



## ASEAN REGIONAL MINE ACTION CENTER

### Call for Interest – End of Project Evaluation, Victim Assistance Project

#### 1. Background:

The ASEAN Regional Mine Action Center (ARMAC) was established following the ASEAN Leaders' Statement on the Establishment of an ASEAN Regional Mine Action Center, adopted on November 18, 2012. ARMAC began its operations in 2017, serving as a center of excellence to address explosive ordnance (EO) concerns for interested ASEAN Member States (AMS). For more details, visit ARMAC's website at <https://aseanmineaction.org/>.

Recognizing the mandate and functions of ARMAC, as well as the critical support needs for EO victims, the AMS, in collaboration with ARMAC, have initiated and are implementing the "Enhance Victim Assistance Program in the ASEAN Member States" (VA Project). The project is funded by the Government of the Republic of Korea through the ASEAN-Korea Cooperation Fund (AKCF). More details about AKCF can be found on their website: [www.aseanrokfund.com](http://www.aseanrokfund.com).

ARMAC's VA team, in collaboration with relevant stakeholders, implemented the project to ensure that its results contribute to improving victim assistance services in the focal countries and among related stakeholders. The project's outcomes are expected not only to contribute to the ASEAN Political-Security Community Blueprint (APSCB) 2025: B.4.5.i, "Promote the ASEAN Regional Mine Action Center to study, document, and share best practices to address humanitarian aspects of landmines and explosive remnants of war," but also to enhance cooperation between ARMAC and ASEAN-ROK.

The project aims to enhance the assistance to the victims of EO in ASEAN through the implementation of five objectives and expected outputs as follows:

**Table 1: Objectives, Activities and Expected Outputs**

No.	Objectives	Activities	Outputs
1	Promote the establishment of a victim assistance network (VAN) as a regional platform for various stakeholders among AMS.	1.1 Conduct five national consultative meetings and one regional consultative meeting. 1.2 Identify VAN roles and responsibilities. 1.3 Establish communication and coordination mechanism to be initiated through the consultative meetings and first regional workshop. 1.4 Produce VDO capturing/highlighting the Voices and Victims in the context of EO impacts in each AMS.	Establishment of the regional victim assistance network including its terms of reference.

No.	Objectives	Activities	Outputs
2	Assist AMS on the victim-assistance-related knowledge sharing, need/s and resource/s assessment and possibility of its mobilisation.	<p>2.1 Conduct three inception/preparation meetings for workshops</p> <p>2.2 Conduct three regional workshops to share experiences of VA (considering needs of victims and VA resources availability) among related and interested stakeholders/partners.</p> <p>2.3 Conduct an expo of victim assistance (2<sup>nd</sup> workshop).</p>	Publications such as brochures, country profiles and meeting/ workshop reports.
3	Assess the needs of the victims of EO in the affected AMS for further assistance <sup>1</sup> .	Conduct national workshops and field visits to assess victims' needs in EO affected nations (Laos PDR, Myanmar, Thailand, Viet Nam).	<p>Workshop and field visit reports</p> <p>Project proposal on providing needed assistance to the victims of ERW in the ASEAN region.</p>
4	Assist the ASEAN Member States (AMS) in providing psychosocial supports to the victims of EO) <sup>2</sup>	Conduct a series of psychosocial trainings (including Train the Trainer sessions) for doctors, medical students, nurses, allied health professionals and civil society organisations in Cambodia and other EO-affected AMS.	At least 240 people are trained in Cambodia; and capable to provide psychosocial trainings and/or support to the victims of EO.
5	Undertake researches regarding the "EO Victim Assistance Inclusive Services in Cambodia," and "Community Perspectives of Humanitarian EO Action in Lao PDR and Viet Nam".	Conduct two researches in Cambodia, and; Lao PDR and Viet Nam.	Research proposals and research report/s or journal/s.

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<sup>1</sup> SingHealth and Medical Institutions from Korea (to be identified) to lead the implementation while ARMAC and CMAA as well as relevant stakeholders to provide support and facilitate as necessary.

<sup>2</sup> SingHealth to lead the implementation while AMAC and CMAA to provide support and facilitate as necessary.

## **2. Purpose of the Evaluation**

The project has been implemented for more than 24 months (since January 2021- December 2024). This end of project evaluation focuses on the entire implementation period.

The evaluation is forward-looking and aims to capture lessons learnt effectively while providing insights in to the nature, extent and potential impact and sustainability of the VA project. It will assess the project design, scope, implementation status and the capacity to achieve the project objectives. The evaluation will collate and analyze lessons learned, challenges faced and best practices obtained during implementation which will inform the programming strategy in the next programming phase (if applicable) in response to ARMAC strategy and priorities.

