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Managerial Response to Mid-Term Review (MTR) of the PArTNER Project

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A. Identification

Project:	Partnership for Agroecology Transition, Networking and Efficient Resilience (PARTNER)
IATI Code:	N/A
Objectives concerned:	Generate Economic and Social Changes in the Cambodian Rural Farmers Families by Improving the Food Market through Agroecology (AE) Transition and Gender Equity in Agriculture.
Evaluation date:	September – December, 2024
External Facilitator (Evaluators):	ARTE-FACT Development and Agri-Food Consulting Co., Ltd
Date of response:	Feb, 2025
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B. Summary of the Management Response

As part of Sustainable Food Systems programme, Uni4Coop – Eclasio and Louvain Coopération (LC) – is implementing the “PARTNER project”, which started in 2022 and will be ended in 2026. The project aims at generating economic and social changes in rural farmers families and improving the food market through agroecology (AE) transition and gender equity in agriculture. Several partners and collaborators have been engaged in the project implementation, including farmer organisations (TrUAC, BUAC, and the 3 ACs in Kampong Thom province), academic and research actors such as ECOLAND and FoAS, and NGOs, including DPA, Banteay Srei and CIRD.

Uni4Coop has decided to carry out a Mid-Term Review (MTR) of the PARTNER project as it was reaching the middle of its implementation period. Through a call for proposals, ARTE-FACT Development & Agri-Food Consulting was commissioned to accompany the process as an External Facilitator to provide methodological support as well as an external eye in the analysis of data and information, and the formulation of recommendations.

The MTR deployed a collective and transversal exercise, engaging all the project partners at its different stages: scoping of the MTR, collection of data, and collective analysis and drawing of conclusion through a peer-workshop. The whole MTR process started in September and ended in December 2024.

This document is developed in response to recommendations and findings, so see how those inputs fit well with the current interventions of the PARTNER project, and if it shapes the new and corrective interventions that the project team and partners could implement for better positive impacts.

C. Context and General Objective of the Evaluation

C.1. MTR Objective

The MTR process commenced by a collective reflexion among Uni4Coop team on the selection of the conventional or transversal evaluation process. The transversal approach was preferred based on experiences in other countries of cooperation and to overcome issues of evaluation quality during previous evaluation exercises carried out in Cambodia. The MTR process and its transversal approach has been developed with partners and was described in the Terms-of-Reference of the evaluation (ToR

Mid-term Review Partner Project in Cambodia), which were published for the selection of one external Facilitator.

The MTR was carried out 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 had to be completed by the end of December 2024 so to enable Uni4Coop and its 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 were to Promote a better mutual knowledge of the different actions and stakeholders involved and 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 remaining two years.

D. The Evaluator's Methodologies and General Conclusions:

D.1. Evaluation Methodologies

Phase I: Framing, Planning and Scoping, and Methodology Development:

After ARTE-FACT was selected to perform external facilitation, a kick-off meeting took place between ARTE-FACT representative and the steering committee of Uni4Coop on the 17th of September 2024. A number of documents have been provided by Uni4Coop team and were reviewed by the External Facilitator, Jean-Marie BRUN, in order to understand better the project and its context, objectives and modalities of intervention.

As the ToR of the MTR are underlining the need for project partners to gain ownership over the MTR process and to take the lead, two half-days meetings were organized with representatives of the ACs / UACs engaged in PARtNER project, and with the institutional and implementing partners and collaborators of the project (Uni4Coop, DPA, ECOLAND, FoAS/RUA, CIRD, Banteay Srei, GRET) on the 23rd and 25th of September, 2025, respectively. The purposes of these meetings were to (1) get to know better the activities of the ACs / UACs, and for the project partners their respective roles in the project implementation; (2) contribute to identify and prioritise some evaluative questions that the MTR could integrate and address; and (3) engage the participants in the MTR process.

