and work plan. This report will define the evaluation framework and be approved before fieldwork begins.	20 October 2025
Data Collection and Fieldwork Completion	Completion of all key informant interviews (15–18), focus group discussions (3–4), and surveys (20–25 respondents). Field notes and summaries of interviews will be compiled and shared with CPDD's M&E Team.	30 October 2025
Draft Evaluation Report	Submission of a draft evaluation report (max 25 pages, excluding annexes) presenting preliminary findings, analysis, and recommendations based on evaluation criteria. The report should include an executive summary, methodology, findings, conclusions, and lessons learned.	5 November 2025
Validation Workshop / Presentation	Facilitation of a validation session with CPDD, GEF SGP, and project stakeholders to present and discuss key findings, conclusions, and recommendations. The consultant will incorporate feedback from this session into the final report.	10 November 2025
Final Evaluation Report	Submission of the final evaluation report in both Word and PDF formats, incorporating comments from CPDD and partners. The report should include all annexes (data tools, list of respondents, photos, references, etc.) and a concise 2-page executive summary.	15 November 2025

7. Duration and Level of Effort

The evaluation will be conducted over a one-month period, from 15 October to 15 November 2025, covering all phases from inception to submission of the final evaluation report. The assignment will require an estimated 15–20 working days of professional input. The schedule may include both desk-based and field-based work, with flexibility for remote consultations if necessary.

9. Required Qualifications

The consultant must possess strong technical expertise in project evaluation, governance, and climate-related capacity development, with a demonstrated ability to deliver high-quality analytical reports. The ideal candidate should have a proven record of conducting independent evaluations for international development projects, particularly within civil society and local governance contexts in Cambodia or Southeast Asia.

Qualification Criteria	Specific Requirements
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Education	Advanced university degree (Master's or higher) in public policy, development studies, environmental management, governance, or other related social science fields.
Professional Experience	- Minimum of 7 years of professional experience in project evaluation, monitoring and evaluation (M&E), or results-based management. - Proven experience in conducting independent evaluations of projects funded by international organizations such as UNDP, GEF, EU, or bilateral donors. - Experience in evaluating capacity development, governance, climate resilience, or environmental projects involving CSOs and CBOs. - Demonstrated experience in qualitative and quantitative research methods, stakeholder analysis, and participatory evaluation approaches.
Knowledge and Skills	- Strong understanding of Cambodia's decentralization, sub-national governance, and climate policy frameworks. - Familiarity with GEF SGP Operational Phase 8 (OP8) principles and small-grants mechanisms. - Excellent analytical, writing, and presentation skills in English; ability to synthesize complex findings into clear, actionable recommendations. - Proficiency in data collection tools, digital survey platforms, and statistical analysis (e.g., Excel, NVivo, or similar).
Language Requirements	- Excellent command of English (written and spoken) is required. - Working knowledge of Khmer is an asset.
Core Competencies	- High level of integrity, independence, and objectivity in conducting evaluations. - Strong interpersonal and facilitation skills with proven ability to engage government, civil society, and donor stakeholders. - Commitment to ethical research practices, gender equality, and social inclusion.

10. Budget and Payment Schedule

The consultant will be engaged on a lump-sum contract basis, inclusive of all professional fees, travel, communication, data-collection, translation, and other administrative costs required to complete the assignment. Payments will be released in installments linked to the satisfactory submission and approval of agreed deliverables, as detailed below.

All deliverables must be submitted in accordance with the timeline outlined in Section 6 (Deliverables and Timeline) and reviewed by CPDD's Executive Director and Project Manager prior to payment authorization.

Deliverable / Output	Payment Milestone	Percentage of Total Fee	Indicative Date
Inception Report – including methodology, data-collection tools, interview list, and detailed work plan approved by CPDD.	Upon acceptance of the Inception Report.	30 %	20 October 2025
Draft Evaluation Report – incorporating initial analysis, key findings, and preliminary recommendations shared with CPDD and GEF SGP partners for feedback.	Upon submission and acceptance of Draft Report.	40 %	5 November 2025
Final Evaluation Report and Presentation – comprehensive report integrating	Upon acceptance of the Final Report	30 %	15 November 2025

stakeholder comments, annexes (data tools, list of respondents, photos, references), and PowerPoint presentation at the validation workshop.	and presentation delivery.		
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11. Confidentiality and Ownership

To maintain the integrity and professionalism of the evaluation process, the consultant is required to adhere to strict standards of confidentiality, data protection, and intellectual property ownership. All information collected, reviewed, or produced during the assignment is considered confidential and remains the exclusive property of the Coalition for Partnership in Democratic Development (CPDD) and the Global Environment Facility Small Grants Programme (GEF SGP).

HOW TO APPLY

Interested candidates are invited to submit their applications containing the detailed proposal together with a work plan, estimated cost, and methodologies and tools to be use to deliver the target deliverables within the expected timeframe, and along with CVs of the proposed individual or consultant team accordingly. Also, provide names, addresses and telephone numbers of clients who may be contacted for references in connection with the proposed contract - together with an indication of the relevance of the work done for those clients to the subject matter of this term of reference. The submission is no later than 5:00 PM on **15 October 2025**.

Women and candidates with disabilities are encouraged to apply.

All candidates should submit the application to: Coalition for Partnership in Democratic Development (CPDD) at the address of Phnom Penh Villa Building, #124, St. 388, Sangkat Toul Svay Prey 1 Khan Chamkarmon, Phnom Penh Cambodia; H/P: +855 (0) 77 669 895, Tel: +855 (0) 23 238 836; Website: www.cpddcambodia.org ; or E-mail: secretariat@cpddcambodia.org

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