



TERMS OF REFERENCE

2024-07-30

Mid-Term Review of the PArTNER Project (Outcome SAD Cambodia)

A	Context	4
A.1	Institutional Context:	4
A.2	Targeted Impact of the Outcome:	4
A.3	Objectives and Results of the Outcome:.....	4
B	Objective, Scope, and uses of the Evaluation	5
B.1	Objective.....	5
B.2	Main Uses	5
B.3	Period concerned by the evaluation.....	5
B.4	Type of evaluation	6
B.5	The overall approach.....	6
C	Formulation of key questions.....	7
D	PROCESSUS	9
E	Required competencies.....	10
F	Budget	10
G	Expert Modalities	11
G.1	Desired content for the technical and financial offer	11
G.2	Documents to consult	11
G.3	Terms to implement the expert mission.....	11
G.4	Selection and contractualization terms	11
G.5	Expected deliverables:	12
G.6	Proposed schedule	12
G.7	Annexes:	13
	Annex 1: 10 Elements of FAO	13
	Annex 2 : Uni4Coop SAD Guidance Document – Annex 19	13
	Annex 3 : Preliminary Assessment of Agroecological Transitions in Three Provinces of Cambodia.....	13

List of Abbreviations:

BUAC:	Battambang Union of Agricultural Cooperatives
DAC:	Development Assistance Committee
DGD:	Directorate-General for Development Cooperation Belgium
DPA:	Development and Partnership in Action
ECOLAND:	Ecosystem Services and Land Use Research Centre
F2F:	Farmer-to-Farmer-led Extension Systems
LC:	Louvain Cooperation
MAFF:	Ministry of Agriculture, Forestry and Fisheries
OECD:	Organisation for Economic Co-operation and Development
RUA:	Royal University of Agriculture
SFS:	Sustainable Food Systems
TrAUC:	Tramkak Union of Agricultural Cooperatives

A CONTEXT

A.1 INSTITUTIONAL CONTEXT:

Since 2016, four Belgian university NGOs including ECLOSIO (the NGO of the University of Liège), Louvain Cooperation (Louvain-la-Neuve), FUCID (Namur) and ULB-Cooperation (Brussels), have decided to implement a common program financed by the Directorate-General for Development Cooperation Belgium (DGD) for a period of 10 years, from 2017 to 2026, under the name of Uni4Coop. Uni4Coop's specificity is to contribute to development by mobilizing the human and scientific resources of the university community.

For the program 2022-2026, Uni4Coop proposed a fully integrated program between Louvain Cooperation and Eclasio in Cambodia. This joint program will enable the two organizations to join forces, strengthen each other, promote exchanges and better capitalize on practices, and generate new expertise at the crossroads of research and development.

The Uni4Coop office in Cambodia is located in Phnom Penh. It coordinates a local multidisciplinary team. The thematic areas of intervention are sustainable food systems, food and economic sovereignty (support to family farming, agroecology transition, income-generating activities, rural entrepreneurship, farmer organization) and health (with a focus on non-communicable diseases and a special emphasis on mental health).

Within the outcome of Sustainable Food Systems (SFS), Uni4Coop was granted a PARTNER project (2022 – 2026) which aims at generating economic and social changes in rural farmers families and improving the food market through agroecology transition and gender equity in agriculture. Field-activities are carried out by key partners including (i) the Trankak Union of Agricultural Cooperatives (TrUAC) in Takeo province, (ii) Battambang Union of Agricultural Cooperatives (BUAC) in Battambang province, (iii) and 3 Agricultural Cooperatives (ACs) in Kampong Thom province, (iv) the Ecosystem Services and Land Use Research Centre (ECOLAND) of the Royal University of Agriculture (RUA), and Development and Partnership in Action (DPA) organization. In addition, several other higher education institutions, NGOs, networks and consultants are collaborating to implement different interventions.

A.2 TARGETED IMPACT OF THE OUTCOME:

The SFS outcome supports family farming systems by strengthening their resilience functions as food providers for the Cambodian society. The intended approach combines the increase of agricultural productivity through agroecological practices, the increase of revenues, and the improvement of the socio-economic environment. This is to be achieved through:

- the promotion of Farmer-to-Farmer-led (F2F) extension systems, technical and managerial innovations, and co-investments in agroecological production assets;
- the creation of value-addition and the reach to remunerative markets by upgrading sustainable and inclusive value-chains of agroecological products;
- supporting farmers representatives' initiatives to address constraints and opportunities during dialogues with the private sector and the government, to promote gender-inclusive governance models, and to foster policies in favour of small-scale farmers;
- raising consumer awareness of healthy food intake and promote quality standards and control systems to improve sustainable consumption patterns, with an emphasis on the role of women as agents of change; and
- improving knowledge management to foster and disseminate innovations and results and to influence policies in favour of agroecological transition.

