



TERMS OF REFERENCE

A.1 CONTEXT OF THE MID-TERM REVIEW (MTR):

In 2016, four Belgian University NGOs (ECLOSIO (formally named ADG-Aide au Développement Gembloux), FUCID, Louvain Coopération, and ULB Coopération) have decided to join forces and strengthen their synergies through the creation of the entity “Uni4Coop” and the mutual engagement in the implementation of one common program funded by the Belgian Development Cooperation (named as DGD in this file). Within the framework of this five-year Uni4Coop program (2017-2021)¹, two evaluations are planned: a Mid-Term Review (MTR) in 2019 and a Final Evaluation in 2021.

In Cambodia the Uni4Coop Program is implemented by two of the four Belgian University NGOs, ECLOSIO and Louvain Coopération (LC). The first step undertaken to set up the program was a context analysis² that gathered inputs from all the different Belgian ANG (Actors of Non-Governmental Cooperation) engaged in Cambodia that was ensued by a Joint Strategic Framework³ that foreseen common strategies and objectives for each of the sectorial interventions to be supported by DGD. The Context Analysis presents an analysis of the situation of the Cambodian civil society, the decentralized authorities and the government institutions and elements for promoting circumstances of their strengthening. It led to the description of the different actors identified for intervening in the development of the sectors, including partnership, synergies and complementarities.

The Uni4Coop program in Cambodia is tackling two sectors, the Health and the Agriculture / Rural Economy; while ECLOSIO is involved in the agriculture and economic sector, LC is involved in the health sector and in the agriculture and economic sector. The Uni4Coop program is divided in Specific Objectives (SO) by country, by sector and by NGO.

These ToRs aim to specify the scope of the Mid-Term Evaluation to be performed in Cambodia for the agriculture and economic sector. The Specific Objectives as formulated in the five-year program are:

	Specific Objectives	Partner ⁴ ; Synergy/collaboration
Eclósio	Small-scale family farmers and their family members strengthen their capacities to achieve food sovereignty, to defend their interests and to generate pro-poor growth	Partners: CIRD, FAEC, ISC, BUAC, TUAC Collaborations: WWF, FCFD, DACP, NF3, ALiSEA
LC	The food and economic security and the level of organization of vulnerable rural populations have improved in a sustainable way.	Partners: FAEC, RUA-ECOLAND Research Center, MB Collaborations: GRET, ITM, ALiSEA, UCLouvain, DEMETER, LMT

Even if ECLOSIO and LC are working on different logic of intervention, they wish to organize a common evaluation regarding the mid-term review. It is to be noted that both are working with a common partner, FAEC “Facilitation Association of Economy for Cooperatives”.

In December 2018, Eclósio and LC undertook to evaluate their common partnership with FAEC. The exercise did not succeed to achieve the expected outcomes; however, interesting lessons learned have been retrieved from it⁵.

Another important contextual element is the start of the preparatory work of the next five-year program 2022-2026, which is due to combine LC and ECLOSIO actions under one single Specific Objective in the agricultural and

¹ Annex 1: Uni4Coop Program Commun Cambodge

² Annex 2: Cambodia Context Analysis

³ Annex 3: JSF Cambodia

⁴ Annex 4: Brief description of partners

⁵ Annex 5: Minutes Wrap-up Meeting MTR 2018 KHM

- ECLOSIO and its partners in Cambodia
- DGD and other donors
- UNI4COOP and JSF: conclusions and lessons learned will be shared with other ACNGs.

A.2.3 PERIOD CONCERNED BY THE REVIEW:

In a general matter, the evaluation will focus on the current Uni4Coop Program, which commenced in January 2017. In addition, the evaluation will also consider the review of previous actions, more specifically lessons learned from the MTR⁶ of the previous ECLOSIO program 2012-2017 and the Final Evaluation of LC program 2008-2016 in Cambodia that both provide indications on partnership relationships.

A.3 GLOBAL APPROACH

This is an external evaluation. The theme on which this MTR focuses was retrieved from elements of common thoughts between LC and ECLOSIO in Cambodia based on the issues faced in regard to partnership. The first draft of these ToRs was prepared in common between the two NGOs and in collaboration with local partners. Finally, the Working Group on Monitoring and Evaluation of Uni4Coop made recommendations on the formulation of evaluation questions and the choice of methods and tools.

As being required in accordance with the administrative procedure, the MTR' ToRs were submitted for validation to the DGD.

A.4 LEAD QUESTIONS OF THE MTR

ECLOSIO and LC have the obligation by DGD to implement their activities through local partnership with the main argument put forward being the sustainability of the action. However, the particular nature of the Civil Society in Cambodia, as described in the analysis of the states of Civil Society Organisations (CSOs) in Cambodia in the EU Roadmap for engagement with civil society⁷, and other articles and reports, nuance and mitigate this assumption of sustainability outreach.

