

KINGDOM OF CAMBODIA

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PROJECT IMPLEMENTATION MANUAL (PIM)

**PROJECT FOR AGRICULTURAL DEVELOPMENT AND ECONOMIC EMPOWERMENT
(PADEE)**

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1 INTRODUCTION

1.1 Project Partners and Target Area

1. The implementation of ‘Project for Agricultural Development and Economic Empowerment (PADEE)’ is coordinated by Ministry of Agriculture, Forestry and Fisheries – Project Support Unit (MAFF-PSU). The project is implemented by MAFF, MoWA, NCDD, PAs, DAs, CCs, SNV, iDE, FAO, and IGRF/grassroots organizations. The project is financed by the International Fund for Agriculture Development (IFAD) through the Ministry of Economy and Finance (MEF) with counterpart contributions from the Royal Government of Cambodia. Three project implementation partners: United Nations Food and Agriculture Organisation (FAO); the Netherlands Development Organisation (SNV) and International Development Enterprises also make contributions to project costs from their own resources.

2. PADEE is implemented at national level and in the five target provinces of Prey Veng, Kampot, Kandal, Svay Rieng and Takeo. The implementation period for PADEE is six years, beginning in 2012 and ending in 2017.

3. MAFF assigns the overall responsibilities for project coordination and management to its Project Support Unit (MAFF-PSU). The Ministry of Women’s Affairs (MoWA) through its Implementing Support Unit and the National Committee for Sub-National Democratic Development Secretariat (NCDDS) are Project Implementing and Coordinating Agencies at national level. The Provincial Administrations of Prey Veng, Kampot, Kandal, Svay Rieng and Takeo provinces, are the Project Implementing Agencies, manage and coordinate sub-national implementation activities.

1.2 Project Implementation Manual

4. This Project Implementation Manual (PIM) describes the purpose, design, intended outputs and implementing arrangements including administration and financial management of PADEE. The PIM is a document of the RGC and IFAD. MAFF, MEF, MoWA, NCDDS and the Project Implementing Partners (PIPs) have reviewed and endorsed the PIM insofar as it describes their commitments, roles and responsibilities under the project.

5. The PIM forms the basic guidance for implementation of PADEE in accordance with the Financing Agreement signed by RGC and IFAD, the Project Design Report and the Minute of the Negotiation of the Financing Agreement between RGC and IFAD.

6. The PIM should be regarded as a “living document” that can be amended and improved at any stage in the lifetime of the project. Changes to the PIM should be proposed by RGC and should receive No Objection from IFAD before coming into force. Changes to the PIM that impact upon the Project Implementing Partners should be endorsed by those partners before being submitted to IFAD for No Objection.

7. The PIM will be translated into Khmer for use by RGC agencies and implementing partners. However, as it is the English language is an official language for communicating between RGC and IFAD. Therefore, the English version will be referred to in case of any discrepancy between English and Khmer versions.

1.3 Users of the PIM

8. The PIM is intended for the day-to-day use of all staff and agencies with responsibilities in implementation of the project. These agencies include MAFF-PSU, MoWA-ISU, NCDDS, the Provincial Administrations and technical agencies at national and sub-national level, as well as the Project Implementing Partners (FAO, SNV and IDE) and contracted service providers.
9. The PIM may be used as a reference and source of information by beneficiaries and stakeholders.

2 Project Description

2.1 Project Goal and Development Objective

10. The Project Goal of PADEE is “Improved livelihoods for poor people in the targeted communes in the project area of Kampot, Kandal, Prey Veng, Svay Rieng and Takeo.”
11. The Project Development Objective (PDO) is “Improved agricultural productivity and diversification of income sources for rural households in the target provinces.” A full Logical Framework for PADEE including outputs and indicators at each level is presented as Annex I to this Manual.

2.2 Key Results Indicators

12. The project Goal has three key indicators:
 - (i) Value of household assets owned by participating households increased on average by 25%¹
 - (ii) Decrease in prevalence of chronic malnutrition in children under five which are part of households benefiting from the project from current baseline of 30%² to 10%.
 - (iii) Average annual per capita food consumption by targeted households increased by 25% from USD 324³
13. The Project Development Objective has five key indicators:
 - (i) Around 90,000 households directly benefiting from project activities by PY6⁴;
 - (ii) Average wet season paddy yield of targeted households increased by 15% from average of 2.0t/ha to average of 2.4t/ha;
 - (iii) Average dry season paddy yield of targeted households increased by 15% from average of 4.0/ha to average of 4.6t/ha;
 - (iv) Average value of household non-rice agricultural production of targeted households increased by at least 20% from current average of USD 792 after three years⁵; and
 - (v) Average labour productivity of target households increases by 15% from an average of USD 4.6 per Labour Day across project beneficiaries⁶.