The emphasis on learning lessons addresses the need to understand what has and has not worked, serving as a guide for future planning. The evaluation will assess the project's performance against planned results and provide preliminary indications of potential impact and sustainability of the outcomes. This includes contributions to enhancing assistance to EO victims and contributions to the APSCB 2025, as well as cooperation between ARMAC, ASEAN, and the Republic of Korea, as outlined in the ASEAN-ROK Plan of Action 2021-2025.

The evaluation results will inform key stakeholders, including government and non-government entities, UN agencies, NGOs, INGOs, and academic institutes. It will generate knowledge from the VA project's implementation by various partners in collaboration with project focal points in focal countries. Additionally, it will reflect on challenges, lessons learned, and propose actionable recommendations for future programming.

## **3. Scope and focus of the Evaluation**

### **3.1. Scope**

The end-of-project evaluation for the VA project will assess the effectiveness of the implementation strategy and the results. This includes evaluating the implementation modalities, roles and responsibilities of co-implementers (ARMAC and focal points), coordination, partnership arrangements, institutional strengthening, beneficiary participation, and the replication and sustainability of the program. The evaluation will review the project design and assumptions made at the outset of the project development process. It will examine project management, including implementation strategies and activities, assessing the extent to which project results have been achieved, partnerships established, capacities built, and cross-cutting issues such as mainstreaming gender, human rights, and ASEAN-ROK cooperation addressed. Additionally, the evaluation will determine whether the project implementation strategy was optimal and recommend areas for improvement and learning.

### **3.2. The Evaluation Questions**

The following key questions will guide the end of project evaluation:

#### **a. Relevance – (Access design and focus of the project)**

- To what extent did the project achieve its overall objectives?
- What progress has been made towards achieving the overall outputs and outcomes of the project for improving victim services in the focal countries (including contributing factors and constraints)?
- To what extent were the results (impacts, outcomes and outputs) achieved?
- Were the inputs and strategies and workplan identified, and where they realistic, appropriate and adequate to achieve the results?
- Was the project relevant to the identified needs?

**b. Effectiveness- (Describe the management processes and their appropriateness in supporting delivery)**

- Was the project effective in delivering desired/planned results?
- To what extent did the Project's M&E mechanism contribute in meeting project results?
- How effective were the strategies and tools used in the implementation of the project?
- How effectively has the project responded to the needs of the beneficiaries/AMS, and what results were achieved?
- What are the future intervention strategies and issues?

**c. Efficiency – (of Project Implementation)**

- Was the process of achieving results efficient? Specifically, did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- What factors contributed to implementation efficiency?
- Did project activities overlap and duplicate other similar interventions (projects in the EO affected AMS and/or by other AMS)? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How was the project's collaboration with the VA project focal points, related core stakeholders, development partners, and the Steering Committee/Project Steering Committee)?
- How efficient were the management and accountability structures of the project?
- How did the project financial management processes and procedures affect project implementation?
- What are the strengths, weaknesses, opportunities and threats of the project implementation process?

**d. Sustainability**

- To what extent are the benefits of the project likely to be sustained after the completion of this project?
- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints?
- What are the key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
- How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?

- Describe the main lessons that have emerged
- What are the recommendations for similar support in future? (NB: The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

#### 4. Institutional arrangements

The evaluation will be overseen by ARMAC, in collaboration with a review panel composed of representatives from implementing agencies. The ARMAC VA project manager, along with the VA project team members and focal points in each ASEAN Member State (AMS), will serve as the primary contacts for the evaluation. These individuals will act as the main interlocutors within the Victim Assistance Programme in the region, ensuring effective communication and coordination throughout the evaluation process.

The review panel will play a key role in guiding the evaluation, providing insights, and ensuring that the evaluation objectives are met. The ARMAC VA project manager will be responsible for coordinating the evaluation activities, including liaising with the review panel, managing logistics, and addressing any issues that arise.

The institutional arrangements will ensure that all relevant stakeholders are engaged, and their inputs are considered, facilitating a comprehensive and effective evaluation of the VA project.

#### 5. Methodology for Evaluation:

The evaluation of the VA Project will adhere to ARMAC's Evaluation Norms and Standards, and where applicable, align with ASEAN evaluation principles and guidelines, fully complying with ASEAN's Monitoring and Evaluation Standards. This results-oriented evaluation will utilize both quantitative and qualitative methods to provide evidence of the achievement of expected outputs.

