



TERMS OF REFERENCE

TOR for Evaluation of the Strategic Plan for 2020-2024 “Everybody Well-informed, Everybody Empowered”

I. INTRODUCTION

CCIM concluded implementing the three-year Strategic Management Plan in 2019, with financial support from DanChurchAid (DCA), Diakonia, and other project donors. The main activities of the strategic plan included media reporting through online platforms, production and broadcasting of radio programs, strengthening the capacity building for citizen journalists, training for aspiring young journalists on journalism skills, raising the awareness of youth including university students, IP groups on media and information literacy, media campaign for media freedom, access to information, freedom of expression and journalists safety, and organizational strengthening.

The overall goals were to increase outreach and quality for independent media, improve access to information and freedom of expression, strengthen democratic and accountable governance, as well as enhance CCIM internal organizational capacity.

To achieve these goals, the primary focus was on providing in-depth, well-sourced, and trusted information. This approach aimed to empower people to make informed choices and participate in decision-making on matters that impact them.

In addition, the Strategy for 2020-2024 was developed and focused mainly on the already worsening situation of media freedom since 2017/2018 and the related decrease of independent reporting and unbiased information on social, political and economic developments. Furthermore, the lack of public awareness around media independence and dangers of fake news, lack of basic knowledge on security and privacy online – resulting in online violence, cyberbullying and digital harassment – contributed to an even smaller space for critical news reporting and led to forms of depression, self-censorship and harassment against journalists.

The SWOT analysis of 2020 showed that CCIM was a visible and professional body, with clear organizational structure and responsibilities, well-formulated internal policies and regulations, and comprehensible strategic plans with some flexibility. Together with support from major donors and partner organizations, the adherence of independence and work performance, membership in alliances and networks, transparent finances, a highly responsible, competent and motivated staff as well as several

multi-media platforms it was a steadily growing and well-received entity. Some even regarded it as the only independent and professional media outlet in Cambodia.

While the development of CCIM and its spearhead project of VOD was promising to achieve most of the goals that were set up at the beginning, with the shutdown in February 2023 the whole organization crashed to a low point. Therefore, the new strategy needs to take this situation into account and set new goals, based on the achievements and core competencies of CCIM that are still existing.

Providing people inside and outside of Cambodia with in-depth, well-sourced, and trusted information is still key and with such information - but also the necessary work on the underlying structures of perceiving and processing it - people can become empowered, make informed choices and participate in decision-making as well as in society in general.

II. EVALUATION OBJECTIVES

For better evaluation results on the achieved goals, the following references need to be considered:

1. To assess the broader effects and changes resulting from the implementation of the strategic plan within both period of the strategy (2020-2022 & 2023-2024)
2. To conduct against the DAC evaluation criteria of relevance, effectiveness, efficiency, impact, and sustainability and human rights mechanisms (PANEL) to draw lessons and make recommendations for developing future (new) strategic plan

III. EVALUATION METHODOLOGY

Approach & Strategy

The evaluation team must, at minimum, incorporate the following approaches:

- Assessing, analyzing and exploring the reasons and evidence of the action's impacts, as well as factors contributing to success and/or failures
- Incorporating the views of different beneficiaries, stakeholders and duty bearers
- Documenting accurate information needed for learning and providing clear recommendations to facilitate improved design and implementation of future actions, both for individual organizations and partners

Scope of the Evaluation

- **Timeframe:** The evaluation will assess all project activities between January 2020 to the present
- **Target area:** The evaluation will assess project implementation in a sampling of the target area, including Phnom Penh and at least 4 provinces. The specific locations will be determined in the evaluation proposal.

- **Beneficiaries:** The evaluation must include key informant interviews with a sampling of beneficiaries and stakeholders

Methodology

The evaluation approach shall be utilization-focused. The consultant/team should prepare a brief inception report outlining the detailed methodology of the evaluation and framework of their approach. The methodology must use a participatory and consultative approach to ensure that the rights holders targeted by the strategic plan effectively participate throughout the evaluation process. At a minimum, it must include a) a literature review (including provided documents), b) interviews and/or focus group discussions, c) feedback opportunities, and d) a formal presentation of the final report.