After these initial stages, the MTR External Facilitator worked on the information and outcomes of the meetings, in order to propose adjustments to the evaluative questions, identification of data to collect, guidelines for the Focus Group Discussions (FGDs) and interviews, and updated time-frame.

An MTR framing note was drafted by the External Facilitator, including guidelines for data collection and in particular for the facilitation of FGDs with ACs / UACs leaders and members. The framing note was presented to the MTR Steering Committee on the 7th of October, leading to some adjustments. Then on the 8th of October, a second meeting with the MTR team took place in Uni4Coop office to review data to be collected in regard to evaluative indicators and questions and to finalise the list of actions to undertake for data collection (FGD to organize, persons or institutions to interview). Then the distribution of roles within MTR team and a work-plan for the data collection was discussed and agreed.

Phase II: Data Collection:

The data collection phase started on the 14th of October 2024 in Takeo province, with the participation of the External Facilitator for the first day, notably for Focus Group Discussion with the TrUAC leaders, some interviews and brief field visit.

The process continued with all the field work implemented by Uni4Coop and the project partners / collaborators and was completed within three weeks. FoAS, ECOLAND, and TrUAC, with the support from Uni4Coop team were in charge of collecting data in Takeo province, while in Battambang province, DPA, CIRD, Banteay Srei and BUAC played an important role in collecting data. In the case of Kampong Thom, Uni4Coop collaborated with CIRD and representatives from AC partners to collect data from respondents. The data collection process was led by Uni4Coop Program Coordinator, and the Uni4Coop' ASSET project researcher was involved in organising and cleaning the data base.

In this participatory data collection process, Farmer Organization (FO) partners played dual roles. When measuring the progress of the project activities, they played the role of respondents to provide key information to the survey teams through FGDs. When collecting data from relevant stakeholders within their project locations, including interviewing with PDAFF and local authorities at district and commune levels, for instance, FOs became key players in facilitating the data collection process while also playing the roles of data collectors.

Additional bilateral interviews with key informants (General Directorate of Agriculture, Cambodia Agricultural Cooperative Alliance, GRET...) were conducted by Uni4Coop in Phnom Penh in November. Face-to-Face and online interview modes were applied based on the availability and preference of the respondents. Uni4Coop started to compile in summarized format (Excel sheets) the data collected on the field to ease overview and analysis.

Phase III: Participatory Analysis and Drawing Conclusions:

Uni4Coop team and the External Facilitator started to work on the analysis of data collected from early November, and have prepared the concept, content and agenda of the Mid-Term Review Peer Workshop, the core moment of the project organized over one day and half, on 18th and 19th of November, gathering more than 20 persons, representing the key partners of PARTNER project.

The workshop was dedicated to share analysis, interpretation and conclusions and to draw recommendations for the second half of project implementation. It was followed by other programming workshops dedicated to discuss strategic options around the supports and strengthening of three main types of organisations targeted by PARTNER project, such as FO and the ALiSEA platform. The PARTNER action plan for year 2025-2026 that resulted from these workshops did incorporate the MTR results.

From then, Uni4Coop and the External Facilitator jointly prepared the present report of PARTNER Mid-Term Review.

D.2. Conclusions of the External Facilitator's Assessment of the Project Evaluation

The analysis was based on the OECD / DAC evaluation criteria, and the assessment for each of the criterion is summarized as follows:

- **Relevance:** the MTR confirms a high level of relevance of the project objectives and approach in regard of the stakes of sustainability and resilience of agricultural production, social stakes for smallholder agriculture, and safe and sustainable local food system consolidation. Recent evolution of the policies and public services settings would deserve to be considered, in particular to develop synergies with recently established Commune Agriculture Officers (CAOs) – and also to “educate” them regarding agroecology principles. Developing partnerships with local authorities could also be beneficial to build a long-lasting support of those authorities to ACs and UACs.