A.3 OBJECTIVES AND RESULTS OF THE OUTCOME:

The outcome pursued by the project PARTNER is to *“Generate economic and social changes of the Cambodian rural farmer families by improving Cambodian food market through agroecological transition and gender equity in agriculture”*. This outcome was jointly developed by LC and Eclasio and their Cambodian partners. It intends to contribute to SDG 2 “End hunger, achieve food security, improve nutrition and promote sustainable agriculture” (main), to SDG 1 “End poverty in all its forms everywhere” (secondary), to SDG 5 “Achieve gender equality and empower all women and girls” (secondary) and to SDG 8 “Promote inclusive and sustainable economic growth, full and productive employment and decent work for all” (secondary). It is consistent with the national policy of the Ministry of Agriculture,

Forestry and Fisheries (MAFF) and with the objectives of the Joint Strategic Framework (JSF) 2022 – 2026 developed by all Belgian Non-Governmental Cooperation Actors (NGCAs) active in Cambodia.

The project PARTNER contributes to the following five results:

R.1. Small-scale farmers and their family members improve their knowledge and capacity to ensure sustainable, healthy, diversified and culturally appropriate food production.

R.2. Value-chains and market access of products from agroecological practices are upgraded

R.3. Improved governance to favour peasant rights, gender equity and democratization of decision-making space

R.4. Improved sustainable and healthier consumption patterns

R.5. Innovations derived from the experimentation by small-scale farmers in the agroecology transitions, the upgrading of value chain and the better governance are consolidated in research-actions, studies or systematizations that are co-constructed with farmers and disseminated for their internal and external valorisation, in particular to influence policies and decision-making in favour of the transition to AE.

The annex 1 (ANNEX 19 Outcome Description) is presenting the detailed description of the outcome.

B OBJECTIVE, SCOPE, AND USES OF THE EVALUATION

B.1 OBJECTIVE

The DGD do not require that a mid-term review is carried by the OSC beneficiary of grants. However, Eclasio and LC are interested to carry out this evaluation in order to measure some of the CAD criteria, such as Durability, Efficiency, Relevance and to gather a set of recommendations that will be implemented for adjusting implementation of PARTNER project in 2025 and 2026. The MTR will have to be completed by November 2024 so to enable Eclasio, LC and their partners to review their future action plans 2025 and 2026 in consideration of the recommendations.

The underlying objectives relating to this evaluation exercise for UNI4COOP are to:

- Promote a better mutual knowledge of the different actions and stakeholders involved in order to gather coherence toward the same impact and objectives.
- Use a common reference framework to understand strategic choices, paths of change, and to question the effectiveness and efficiency of current monitoring systems and inform strategic decisions for the last two years of the current program.
- Provide elements for reflection in the process of formulating TOCs for the next DGD program.
- Identify or confirm existing topics relating to knowledge management and capitalization process.

B.2 MAIN USES

The main users of the recommendations issued by the MTR process are the local participants of the evaluation. They must take the lead, propose and agree upon recommendations, since their ownership over them is crucial to review and adjust the next implementation stages, if relevant. They must fully participate, learn, and contribute to the process in order to maximise their ownership of the evaluation results.

The other users are LC and Eclasio, which will use this initiative's outputs as a learning process and to adjust their strategy of actions in Cambodia

The fact that the stakeholders involved in the implementation of the projects take ownership of the evaluation process is also part of a learning approach, aiming for greater consideration and implementation of the recommendations since they are co-produced by peers.

The MTR is an accountability exercise demonstrating LC and Eclasio good governance principles to the DGD, our main donor, the other cooperation actors, the various stakeholders and the general public.

B.3 PERIOD CONCERNED BY THE EVALUATION

The evaluation will cover the two first years of implementation of PARTNER project, 2022 and 2023 and the beginning of 2024 if relevant.

B.4 TYPE OF EVALUATION

The Mid-Term Reviews are realised for all the projects implemented by Eclasio and LC. However, for PARtNER project in Cambodia, this is a horizontal evaluation process, intending to stimulate learning among peers.