¹ The value of assets is based on a household asset index as used by IFAD RIMS as a proxy for poverty, where assets and household characteristics are aggregated using principal components analysis. Detailed data will not be available until after the baseline survey.

² Results from the 2010 RIMS survey for RPRP was used as baseline in design doc. Values has been updated in this PIM following the baseline survey under PADEE main impact study conducted by SBK R&D.

³ Food consumption is to be expressed in real terms. The Cambodia Socio-Economic Survey (2009) indicates that rural households on average spend USD 27 monthly on food and non-alcoholic beverages. Accurate values for the project area has been updated following the baseline survey under PADEE main impact study.

⁴ As explained in the PDR, this includes 49,200 primary beneficiaries (i.e. those that benefit from all key project interventions/components).

⁵ Current value has been updated following the baseline survey under PADEE main impact study.

14. These indicators will be determined by comparison of those households benefitting from both Component 1 and Component 2⁷ with comparable non-beneficiary (control group) households three years after start of project implementation.

2.3 Project Components

15. PADEE has three project components: Improved Access to Financial Services; Improved Access to Technology and Markets; and Project Coordination and Management.

2.3.1 Component 1: IMPROVED ACCESS TO FINANCIAL SERVICES

16. The intended outcome of Component 1 is “Targeted households improve financial literacy and increase level of investment and/or savings”. Component 1 has three sub-components.

17. Under Subcomponent 1.1 - **Group Conditional Capital Transfer Scheme (GCCTS)** households in the PADEE target group, through participating in Improved Group Revolving Funds (IGRF), gain access to credit for investments and working capital for activities that improve their livelihoods.

18. Through Sub-Component 1.2, **Capacity Building for Improved Access to Finance the members of the IGRF Groups** improve their financial literacy (household financial planning, interactions with financial services such as MFIs and banks and so on) and are encouraged to save through personal accounts held in an MFI.

19. Sub-Component 1.3: **Support to Existing Revolving Fund Groups** assists groups that were formed under IFAD-financed RPRP project in Prey Veng and Svay Rieng and the CBRD project in Kampot, to access financial services and form links with micro-finance institutions (MFI).

2.3.2 Component 2: IMPROVED ACCESS TO TECHNOLOGY AND MARKETS

20. Component 2 has the intended Outcome: “Targeted households use improved production technologies, establish market linkages, and diversify income sources.” Three sub-components contribute to this outcome.

21. Sub-Component 2.1, **Support to Innovation in Capacity Building**, develops capacity building materials and approaches for livelihood activities appropriate to the needs of the PADEE target group. Through the ownership of the appropriate mandated institutions (including the MAFF General Directorate of Agriculture (GDA) and the technical departments of MoWA, the training packages developed are available for dissemination wherever they are needed. Training packages cover core agricultural technologies such as improvements in rice productivity but also cover activities that do not require large amounts of land (referred to as “non land-based activities”) and that can be done by household members, particularly women and youth, in addition to the core agricultural livelihood activities of the household.

22. Sub-Component 2.1 also supports research and demonstration of production technologies, funds internships for young professionals who will contribute to project activities while improving their skills, and provides small grants to encourage innovation in capacity building for agriculture.

⁶ Labour productivity is measured as return to total labour in USD terms. Current value has been updated from baseline survey results under PADEE main impact study.

⁷ Estimated in the Project Design Report as 49,000 out of total 90,000 beneficiary households

23. Sub-Component 2.2, **Applied Training And Capacity Building**, includes (i) formation of the PADEE beneficiary groups, referred to as Improved Group Revolving Fund (IGRF) groups; (ii) training of group members (in sub-groups) using the training packages developed under Sub-Component 2.1; (iii) additional capacity development activities such as exchange visits; and (iv) the implementation support costs of the Provincial Departments of Agriculture and the Provincial Departments of Women's Affairs together with their District Offices. In the first year after group formation, all IGRF group members receive a basic training package focused on rice technology plus an introduction to additional activities (initially chicken, fish and vegetable) selected by the beneficiaries according to their needs. In the second year, the IGRF members form (sub) groups called Interest Groups according to the livelihood activities they are most interested in learning about. Trainings in Year 2 are directed to these Interest Groups.

24. Also under Sub-Component 2.2, IDE establish and support a network of Farm Business Advisers. FBA are not project staff but independent farmer-entrepreneurs who disseminate information on improved technology to farmers while selling associated agriculture inputs which are supplied through a quality-assured supply chain.