- **Coherence:** the internal coherence of PARtNER project is considered as solid. The Theory of Change elaborated is an element of structuration of this coherence, but would even better play its role if it was developed with the involvement of all partners, and bridged to the broader Theory of Change “toward agroecological transition” developed by ASSET project and ALISEA network, at national and regional levels.
- **Effectiveness:** Overall, the effectiveness of the project implementation is satisfactory. Yet, one can regret the relatively long time it took to finalise the various initial assessments, with potentially a prejudice to the integration of the lessons learnt from those assessments in the operational strategy. The creation of the position of Business Development Facilitators (BDF) to support to UACs/ACs development brings effective results, but could be even qualitatively improved with additional capacity building to these officers and to ACs/UACs’ leaders.
- **Efficiency:** The project has chosen quite cost-efficient options for the dissemination of AE techniques, with practical and affordable system, based on farmer-to-farmer extension. It could further gain efficiency with better articulation with other players engaged locally in agricultural extension and by ensuring the required technical conditions for application of methods are fulfilled before enrolling farmers. The choice of working at UAC level is also a good option to ensure efficiency, as well as the creation of the positions of BDS.
- **Impact / Effects:** At the mid-term of the project, it is too early to measure impact. But first trends can be observed regarding certain effects of the intervention. Overall, and with the reserves inherent to the methodology of the MTR, we can state that the project brings some positive contributions regarding the adoption of agroecological practices by a part of the farmers in the targeted areas, to be further confirmed by the mid-term TAPE assessment. Supported farmer organisations, in particular at UAC level, are getting consolidated in their business-orientation, notably with the support of the newly created positions of BDF. BUAC in particular has considerably scaled up its activity and turn-over, in particular thanks to SRP rice. Yet, apart from the case of SRP rice, the market-recognition of the specific quality of AE products still largely remain to be built. The project also contributes to enhancing women leaders, in particular in BUAC and in ALISEA.
- **Sustainability:** The sustainability of project achievements is still, to some extents, a challenge. At farm level, mostly, once AE practices are adopted, the sustainability of their adoption might not be too much at risks, provided inputs (if any) remain available. At the level of ACs or UACs, building the viability of the activities, production and services of the farmer organization still remains a work in progress (which is not abnormal at this stage). From an economic point of view, BUAC seems already on a right pathway to reach a viable scale. The journey might be longer for TrUAC and even more for the ACs in Kampong Thom. Last, regarding ALISEA network, the process ahead is also still long but does not rely only on PARtNER project, but also on ASSET project and on the new funding to ALISEA that seems to be now secured with the Swiss donor, the SDC.

E. Follow-up to the Assessment

E.1. Decision on Whether to Take into Account the Recommendations

Besides the general conclusion, the External Facilitator drew 14 recommendations from the evaluation which categorise into different elements of the project. The table below enlists all recommendations and the response from the Uni4Coop against the recommendations.

Table 1: List of Recommendations and Argumentations

Recommendation	Argumentation For Full / Partial Consideration or Rejection
Element 1: Crosscutting Strategic Recommendations	
Recommendation 1: Continue with the horizontal strategic coordination of PARtNER project to enhance complementarities and cooperation among the partners and components. Create opportunities and find modalities to maintain a cross-cutting horizontal reflection among project partners, also enhancing the use of knowledge produced by the project.	Fully-Accepted: This is to be enhanced through coordination meetings between partners and collaborators of the project, which is planned to happen twice a year from 2025. All partners and collaborators can update their progress, share knowledge and experience, and seek synergies with peer development agencies at the meetings. This started right after the MTR completion by the 2-day coordination workshop that was organised to plan the remaining two years of the project.
Recommendation 2: Explore possible partnerships with local authorities and test the benefits of a territorial approach.	Fully-Accepted: PARtNER project has been working indirectly with many government agencies such as PDAFFs, PDoCs, District Governor Offices to support UACs/ACs in the different target provinces. Recently, the project has started to work with government's newly recruited Commune Agriculture Officers (CAOs) working in the target communes by building their capacity on AE and collaborating with them under their mandates to promote knowledge on AE practices to farmers. CAOs will also be associated to works concerned with the promotion of FO value-chains and businesses.
Element 2: Extension / Promotion of AE Practices and Knowledge Management	
Recommendation 3: Confront the outcomes of the qualitative approach of the MTR regarding perceived changes with the results of the on-going mid-term TAPE assessment.	Fully-Accepted: The results of Midline TAPE assessment are being compiled by ECOLAND team. The findings will be used to compared with the results of MTR to reflect the progress of perceived changes. Beyond the objectives sought by the use of this type of tool such as TAPE, this recommendation calls into question the use of these complex tools without being properly accompanied by substantial technical support resources for their implementation, which has led to delays, and these differences in timing between the mid-term evaluation and the TAPE data collection.
Recommendation 4: Explore the possibility to produce other support / media for the dissemination of agroecology (video, banners, social media).	Fully-Accepted: The PARtNER project team will try to produce more communication materials, especially videos on success stories of good agroecological farming