B.5 THE OVERALL APPROACH

The evaluation process, of horizontal type¹, and its results will be validated by an external expert.

To implement the exercise, different stakeholders will be involved:

- The Evaluation Steering Committee: The process will be supported by one Steering Committee composed of Mey Veata, Christophe Goossens, Sophie Wyseur (for the COSEPRO), Doriane Desclée and Amaury Peeters. Its responsibilities are to contribute to the terms of reference and finalize them, select the external expert, support and ensure the progress of the process until the implementation of the recommendations is completed.
- The Evaluation Teams: Composed of at least one member from each partner or collaborating organization of Eclasio and LC; these teams will have varied composition and number considering the evaluation questions to be addressed. These teams participate in defining and selecting the evaluation questions that will be addressed. They will each carry out a self-assessment exercise based on verifiable factual data (documentation, field visits, interviews) and will then share their findings, analysis and conclusions with peers and the steering committee. Recommendations and a plan for their implementation will be issued from the joint analysis.
- The External Evaluator: the external evaluator accompanies the entire process. He/she validates and / or amends the process (choice of evaluation methods proposed in the TOR, information collection tools to ensure the reliability and validity of the evaluation exercise, other methodological recommendations, etc.) and submit his/her methodological proposition to the Evaluation Steering Committee. He/she ensures the triangulation of information based on the quality criteria of an evaluation. He/she supports, reinforces or completes the analysis carried out by the teams responsible for the evaluation exercise (Evaluation Teams) and gives an objective and additional opinion on the recommendations issued.
- Angles of interest: An angle of analysis could also focus on the innovative nature of the strategies, approaches, tools used within the framework of this program. Innovation must be taken in a broad sense: working on ideas to achieve an objective or solve a problem and make them viable. The co-construction of these innovations based on a dialogue of multi-actor knowledge is also an important centre of interest for the relevance, adequacy to the context and sustainability of these innovations.

Other areas of interest and key transversal issues, such as the degree of consideration of the gender approach, will also be the subject of particular attention.

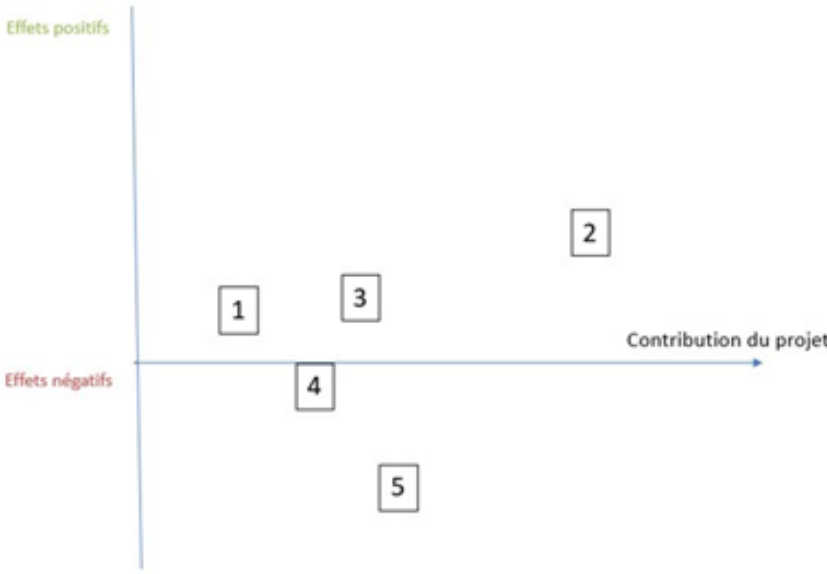
¹ Process inspired by “Horizontal evaluation: Stimulating social learning among peers » Graham Thiele, André Devaux, Claudio Velasco and Kurt Manrique.

https://www.betterevaluation.org/sites/default/files/ILAC_Brief13_Horizontal_Evaluation_0.pdf