Deliverables & Suggested Timeline

Tasks / Deliverables	Deadline
<ul style="list-style-type: none"> • Initial meeting/discussions with intended users • Drafting an inception report (no more than 5 pages) • Developing key informant interview and focus group discussion frameworks of inquiry 	28 June 2024
<ul style="list-style-type: none"> • Desk review / literature review • Interviews with intended users in Phnom Penh • Interviews with key stakeholders at the national level (in Phnom Penh) 	8 July 2024
<ul style="list-style-type: none"> • Field data collection mission in selected target areas (as outlined in the inception report and agreed upon with intended users) 	15 July 2024
<ul style="list-style-type: none"> • Write and submit the draft evaluation report 	5 August 2024
<ul style="list-style-type: none"> • Hold a debriefing meeting (as part of the project reflection meeting) to present preliminary findings with partners and key stakeholders 	12 August 2024 (morning or afternoon)
<ul style="list-style-type: none"> • Comments are consolidated by the evaluation team and incorporated into the final report • Submission of final report (should not be longer than 30 pages, exclusion of any annexes) 	26 August 2024

As the evaluation is utilization-focused, the intended users should be updated on the evaluation team’s progress and challenges throughout the evaluation process, including additional ad-hoc meetings or briefings in addition to those outlined above in order to address any challenges as they arise.

IV. SUBMISSION OF PROPOSALS

Professional Qualifications of the Team

The evaluator or evaluation team must demonstrate the following qualifications and experience:

- Bachelor's degree or higher in social science or a related field.
- Experience in current evaluation theory and practice, including statistical methods, with at least seven years' experience evaluating development projects.
- Subject-matter expertise in civil and political rights, including press freedom and access to information, and familiarity with cross-cutting priorities including the Rights-Based Approach and gender in development projects.
- Experience with NGO- and CBO-based development assistance in Cambodia.
- Understanding and experience of gender mainstreaming in development
- Proven evaluation skills on previous EU-funded projects and familiarity with EU requirements on indicator development, sampling, participation methodology, focus group interviews, etc.
- Demonstrable English-language report writing skills. The consultant / consulting team should be fluent in written and spoken English and Khmer (or should demonstrate how language barriers will be overcome in the literature review, data gathering and analysis process).

Budget and Payment

The consulting team must develop and submit a budget detailing all costs relating to the evaluation. The total cost of the consultancy must include consultants' fees, travel costs, meals, accommodation, translation and other related expenses including value-added tax (VAT). Under Cambodian tax law, CCIM will withhold tax from the consultancy fee if the consultant team is from an unregistered agency/freelance.

Payments will be made in two installments. The first payment 30% will be paid by cheque/bank transfer upon signature of the contract between CCIM and the consultant and submission of the consultant's invoice. The remaining 70% will be paid upon the satisfactory completion of the assignment and submission of the consultant's invoice, and related original receipts, invoices and supporting documents if any.

Submission Guidelines

CCIM will entertain proposals from consulting firms and other incorporated entities as well as individuals and teams formed specifically for the purpose of this evaluation. To apply for consideration, applicants should submit a technical and financial proposal (following the format outlined below) electronically in PDF format along with CVs of all consulting team members by **17:00 (Indochina Time) on 17 June 2024** to jobapplications@ccimcambodia.org

Contact Information:

For inquiries and clarifications regarding this consultancy and project detail, please contact isotheoeth@ccimcambodia.org Mr. ITH Sothoeth 012 819 545.

Proposals should follow the format below:

1. Technical Proposal

- Proposed methodology expanding on the information provided in this TOR and including proposals for qualitative and quantitative data analysis (interviews, surveys, document analysis, etc.), and methods for ensuring stakeholder participation
- Work plan showing tasks and deliverables with timelines and allocation of work
- Profile of the evaluation firm or team (no more than 1 page)
- References, including contact information, from two organizations/clients that have recently employed the firm's /individual's/team's consulting services

2. Financial Proposal

- Specify the total budget for the evaluation (including VAT), itemized by consultant fee days

3. Attachments

- CVs of all team members (individual CVs should not exceed 3 pages)
- Sample of a previous external evaluation report

V. BACKGROUND DOCUMENTS

At a minimum, the evaluation's literature review should include the following documents, to be shared upon contract signing:

- Strategic Management Plan 2020 - 2024
- Logical Framework
- Global Annual Reports (2020, 2021, 2022 and 2023)
- Publications produced by CCIM as part of the action, including policy briefs, investigative reports, and the Challenges for Independent Media reports
- The Core Humanitarian Standards
- Gender Mainstreaming Toolbox No. 5: Monitoring and Evaluation with a gender perspective