	practices, to share with stakeholders, particularly farmers. Additionally, the project team will seek collaboration with ALiSEA's national coordination team who is working actively on agroecology promotion by producing different types of media, especially videos. The foreseen collaboration could be on the capacity building of the project staff and beneficiaries on video production using smart phones.
Recommendation 5: <i>Break down trainings to farmers in shorter training sessions to ease participation.</i>	Fully-Accepted: From 2025, the project team and collaborators, especially CIRD, are going to provide supports to Farmer Specialist Trainers (FSTs) of partner UACs and ACs to adopt a shorter, but more comprehensive training curriculum in each respective topic and sub-topic (agriculture, management and business) to train farmers at the field.
Recommendation 6: <i>Separate the roles of trainers and demonstration farmers and select well the demonstration farmers.</i>	Fully Accepted: This idea was discussed and agreed between PARtNER team and the board members of the UACs and ACs since the beginning of the project. However, it was not fully enforced as the Farmer Specialist Trainers had been the ones who selected the Master Farmers to conduct the farm demonstrations; and sometime they felt the need to carry out the experiment themselves before sharing the knowledge to other farmers, and thus, use their farms as the demonstration farms. From 2025, the project team will reenforce the agreement to minimize the duplicated roles to as low as possible.
Recommendation 7: <i>Associate / involve Commune Agriculture Officers in the support to agroecological practices promotion.</i>	Fully Accepted: as described in recommendation 2, the CAOs, when already recruited by the district authorities, started to be invited to the trainings organised for the promotion of AE transition. In addition, UAC, AC, and BDF are invited to bring in CAO whenever possible to intervene on business related issue resolutions or business matching activities.
Recommendation 8: <i>Beyond the dissemination of techniques, develop, if possible, a more managerial support to farmers to adjust recommendations to their farming systems and specific distribution of resources.</i>	Partly Accepted: While this is an excellent idea, it also takes a great deal of time and efforts for the project team to work specifically with certain farmers or groups of farmers to adopt any specific AE practices. The project team will encourage the FSTs under each UAC or AC to apply this recommendation.