C FORMULATION OF KEY QUESTIONS

Evaluation criteria and questions	Approach
<p><u>Effectiveness:</u></p> <p>How big is the effectiveness or impact of the project compared to the objectives planned?</p> <p>To what extent the objectives will be achieved?</p>	<ol style="list-style-type: none"> 1. Self-assessment of the level of achievement of the objective indicators carried out based on an analysis of the documentation relating to available internal monitoring and from the different assessments made (Preliminary assessment of transitions, TAPE, Institutional assessment, value chains assessment...) and past relevant research and studies related to the programme (a). 2. Peer analysis: this information from the monitoring system is cross-referenced with observations in the field, carried out by peers, possibly based on a sample of beneficiaries selected at random (b). 3. Conclusions and recommendations, of all types (method, formulation of indicators, efficiency of the monitoring system, etc.). <p>(a) Documentation relating to OS indicators is collected during annual surveys on a sample representing +/- XX% of the XX direct beneficiaries. (b) In the form of focus groups or individual approaches.</p> <p><u>A budget</u> for field visits carried out by peers (see point 2) is planned as part of this evaluation.</p>
<p><u>Impact</u> : (is the ToC that prevail over logframe; the logframe is used for the provision of some of the indicators only)</p> <p>Vision: In 10 years, Cambodian rural farmers families become formally considered and essential contributors of the food and economic systems by engaging in (i) agroecology transition (AE), (ii) upgraded value chain of AE products, and (iii) better governance to ensure equity and sustainability of all.</p> <p>To what extent this vision is realized?</p> <p>What criteria for transition to a SFS (SAD) did Uni4Coop best contribute to? How and why? Does the Uni4Coop intervention contribute to reaching higher-level development objectives (overall objective)? What is the impact or effect of the intervention in proportion to the overall situation of the target group or those affected</p>	<ol style="list-style-type: none"> 1. The team members select criteria among the 10 elements of agroecology of the FAO document², to carry out a more detailed analysis of the PARtNER project' contributions. Every criterion will be measured/estimated at each of the 4 levels if relevant: at field plots level, at farm level, at FO level, and at the system level. 2. The teams explain how and why they believe they have contributed (TOC) based on information collected in advance from focus groups made up of beneficiaries. 3. During the peer review workshops, each team is challenged by constructive critic of its presentation, particularly in relation to the processes of supporting change towards sustainable food systems based on the questions raised in point 4.1.1. of the Uni4COOP SAD guidance document (see annex 2) and the relevant results of the previously mentioned assessments. These questions will make it possible to place the observations linked to the chosen criteria in the food system. 4. Recommendations are formulated at the issue of the workshops 5. Have you seen any unexpected effects/impacts of the action (positive or negative)? <p>A budget for the organization of focus groups is planned as part of this evaluation. (see point 2)</p>

² <https://www.fao.org/documents/card/en/c/I9037EN/>

<p>or in terms of transition to a SAD?</p>	
<p><u>Efficiency:</u></p> <p>What strategies do they best enable (best cost / results ratio) to remove the generic obstacles identified in the transition to SAD?</p>	<ol style="list-style-type: none"> 1. The teams select one to three levers and three lock-ins that are presented in the “Preliminary Assessment of Agroecology Transitions” document in Annex 3. (limited access to land, access to inputs, proof of performance, etc.) and documents, particularly from the perspective of the resources committed, the strategies used to help support or mitigate them. For each selected levers and lock-ins, quantitative elements and ratios will be defined to measure efficiency (costs and resources vs. results obtained). 2. During workshops with peers, constructive criticism focuses on alternatives to consider for greater efficiency. 3. Recommendations are made. <p>N.B. This is not a question of carrying out a detailed analysis of each expenditure, but rather of questioning the allocation of resources, of opening the discussion by asking “and if we had to do it again” what we would change in the strategies implemented, to save resources.</p> <p>If possible, the Finance staff members will be asked to carry out the self-assessment exercise to be able to make the link with data from the accounting systems.</p>
<p><u>Relevance:</u></p> <p>What are the most relevant strategies or on the contrary to be avoided in view of the positive and negative changes mentioned by the beneficiaries?</p> <p>Are we doing the right thing? How important is the relevance or significance of the intervention regarding local (beneficiaries) and national (institutional, government, etc.) requirements and priorities?</p>	<p>The self-assessment teams each use an impact grid.</p> <p>This is a participatory approach that allows front-line actors to give examples of changes in knowledge, skills, self-confidence, etc. attributable to the implementation of the program. And what is aimed to get here is the impacts of the project activities on the targeted beneficiaries and their expectations and on stakeholders and their strategies.</p>  <p>The matrix consists of a horizontal axis which divides the vertical axis in two. The upper part is intended to receive positive examples and the lower part for negative effects.</p> <p>The positive or negative elements most related to the intervention are located furthest to the right of the horizontal axis.</p> <p>1) The first step consists of asking the participants the question of how the project affected them by giving 2 to 4 examples on post-its, discussing them in pairs and then coming and putting them on the matrix explaining why. In order to verify the fairness of the allocation of resources and the validity of the strategies,</p>