The methodology for the final evaluation will include the following components:

- Preliminary Desk Review:** A comprehensive review of all relevant documents, including the project document, implementation plan, outputs, activity reports, donor reports (such as inception, progress, annual, and completion reports), project publications, and national and international reports on Victim Assistance Services. This desk review will be conducted before any field visits, focus group discussions, or individual interviews. Initial discussions with ARMAC project staff and the VA project unit will also occur during this phase.
- Field Visits:** Visits to project sites at different stages to gather first-hand data. These visits will include focus groups with disadvantaged or hard-to-reach women's groups to ensure diverse perspectives are considered.
- Individual and Group Discussions:** Conducting in-depth interviews and focus groups with key partners, including project management teams, national partners, counterparts, and beneficiaries. This may involve surveys that capture both quantitative and qualitative data from participants of capacity development trainings and events organized by the project, including major training sessions related to psychosocial support in Cambodia.
- Consultative Process:** Engaging stakeholders in discussions to build consensus on the project's rationale and desired outcomes. Triangulation of data from various research sources will be employed to enhance validity. Field visits will support the evaluation process and ensure a comprehensive understanding of project impacts.

The proposed approach and methodology are intended as flexible guidelines. Evaluators will have the opportunity to refine these methods and propose adjustments in the evaluation

design. The Evaluation Team is expected to submit a detailed description of the refined approach and methodology in their proposal and Inception Report.

## 6. Expected Results and Timeframe

Upon completion of the desk review, the Evaluation Team, consisting of both international and national evaluators, is expected to submit an Inception Report. This report should include:

- Evaluation objectives and scope
- Description of the evaluation methodology and approach
- Data collection tools and methods
- Key informants and agencies
- Evaluation questions and performance criteria
- Issues to be studied
- Work plan and reporting requirements

### 6.1 Following field visits, surveys, and interviews with partners, several key deliverables are anticipated:

- **Progress Report:** Documenting the fieldwork conducted in focal areas, including interactions with internal and external stakeholders.
- **PowerPoint Presentation:** Providing an outline of preliminary findings, lessons learned, and recommendations.
- **Draft Full Report:** Highlighting key evaluation findings, conclusions, lessons learned, and recommendations. This report will follow a specific format and will be discussed with national partners to ensure their participation and input.

### 6.2 The final deliverables will include:

- **Final Evaluation Report:** Incorporating comments and feedback from all partners. The format will include:
  - Executive Summary (maximum five pages)
  - Project Description
  - Evaluation Purpose
  - Evaluation Methodology
  - Findings
  - Lessons Learned
  - Recommendations
  - Annexes (including interview lists, data collection instruments, key documents consulted, and Terms of Reference)
- **Five-Page Executive Summary:** Summarizing the key findings and recommendations.

### Please note:

- ARMAC will cover the return flight from the place of origin to/from Cambodia. The consultant is responsible for their own accommodation, daily subsistence, and any required field visit expenses.
- The consultant must cover costs for translation/interpretation and secretarial assistance during the out-station period.
- All deliverables must be in English

## Activity and Timeframe

The timeframe allocated for the completion of the above indicated products: Mid-May 2024.

Product / Activity	Estimated number of working days
<b>Stage 1 Key product – preliminary desk reviews, discussions with partners and inception report</b>	
<b>Desk review and Inception report</b> of the evaluation team, which includes the evaluation methodology and the timing of activities and deliverables	10
<b>Stage 2 Key Product – Evaluation Report</b>	
<b>Data collection</b> (including field work in all relevant AMS)	25
<b>Progress Report</b> of the Field work to UN Women EECA Sub-regional office and key internal and external stakeholders	7
<b>Outline and a Power Point presentation</b> on preliminary findings, lessons learned, and recommendations	
<b>Draft full report</b> highlighting key evaluation findings and conclusions, lessons and recommendations; Virtual consultations by the evaluator with the key project partners and stakeholders shall take place to validate the key findings of the report and collect feedback and recommendations to inform the final evaluation report.	15
<b>Final evaluation report</b> (including obtain and consolidate feedback from ARMAC) and five-page <b>executive summary</b>	14
<b>TOTAL number of working days:</b>	<b>57</b>

## 7. Working Modality

The consultant/advisor is expected to be based in Phnom Penh at the ARMAC office. The consultant/advisor will work closely with the ARMAC Permanent Secretariat and relevant project stakeholders.

While the consultant/advisor will primarily work from the ARMAC office, remote working arrangements can be considered if necessary. Meetings and correspondences may be conducted virtually. Any face-to-face meetings, interviews, or field visits required will be the responsibility of the consultant/advisor to cover at their own expense.

If remote working is anticipated, advance discussions should be held to ensure clarity on arrangements. All associated costs for travel, accommodation, and any other expenses related to face-to-face interactions or field visits will be borne by the consultant/advisor.