Element 3: Development and Consolidation of UACs / ACs	
Recommendation 9: <i>Develop further the UACs / ACs business plans with a long-term vision and multi-annual roadmaps and continue to train BDF and ACs / UACs boards on managerial skills.</i>	Fully Accepted: The project team will provide further support to each UAC and AC partner to develop a long-term vision for their businesses. For BUAC, the business plan for rice milling business is the main focus, along with rice seeds and SRP rice. For TrUAC, rice seed business is the major venture, and for the 3 ACs in Kampong Thom province, collective vegetable production and supply will be considered the priority.
Recommendation 10: <i>Increase the support to UACs/ACs on Value-Chain management and differentiated market access.</i>	Fully Accepted: The project will provide more support to UACs and ACs to develop business plans, particularly ACs in Kampong Thom province since they have not diversified their businesses beyond the current businesses of credits and bokashi production.
Element 4: Support to the ALiSEA Network	
Recommendation 11: <i>Create the conditions to ensure that members' ownership is developed and not impeded by project-led decisions.</i>	Fully Accepted: Increasing ownership of ALiSEA members is one of the main objectives and Uni4Coop and DPA are trying to achieve. So far, all major decisions have been made by ALiSEA board members, and ALiSEA members also actively participated in many collective activities organised by the network to accelerate AE transition. Uni4Coop will continue to increase ownerships of ALiSEA members in all project activities in the network, by improving inclusiveness of Cambodian organisations and their participation in Board membership works.
Element 5: Gender	
Recommendation 12: <i>Encourage and help ACs/UACs to elaborate their internal gender policy (and to apply it).</i>	Partly Accepted: This is a great idea. However, it may not be achieved during the course of the PaRTNER project. In order to encourage a farmer organisation to develop and apply a comprehensive internal gender policy, it may take time and effort. A series of lobbying processes with the UACs and ACs by the gender-specialised collaborator such as Banteay Srei is needed.
Recommendation 13: <i>Continue to encourage and train women to engage in leadership positions in UACs/ACs and among farmer trainers.</i>	Fully Accepted: The approach of the project is to empower women through skill development, and capacity training of AC/UAC Board members; this activity has been carried out by Banteay Srei. However, only some selected members from UACs and ACs benefited from this capacity

	building and grooming processes. More technical support will be sought from Banteay Srei to achieve a wider impact.
Recommendation 14: Create opportunities to showcase women leaders supported by PARtNER project to be examples for women engagement.	Fully Accepted: Besides intervention of Banteay Srei Organization in highlighting women champion, the project is going to find opportunities for women beneficiaries in the project to share their success stories and highlight their leadership. The foreseen events are general assemblies organized by each UAC and AC, and workshop and events organized by ALiSEA network.

E.2. Indicative Planning for the Implementation of the Selected Recommendations

Table 2: Planning for the Implementation of the Selected Recommendations

No.	Recommendation	Activities	Timeline
1	Recommendation 1: Continue with the horizontal strategic coordination of PARtNER project to enhance complementarities and cooperation among the partners and components. Create opportunities and find modalities to maintain a cross-cutting horizontal reflection among project partners, also enhancing the use of knowledge produced by the project.	<ul style="list-style-type: none"> • Organize coordination meetings twice a year with partners and collaborators of the project. 	<ul style="list-style-type: none"> • June 2025 • December 2025 • June 2026 • November 2026
2	Recommendation 2: Explore possible partnerships with local authorities and test the benefits of a territorial approach.	<ul style="list-style-type: none"> • Continue to work with local authorities including PDAFFs, PDoCs, District Governor Offices, etc. • Seek new collaborations with other government agencies. • Forge linkages between AC /UAC and CAOs. 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026
3	Recommendation 3: Confront the outcomes of the qualitative approach of the MTR regarding perceived changes with the results of the on-going mid-term TAPE assessment.	<ul style="list-style-type: none"> • Compare the outcomes of the MTR with TAPE's findings. • Review further Sustainable Food System' programs by proposing tools, approach, and methodologies better adapted to partner' capacities. 	<ul style="list-style-type: none"> • By the end of March 2025
4	Recommendation 4: Explore the possibility to produce other support / media for the dissemination of	<ul style="list-style-type: none"> • The project will produce at least 2 videos in 2025 and 2 videos in 2026 on good 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026