	<p>the team will take care to collect more specifically examples from more vulnerable target groups: women, young people, people with disabilities, those without right,</p> <p>2) The self-assessment team carries out an initial analysis with the participants.</p> <p>3) The analysis carried out by peers will consist of identifying the cause-and-effect relationships between these changes and the strategies judged as efficient or not, in particular according to certain target groups, in relation to the lifting of certain obstacles, etc.</p> <p>The front-line actors will be those contacted during the focus groups planned under the impact criterion in the same space-time.</p> <p>The <u>budget</u> included under the “impact” criterion will also be used to measure the relevance criterion.</p>
<p><u>Durability:</u></p> <p>To what extent will the changes judged to be the most significant be able to persist? or to what extent have the identified obstacles been lifted, and will they remain so?</p> <p>To what extent does the intervention reflect on and consider factors which, by experience, have a major influence on sustainability like e.g. economic, ecological, social and cultural aspects but also ownership of the transition process by local beneficiaries and in policies and counterparts and institutions? How self-supporting is the assisted local counterpart?</p>	<ol style="list-style-type: none"> 1. The teams analyse from the perspective of sustainability the changes judged to be essential during the focus groups (impact criterion) and completeness of the impact matrix (relevance); it is in fact these changes whose sustainability conditions should be verified and guaranteed. 2. The analysis carried out by peers and by actors in the local food system will aim to issue recommendations aimed at guaranteeing the sustainability of the changes.

D PROCESSUS

- ToR Preparation:

The field teams and, in general, the stakeholders involved are supported by a member of the COSEPRO (Uni4Coop monitoring & evaluation committee) throughout the process so that it complies with the evaluation certification criteria. COSEPRO will ensure that the process is completed and will facilitate it (circulation of information, contacts with the DGD, etc.). These ToRs are submitted to the DGD so that it can formally agree on the proposed process as well as on the budget sections that may be allocated to it.

After agreement with the DGD, the terms of reference for the specific mission of the external evaluator within the framework of this evaluation are defined.

- Recruitment of the external evaluator:

At the end of this first stage, an external evaluator is recruited, based on a call for expressions of interest.

- Methodological validation:

The external evaluator validates or amends the choice of evaluation methods proposed in the TOR of the call for expressions of interest and the information collection tools to ensure the reliability of the evaluation exercise. This proposition is then submitted to the Evaluation Steering Committee for approval.

- Production of a technical framework note:

At the end of this critical examination by the external evaluator, a technical framework note, is produced.

- Carrying out the evaluation

From July 2024, the “evaluation teams” will organize the collection of information in the field as well as brainstorming and critical analysis workshops in order to formulate (evaluation) conclusions and recommendations.

The system described below is implemented:

- Documentary analysis of data from monitoring systems and from the different assessments made and past relevant research and studies related to the programme. The evaluation exercise will question the relevance and reliability of the information collected.
- Focus groups: their purpose is to directly collect additional information from target groups (see impact and relevance criterion).
- Self-assessment sessions: their aim is to answer the evaluation questions noted by cross-referencing information from various sources, to analyse it, to then be able to share the conclusions with a team of peers who have carried out the exercise in parallel.
Estimated time required: 6 full days per self-assessment team.
- Peer evaluation workshops: During these workshops, the two evaluation teams share, using prepared materials (power point, etc.), the conclusions of their respective analysis and put them up for debate. Field visits can be planned, as well as welcoming people from outside the evaluation teams (partners, decentralized services, experts, etc.) with a view to enriching the debates.

- Support, complement and finalisation of the report by an evaluator:

All of the information collected (data), as well as the evaluation report including the conclusions and recommendations, are submitted to the external evaluator who comments, nuances, provides his personal analysis, gives an opinion on the level of reliability, validity and usability of the report and finalises the report after exchanges with the Evaluation team. The “accompanied” self-evaluation report and the contributions of the external evaluator regarding it are compiled into a single report presented to the DGD.

- Managerial response:

The managerial response essentially focuses on the implementation of the recommendations and takes a critical look at the quality of the evaluation process.