LQ1: To what extent have the partnerships developed by LC and Eclasio helped to create added values and to strengthen the institutional capacities of each partner?

- a) Are CSO' partners sufficiently organizationally and financially sustainable to ensure durability of the actions?*
- b) To what extent is the partnership relevant to achieving the vision and mission of the partner institutions?*
- c) Does the capacity building of the partners remain viable and less dependent on external technical support?*
- d) To what extent the partnership enabled the reach of further collaborations, synergies, networking?*
- e) Did partners succeed to participate together to policy formulation and reform process conducive of a better environment for CSOs in Cambodia?*
- f) Did partners succeed to participate together to knowledge management processes and to increase their reflection about their actions?*

LQ2: What is the understanding of each partner of what is a partnership approach?

- a) What are the strengths and weaknesses of the partnership, the factors of success, the difficulties encountered, and the solutions made to solve them?*
- b) Can we only talk about common interests in the partnership or are LC and Eclasio building a common and shared goal, objective or perspective with each of their partner which is different from each individual organization's objectives or problems they are facing?*
- c) What are the partners feeling they receive or benefit from the partnership with Eclasio or LC?*
- d) What are they contributing which is seen as a resource from other partners?*

⁶ Annex 6: Rapport Final-ADG Evaluation Partenariale ADG-CIRD et ADG

⁷ Annex 7: EU Roadmap for engagement with civil society in Cambodia

These three dimensions (sharing - giving – receiving) should be explored for each of the partners of LC and Eclasio.

LQ3: What are LC and Eclasio’s approaches in the field of agroecology and the support of rural economy development in Cambodia?

- a) *What are the commonalities and the main differences between these approaches?*
- b) *Is the current situation organized around two set of partnerships with two distinct structures the one to pursue? If so, how should it be organized and shared between LC & Eclasio?*
- c) *Or should the specific objectives of the two organizations be pooled in a single goal with a common operational structure? And how should the roles and responsibilities be shared?*
- d) *Are there additional structures or organizations, networks working in the same field with whom partnerships should be considered to reinforce the collaboration between LC and Eclasio?*

A.5 METHODS AND TOOLS

The choice of the methodology is left to the evaluator, including in terms of the time to be given to each question.

The evaluator will propose information gathering tools and a methodology based on his particular professional knowledge, which can be refined during the preparatory work meeting for his field mission. S.he must specify in the submission of his technical offer the various information gathering tools that he will use, in particular to ensure a triangulation thereof and methods of processing and analysis thereof.

We draw attention to the fact that the partners and beneficiaries to be interviewed speak for the majority in their local language and that we want to know how and why the partners are more or less involved in the partnerships and therefore question the theories of intervention.

A.6 REQUIRED COMPETENCIES

The consultant will have the following skills:

- Solid experience in evaluation of development projects;
- Proven expertise in institutional strategy, organizational reinforcement, institutional diagnosis
- Common practice of participatory evaluation methods;
- Abilities in the program working language of English and excellent writing skills in that language; notion of Khmer language is an asset;
- Knowledge of the area of intervention and experience in working with local Cambodian context in the field of environment, sustainable agriculture practices, micro-business development, farmers organizations and relevant policies and strategies and
- Sensitivity to the themes of gender and environment;

A.7 BUDGET

The maximum budget available is 15,500 EUR including tax.

These amounts cover all the costs related to the evaluation (fees, international and local transportation, accommodation and per diem, visa, organization of workshops ...), with the following exceptions:

- The program will make one vehicle available for major trips during the field visits but not for the travel within Phnom Penh.

A.8 MODALITIES FOR SELECTION AND CONTRACT

A contractual document will be established for the evaluation. Fees will be paid in three installments: 40% upon signature of the contract, 30% upon submission of the provisional report and 30% after approval of the final report, the quality of which will be assessed by the steering committee on the basis of a grid of appreciation (available on request).

Per diems will be paid at the start of the mission on the basis of a declaration of claim. The other expenses will be paid on the basis of the delivery of the ad hoc supporting documents.

The service will be subject to two invoices, one in the name of ECLOSIO and the other in the name of Louvain Cooperation. The distribution modalities between the two NGOs will be determined at the signing of the contract or at the latest at the end of the framework meeting.

The evaluator will report to both NGOs, ECLOSIO and LC.

The contract will take into account the costs invoiced to ECLOSIO and LC.