	agroecology (video, banners, social media).	<p>agroecological farming practices and share with farmers and ALiSEA networks.</p> <ul style="list-style-type: none"> • The project team will encourage the UAC partners to attend the training on video production using smartphones, organized by ALiSEA in 2025 to build their capacity on video production and produce more visual media to support agroecology transition in the project. 	
5	Recommendation 5: Break down trainings to farmers in shorter training sessions to ease participation.	<ul style="list-style-type: none"> • Provide supports to Farmer Specialist Trainers (FSTs) of UACs and ACs to adopt a shorter, but more comprehensive training curriculum. 	<ul style="list-style-type: none"> • By the end of second quarter of 2025.
6	Recommendation 6: Separate the roles of trainers and demonstration farmers and select well the demonstration farmers.	<ul style="list-style-type: none"> • Organise AC/ UAC meetings to brainstorm on processes. • Assist AC /UAC to review their internal regulations. • Monitor the recruitment of master farmers by the FSTs. 	<ul style="list-style-type: none"> • First Quarter 2025 • From January 2025 to the end of 2026
7	Recommendation 7: Associate / involve Commune Agriculture Officers in the support to agroecological practices promotion.	<ul style="list-style-type: none"> • Invite CAOs to participate in the AE training organised by the project. • Support CAOs to disseminate AE knowledge to farmers. 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026
8	Recommendation 8: Beyond the dissemination of techniques, develop, if possible, a more managerial support to farmers to adjust recommendations to their farming systems and specific distribution of resources.	<ul style="list-style-type: none"> • Work with FSTs to identify potentials individual farmers and groups of farmers, and recommend them to apply AE practices that are most suitable to their geographical, social, and economic contexts. 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026
9	Recommendation 9: Develop further the UACs/ACs business plans with a long-term vision and multi-annual roadmaps and continue to train BDF and ACs/UACs board on managerial skills.	<ul style="list-style-type: none"> • The project is working with the BUAC, TrUAC, and ACs in Kampong Thom to further develop their rice milling, rice seed, and vegetable businesses, respectively, following business plans collectively developed during 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026

		<p>the ValueLinks training in November 2024.</p> <ul style="list-style-type: none"> • The Agribusiness Development Officer of PARtNER project is going to work with BoDs of each UAC and AC to apply ValueLinks approach on the analysis of other businesses that the UAC/AC deems potential. 	
10	Recommendation 10: Increase the support to UACs/ACs on Value-Chain management and differentiated market access.	<ul style="list-style-type: none"> • Work with board members of the UACs and ACs, and with BDFs to manage their product value chains. • Seek new market access to promote and expand businesses of UACs and ACs. 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026
11	Recommendation 11: Create the conditions to ensure that members' ownership is developed and not impeded by project-led decisions.	<ul style="list-style-type: none"> • Continue to work with DPA and other board members of ALiSEA Network to increase inclusiveness in all activities of the network by giving space to members to raise their opinions to drive the network. 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026
12	Recommendation 12: Encourage and help ACs/UACs to elaborate their internal gender policy (and to apply it).	<ul style="list-style-type: none"> • Discuss the possibility of the development of gender policy with BUAC and use it as the pilot before rolling out to TrUAC and the 3 ACs in Kampong Thom. • Seek consultation with and support from Banteay Srei on the subject matter. 	<ul style="list-style-type: none"> • By the end of 2025
13	Recommendation 13: Continue to encourage and train women to engage in leadership positions in UACs/ACs and among farmer trainers.	<ul style="list-style-type: none"> • Activities related to this recommendation are on-going. • Additional activities may include giving more opportunities to women to become lead FSTs and leader of producer groups. 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026
14	Recommendation 14: Create opportunities to showcase women leaders supported by PARtNER project to be examples for women engagement.	<ul style="list-style-type: none"> • Activities related to this recommendation are on-going. No further action is necessary. 	<ul style="list-style-type: none"> • From January 2025 to the end of 2026