E REQUIRED COMPETENCIES

The external expert will preferably have:

- Practice of support and/or openness to a horizontal evaluation approach
- Good knowledge of the concepts linked to sustainable food systems set out in the ToR; and
- Excellent mastery of evaluation processes in the field of development cooperation.
- Good knowledge of OECD/DAC performance criteria and their evaluation
- Good knowledge of Theory of Change concepts to link recommendations to the results chain

F BUDGET

The budget allocated to this evaluation is about **14.000 Euros**. It covers all costs relating to the organization of the events (focus groups and workshops) and the external evaluator supervising the system. The breakdown budget is as below :

N°	Line of Expenditure	Estimated Budget (EUR)
1	Consultant Fee for External Evaluator	9.000
2	Organization of Focus Groups	1.500
3	Organization of Self-Assessment Sessions	1.500
4	Organization of Peer Evaluation Workshop	2.000

This cost of 9.000 € is all-inclusive maximum amount for the consultant; it includes all the costs related to the consultant fee, per diem, transport and logistics, lodging and stationaries for the sake of this assignment. The other budgets for the events will be managed by Uni4Coop but implemented with the support of the consultant.

G EXPERT MODALITIES

G.1 DESIRED CONTENT FOR THE TECHNICAL AND FINANCIAL OFFER

- A notice of understanding of the terms of reference, as well as how the context and evaluation questions were understood.
- A constructive critic of the methodological approach envisaged in the ToR to answer the questions and objectives set out in the ToR. Recommendations may relate to information collection tools, the profile of the people involved, etc.
- An indicative timeline of the mission as well as an estimate of costs in terms of man/day.
- A presentation of the references and experiences of the expert(s), highlighting the aspects that are particularly relevant for the planned evaluation. The CV and references of the evaluator(s).
- A financial offer including the detailed budget in euros including tax for the service.

G.2 DOCUMENTS TO CONSULT

For drafting the offer:

The technical note describing sustainable food systems is included in the Annex 2.

If s/he deems it useful, the expert may ask useful questions (see terms and conditions below) and request to consult additional documents.

After selection:

The expert may ask to consult any project document he deems useful.

G.3 TERMS TO IMPLEMENT THE EXPERT MISSION

The support from the expert will be done remotely. S/He may, however, if s/he deems it relevant, attend meetings via a video conference system (Teams, Zoom), access some recordings if they have obtained the agreement of the participants.

S/He will be in contact with the steering committee as well as the evaluation teams.

The evaluator will plan:

- A harmonization meeting, following which s/he will write a framework and scoping note describing the ideal methods for carrying out this horizontal evaluation.
- A post-submission meeting of the evaluation report submitted at the end of the peer workshops.
- A discussion meeting following the submission of his counter-expertise report. Are the conclusions similar, can additional recommendations be made?

G.4 SELECTION AND CONTRACTUALIZATION TERMS

Restricted publication.

Date of submission of offers: At the latest on 30th of August 2024

Offers should be sent by email **at the latest on 30 August 2024**, to :

Mr Veata MEY : veata.mey@uni4coop.org & Mr Christophe GOOSSENS : christophe.goossens@eclosio.org

Additional information may be obtained from these same people, and only by electronic means.

The evaluation of offers will be done according to the following grid:

Criteria	Points
Expert Profiles	50
Qualifications, experiences, and competencies	20
Experience on the theme to be evaluated	15
Knowledge of local context	15
Technical and methodological offer	30
Presentation of the theme and its understanding	15

Proposed methodological approach	15
Financial offer	20
Price of the service	10
Cost realism compared to the proposed methodology	10
Total	100

Payment of fees will be made in three instalments: 40% upon signature of the contract, 30% upon submission of the provisional report, and 30% after approval of the final report.

Per diems will be paid at the start of the mission on the basis of a declaration of claims. Other costs will be paid on the basis of submission of the appropriate supporting documents.