## 8. Management Arrangements and Reporting Arrangements

The ARMAC Permanent Secretariat will be primarily responsible for managing this research study. The international research advisor is expected to deliver the outputs within the timeframe specified under “Expected Results and Timeframe” above.

The Permanent Secretariat/Project Team will coordinate with relevant stakeholders to provide necessary documents and facilitate the arrangement of stakeholder meetings, interviews, and field visits.

The Consultant will report directly to the Victim Assistance Project Manager and will keep the Head of the Program and the Executive Director of ARMAC informed by including them in the communication chain. The Consultant will work closely with the Project Officer and relevant core stakeholders throughout the evaluation process.

All reports must be written in English and submitted in an electronic format (Microsoft Word). Additionally, the reports and tools will be reviewed by the relevant departments at ARMAC.

## **9. Confidentiality**

All discussions and documents related to this Terms of Reference (ToR) will be treated as confidential by all parties involved. The Consultant must ensure that all information obtained during the evaluation process is handled with the highest level of confidentiality.

## **10. Child Safeguarding**

The successful applicant will be required to comply with Regional and International Child Safeguarding Policy and Procedures and to sign a Code of Conduct. Additionally, the consultant will also provide evidence of a valid Criminal Background Check and Working with Children Check, if applicable.

## **11. Conflict of Interest**

The Consultant must disclose any financial, personal, familial or close intimate relationship that may pose a conflict of interest with ARMAC. Such disclosures are required to ensure transparency and to avoid any potential impact on the evaluation's integrity.

## **12. Fraud and Corruption prevention and awareness**

ARMAC adheres to a zero-tolerance policy towards fraud and corruption. The successful consultant will be required to comply with ARMAC's Fraud and Corruption Prevention and Awareness Policy, ensuring that no bribes or corrupt practices are offered, promised, given, or accepted.

## **13. Insurance**

The successful applicant must maintain appropriate insurance coverage for the provision of services outlined in this Terms of Reference (ToR). This includes, but is not limited to, travel insurance. The insurance should cover all risks associated with the execution of the evaluation

## **14. Acknowledgment and Disclaimer**

ARMAC, its Board and staff make no express or implied representation or warranty as to the currency, reliability or completeness of the information contained in this ToR.

This ToR does not create any contractual obligations or rights, either expressed or implied, upon the issuance of this document or the submission of an Expression of Interest. A formal written contract must be executed between ARMAC and the selected consultant before any contractual relationship is established.

## 15. Selection Criteria for Consultant

### Core Competencies

- **Be an ASEAN National.**
- Commitment to ARMAC (including ASEAN)'s values, vision and mission;
- Strong teamwork and collaboration skills;
- Effective communication abilities;
- High standards of accountability and integrity; and
- Adaptability and flexibility in various contexts.

### Essential Qualification and Experience:

- University degree in Social Sciences, International Development, Monitoring and Evaluation, or related disciplines
- Proven experience in conducting similar research and evaluations in developing countries, particularly in Southeast Asia;
- Relevant experience in development sector around INGOs' work or relevant agencies
- Experience in monitoring and evaluation, and conducting end-of-project evaluation, impact studies, utilizing quantitative and qualitative research methods including data collection techniques and analysis
- Strong experience in ASEAN related Blueprints and Policies;
- Familiarity with EO victims and other persons with disabilities-focused programming;
- Flexible and able to adapt to a multi-cultural environment and complex situations, with demonstrable high-level interpersonal and cross-cultural skills especially with ethnic minorities
- Knowledge of the development context within ASEAN and mine action, including relevant language skills;
- Good experience in collaboration and interaction with communities and government/inter-government bodies from local to national and regional level among ASEAN member states.
- Strong facilitation skills, particularly with person with disabilities, children, youth and ethnic women;
- Self-driven, strong organizational and planning skills, with the ability to work independently or in a group, as well as under pressure
- Fluent in English; proficiency in other ASEAN national languages is an advantage.

### How to apply:

Please send following required documents:

- **Cover letter** indicating the application;
- **A Financial Offer** specifying the costs (daily rate) that will be incurred throughout the consultancy;
- **A copy of most updated CV (curriculum vitae);** and
- **Copy of passport with a recent photograph**
- Sample of written works and/or journal from a previous research study is required, especially paper works related to project evaluation and Mine Action sector.

The application can be submitted to email address: [recruitment@aseanmineaction.org](mailto:recruitment@aseanmineaction.org) with subject "**VA project-End-of-Project Consultant**" by **15 November 2024, 17:00 (GMT +7)**.

### Note:

Only shortlisted candidates will be notified. **Previous applications will remain under consideration; therefore, resubmission is not required.**

More information about ARMAC, visit [www.aseanmineaction.org](http://www.aseanmineaction.org).