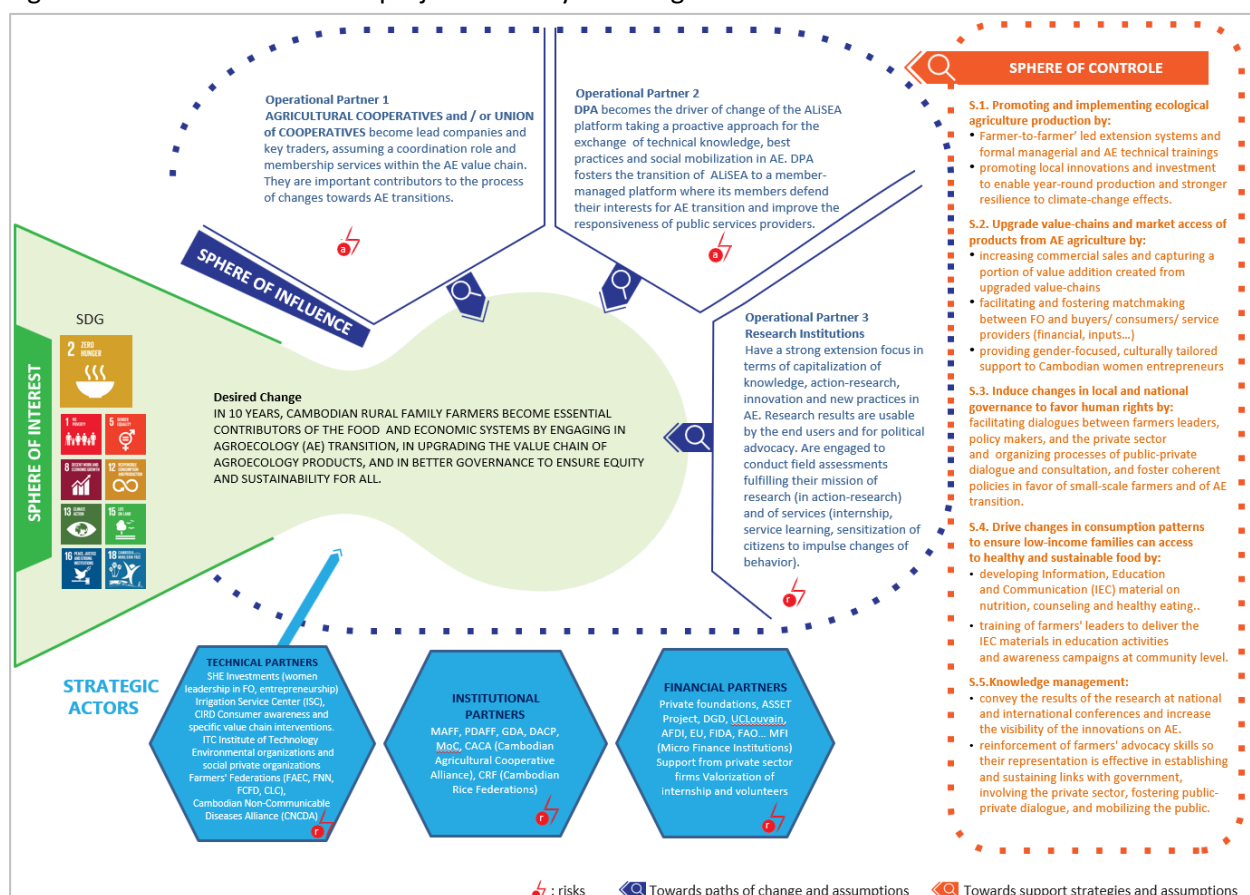
		<ul style="list-style-type: none"> • Additional activities may include creating opportunities for women beneficiaries in the project to share their success stories and highlight their leadership during the general assemblies organized by each UAC and AC, and workshop and events organized by ALiSEA network. 	
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E.3. Reflection of the Hypotheses of Theory of Change and the Project's Strategies.

E.3.1. Theory of change (ToC):

The Mid-Term Review did not re-work on the project's ToC. It would possibly need a follow-up collective reflection to pursue the strategic reflection with all the project partners, in line with the Recommendation 1 of the E.1 section.