G.5 EXPECTED DELIVERABLES:

The external evaluation teams and evaluator are co-responsible for:

- **A summary accountability document** of +/- three pages intended for the general public which presents the main conclusions and recommendations in relation to the evaluation questions asked, with illustrations (diagrams, photos, graphs, drawings, etc.)
- **A complete report** constructed as follows:
 1. Summary of key findings, including the main learning elements gained in the process from each group of participants and recommendations.
 2. Objective, scope of evaluation and context
 3. Definition of the main concepts used.
 4. Methodological approach and its rationale, and the constraints encountered.
 5. Findings (with mention of sources);
 6. The conclusions = judgment providing an answer to the evaluation questions asked. Any underlying analysis will be stated explicitly.
 7. Argued, concrete, and realistic recommendations to be implemented in the continuation of the project or in future interventions, and in relation to the evaluation questions.
 8. Appreciation for understanding the intervention logic / theory of change.
- **Annexes:** Raw anonymous data.

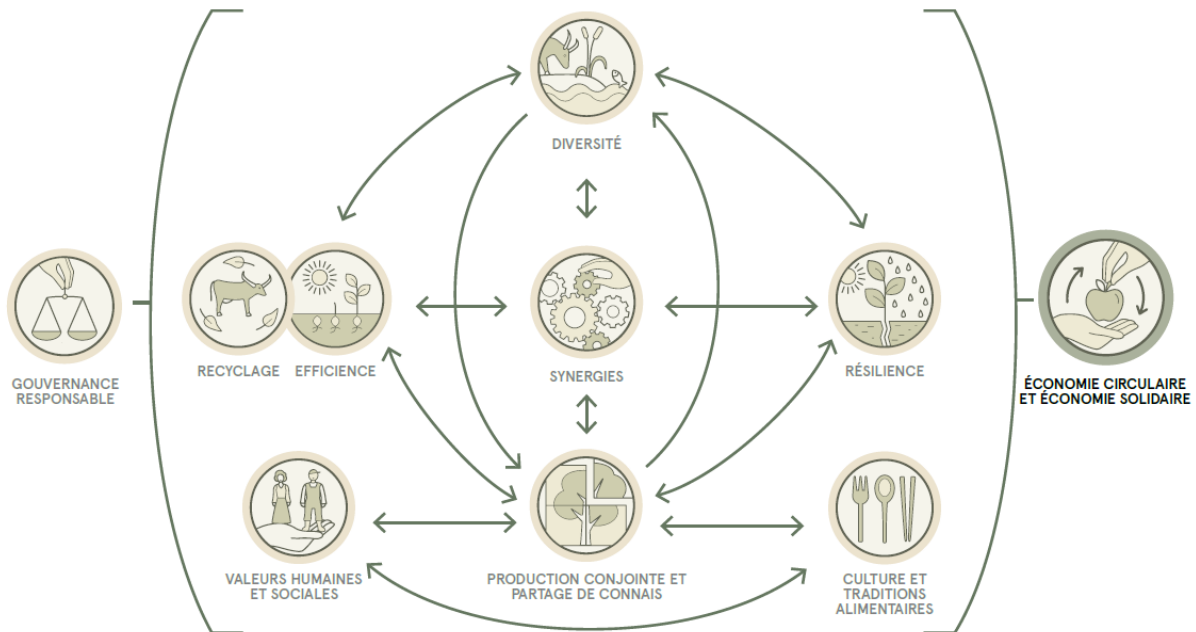
The documents will be written in English and sent in electronic format for the final version of the report.

G.6 PROPOSED SCHEDULE

Date	Description
March 2024	Validation of the draft framework note by the UNI4Coop Steering Committee
March 2024	Letter addressed to relevant stakeholders for information on the process
March to May 2024	Preparatory phase of the ToR: <ul style="list-style-type: none"> - Constitution of the evaluation team (choice of stakeholders to involve). - Familiarization with the ToR model, a quality criterion for an evaluation. - Discussion on the adoption of a reference framework. - Brainstorming (understanding, particularly on evaluation questions). - Choice (analysis) of evaluation questions (evaluability, relevance, coherence, etc.)
July 2024	Process of ToR validation by the DGD
August 2024	Call for proposals for external evaluator
End of August 2024	Assessment and selection of the best offer
September	Information to the selected external expert and contractualization
September 2024	Preparation of the technical framework note
October 2024	Field missions
End of October 2024	Peer evaluation workshop
November 2024	Consolidation of the evaluation report and managerial response.

G.7 ANNEXES:

Annex 1: 10 Elements of FAO



Source : FAO, 2018 - <https://www.fao.org/3/i9037en/i9037en.pdf>

Annex 2 : Uni4Coop SAD Guidance Document – Annex 19

Annex 3 : Preliminary Assessment of Agroecological Transitions in Three Provinces of Cambodia