A.9 MODALITIES OF THE EXPERTISE:

A.9.1 CONTENT OF THE TECHNICAL OFFER

Proposals must provide the following:

- an understanding of the ToRs, as well as how the context and the evaluation questions were understood in relation to the theory of change of each organisation;
- a description of the methodological approach envisaged to answer the questions and objectives set out in these ToRs, detailing the information collection tools that it wishes to mobilize during its evaluation;
- a provisional chronogram of the mission;
- a presentation of the expert(s) highlighting the aspects particularly relevant to the intended evaluation;
- the profile of the expert (s) (max 3 pages per CV); and
- a detailed budget (in Euros) of the service.

A.9.2 MODALITIES FOR THE SELECTION OF THE EVALUATOR(S)

Technical and financial offers should be sent electronically to christophe.goossens@eclosio.org and apeeters@louvaincooperation.org.

The assessment of the proposals will follow:

Criteria	Score
Profile of the expert(s)	50
- Qualifications, experiences and skills	25
- Experience of the problem to be evaluated	15
- Knowledge of the local context	10
Technical and methodological offer	30
- Presentation of the problem and understanding of the subject	15
- Proposed methodological approach	15
Financial offer	20
- Price of the service	10
- Realism of costs in relation to the proposed methodology	10
Total	100

A.9.3 DOCUMENTS TO CONSULT

For drafting the offer:

Annex 1: Uni4Coop Program Commun Cambodge

Annex 2: Cambodia Context Analysis

Annex 3: JSF Cambodia

Annex 4: Brief description of partners

Annex 5: Minutes Wrap-up Meeting MTR 2018 KHM

Annex 6: Rapport Final-ADG Evaluation Partenariale ADG-CIRD et ADG

Annex 7: EU Roadmap for engagement with civil society in Cambodia

Reference for communication: christophe.goossens@eclosio.org

After selection:

After selection, the project will make the following documents available to the consultant (s) retained:

- The project document;
- Technical reports;
- Partnership management and evaluation tools developed as part of the project and previous projects.

A.9.4 MODALITIES FOR THE IMPLEMENTATION OF FIELD WORKS

The evaluator will provide:

- A framework meeting in Cambodia following which, before his departure on the ground, he will write a scoping note in case the contours of the mission were to be reviewed on the basis of the knowledge of the documentation which will be delivery and the first exchanges conducted at the offices of both organizations.
- Restitution meetings with local teams and partners of ECLOSIO and Louvain Cooperation.
- A post-evaluation meeting when the managerial response has been formulated by ECLOSIO and Louvain Cooperation whose location will be agreed at that time.

The Eclosio and Louvain Cooperation operational teams based in the intervention countries will be available to facilitate the smooth running of the evaluation (contacts, general information, logistical assistance ...).

A.9.5 FORESEEN DELIVERABLES

- ✓ An evaluation report;
- ✓ A 5-Page summary of the report;
- ✓ An accessible summary document for ECLOSIO and LC members, beneficiaries, the general public and donors that presents the key findings, lessons learned and recommendation of the evaluation, with illustrations (diagrams, photos, graphics, drawings, etc.) and at least one beneficiary's testimony; and
- ✓ A restitution report using Power Point format.

The documents will be written in the working language of the country of intervention, English. These documents will be sent in electronic format. A hard copy of the final version of the report will also be provided.

Each report (provisional and final) will be constructed as follows:

- 5-page summary of key findings and recommendations;
- Objectives;
- Background;
- Definition of the main concepts used;
- Methodological approach and its justification and the constraints encountered;
- Assessment of the understanding of the logic of intervention / theory of change;
- Observations and results of the evaluation based on the ToRs and above lead questions;
- Answers to evaluation lead questions with reference to the sources of information used;
- Concrete and operational reasoned recommendations, to be implemented later in the program or in future interventions;
- Conclusions;
- Appendices: Anonymous raw data

The report will separately present findings, conclusions and recommendations, and lessons learned using a logical approach. Any underlying analysis will be formulated explicitly.

A.9.6 TENTATIVE SCHEDULE:

The planned period for carrying out the evaluation mission is September - October 2019.

Process	Deadlines
Publication of the call for tenders	15 th August 2019
Deadline for additional questions (only in writing)	29 th August 2019
Submission of bids	5 th September 2019
Selection of the evaluator	9 th September 2019
Information of the selected evaluator	12 th September 2019
Signature and start of the contract	Mid-September 2019
Period of the evaluation	September – October 2019
Delivery of the provisional report	Before the restitution to the local teams
Delivery of the final report	Maximum one month after the field visits
Meeting on managerial response and how to publish the evaluation.	To be determined

Annexes :

Annex 1: Uni4Coop Program Commun Cambodge

Annex 2: Cambodia Context Analysis

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