Figure 1: Structure of PARTNER project's Theory of Change



Overall, the structure of the Theory of Change illustrated by the figure 1 above is not fundamentally questioned. But few aspects would deserve a bit more attention, or some details could be reviewed, taking into account the findings of the MTR:

- The graphic representation could enhance better the interactions between Operational Partners 1, 2 and 3, to show the connections and coordination (which requires to be increased, as recommended in this report).
- On the sphere of control, the point S.4. regarding changes in consumption patterns is currently not much addressed by the project (with an understood constraint on financial resources available). As written in previous section, it could be an area on which partnerships could be formed at territorial level, with local authorities and with other projects.
- There is probably a need to increase the connection and linkages with some of the strategic actors represented on the bottom of the Figure 5, at least with some key institutional partners as MAFF/GDA, and PDAFF; as well as with local authorities which are not shown on the Figure.

E.3.2. Assessment of the Intervention Strategies Presented in the ToC:

In the description of the path of change (for “Partner 1”) the partnership (of ACs/UACs) with private sector is enhanced. But in the implementation, it seems the partnerships between ACs/UACs and private sector are relatively limited, except in Battambang with notably the SRP rice. There is probably a need to invest more time and explore more the possibilities of collaboration with private sector, which might help to materialize the expected results of increased / more stable prices or new market access. It will also help to fulfil the assumption formulated in the ToC: *“If Unions of Cooperatives have sufficient volume and commercial activities, they could effectively sustain the facilitation at project end”*.

Regarding “Partner 2”, we understand that the purpose of the project is to consolidate ALISEA and contribute to build a member-driven governance of the network. But the formulation of the objective (“ultimate change” is ambiguous and position DPA as the object of the desired change instead of the mean to achieve it. *“DPA becomes the driver of change (...)”*).

The link with ASSET project (and/or GRET) as a main supporter of ALISEA too, not only in Cambodia but at the regional level would deserve to appear clearly in the ToC. ASSET appears only on the graphic representation of the ToC (Figure 5) as a “Financial Partner”, whereas it is a technical partner as well. Coordination with ASSET and respective contributions of the two projects shall be explained.

Regarding the research institutions (“Partner 3”), maybe a weak point in the chain of results is *“results are shared / published targeting a larger audience (besides the academic community) and strategically presented as evidence for policy decision making”*. This appears as unsufficiently implemented, with even a questioning on the use of the research results for PARtNER strategic management.

The assumption *“o. Research results show sufficient and appropriate components and elements that serve as an important guide for increased funding support and policies that put AE front and centre for redesigning food systems”* is important, but maybe there is a missing link to maximize the influence of research results on policy making. There is probably a connection to make with ALISEA, and in particular with its “policy dialogue” component in order to increase the likeliness of this assumption to materialize.

F. Quality of the Evaluation Process and Report

F.1. Quality of the Evaluation Process:

This transversal evaluation process is very interesting and inclusive. All partners and collaborators had a chance project to take parts in designing, collecting, and verifying the data, making them very well aware of the current progress, strengths and weaknesses of the project. The External Facilitator, playing the role the quality controller, paid close attention to every step of the process; and thus, it can be concluded that the evaluation process is considered high quality.

F.2. Monitoring of Evaluation Process:

Since this MTR was implemented in a transversal manner, all project partners and collaborators actively contributed to the process with the supports from the External Facilitator. Monitoring did not take place as it was not necessary.

F.3. Quality of the Evaluation Report:

The report of the MTR was co-written by the External Facilitator and the PARtNER project team, with reviewing support from colleagues at Eclasio and LC in Belgium. The quality of the report is considered very good.

G. Methods of Disseminating the MTR Results

Even this MTR is an internal process under the framework of PARtNER project, the report can widely be shared with project stakeholders and the public. As the main members of the Uni4Coop consortium, the report is firstly reviewed and shared widely among colleagues of Eclasio and LC both at country and HQ levels. The report will also be disseminated among PARtNER project's partners and collaborators as a reference of their hard work and a milestone to continue their interventions. Ultimately, the MTR report will be shared to the donor, the DGD, as the evidence to show the progress of the project.