25. Sub-Component 2.3, **Small Rural Business Development**, provides funding and support to link rural producers to markets. While Component 1 and Sub-Components 2.1 and 2.2 support the basic resources and capacity development needed for groups of poor rural households to improve their livelihoods, Sub-Component 2.3 helps some of these households to strengthen their participation in the formal economy, in particular through development of associations and cooperatives of small producers. The implementation strategy for Sub-Component 2.3 includes improved knowledge through studies on market potential, supply chains and linkages; dissemination of knowledge through workshops and publications; technical assistance to farmer associations and cooperatives and (where appropriate) to buyers; and operation of a fund to support innovative investments that improve the linkage between producers and buyers.

26. Sub-Component 2.3 also includes support for technology and financing for bio-digesters suitable for poor and land-poor farmers. This activity is implemented through the existing National Bio-Digester Programme (NBP) of MAFF with technical assistance from SNV.

27. The intended outcome of **Component 3, PROJECT COORDINATION AND MANAGEMENT**, is "Efficient management and coordination by MAFF and all other implementing agencies to support satisfactory project implementation." Component 3 includes the core systems by which the component activities are planned and implemented in an integrated way. Component 3 also includes support to Gender Mainstreaming in implementation of PADEE and to the project Monitoring and Evaluation (M&E) activities. PADEE is an innovative project and the M&E system is designed to increase learning and knowledge and so contribute to policy development and future program design in the agriculture and rural livelihoods sectors.

2.4 Project Area

28. The PADEE project area is the provinces of Kampot, Kandal, Prey Veng, Svay Rieng and Takeo. Two hundred and forty six (246) Communes in 33 Districts of the five Provinces have been identified during the Project design process. These Communes are listed in Annex 2.

29. Although the PADEE target communes have been identified before the start of project implementation, the methodology for selection of the communes is included here for reference in case any revision of the target commune list becomes necessary during implementation.

30. The rules used for selection of the list of target communes were as follows:

- **Rural Communes Only:** All Sangkats within Municipalities of the five Provinces were excluded;
- **Rice-Growing Communes with Many Poor Households:** All communes with less than 200 poor households (estimated from CDB data using the methodology developed by NCDDS) and/or less than 500 hectares rice cultivation (total of wet season, dry season and recession crops recorded in the CDB) were excluded;
- **Communes with a High Poverty Rate:** Communes having less than 19% of all households living below the poverty line (estimated from Commune Database (CDB) data using the methodology developed by NCDDS) were excluded;
- **Minimum five (5) Communes per District:** From the list of communes remaining after Criteria 1, 2 and 3 were applied, all communes in Districts with five or less eligible communes were excluded; and
- **Maximum Eight (8) Communes per District:** in Districts with more than eight eligible communes, the number was reduced to eight by excluding the eligible Communes with the lowest percentage of households living below the poverty line, estimated from CDB data using the NCDDS methodology.

31. From a total of 535 Communes and Sangkats across 50 Districts and Municipalities in the five project provinces, the criteria led to 246 communes in 33 districts being selected. The number target Districts and Communes and the number of villages in these Communes is shown in Table 2.1 which is reproduced from the Project Design Report.

Table 2: Number of Target Districts and Communes						
Province	Districts			Communes		
	Selected	Total	%	Selected	Total	%
Kampot	5	8	63%	36	93	39%
Kandal	5	11	45%	36	147	24%
Prey Veng	11	13	85%	86	116	74%
Svay Rieng	4	8	50%	30	80	38%
Takeo	8	10	80%	58	100	58%
Total	33	50	66%	246	535	46%

32. PADEE supports formation of four IGRF groups (50 households in each group) in each target Commune. The four IGRF groups must be in different villages except where there are less than four villages in a Commune. Selection of the target villages is the responsibility of the Commune Council and must be done before the start of project implementation activities. The criteria and methodology for selection of the villages are described in Annex IX (Criteria for Village Selection)

2.5 Target Groups

33. The project targets resource-poor rural women and men and their households including: (i) poorest, (ii) poor and (iii) medium poor households. Landless and land-poor farmers, rural youth and women headed households in the poorest category are a priority for project assistance.

34. Each IGRF group consists of 50 member households. However, each household selects one member who is the household representative in the IGRF group. At least 50% of household representatives in each IGRF group must be women.

35. Beneficiary households are selected by a participatory wealth ranking process and by assessment (including self-assessment) of willingness to participate and ability to fulfill the project associated tasks responsibly. The selection process is described in Chapter 4.

36. In addition to the new IGRF groups, PADEE provides support to members of existing groups that were formed under the previous IFAD projects RPRP (in Prey Veng and Svay Rieng) and CBRD (in Kampot). This includes support to groups that are not in PADEE target communes. PADEE may also provide support to suitable revolving fund groups established by other agencies or projects within PADEE target communes in Kandal and Takeo.

37. IGRF group members may select outstanding farmers in their village, who may not be among the poorest households, to join in capacity development activities in order to share their knowledge.

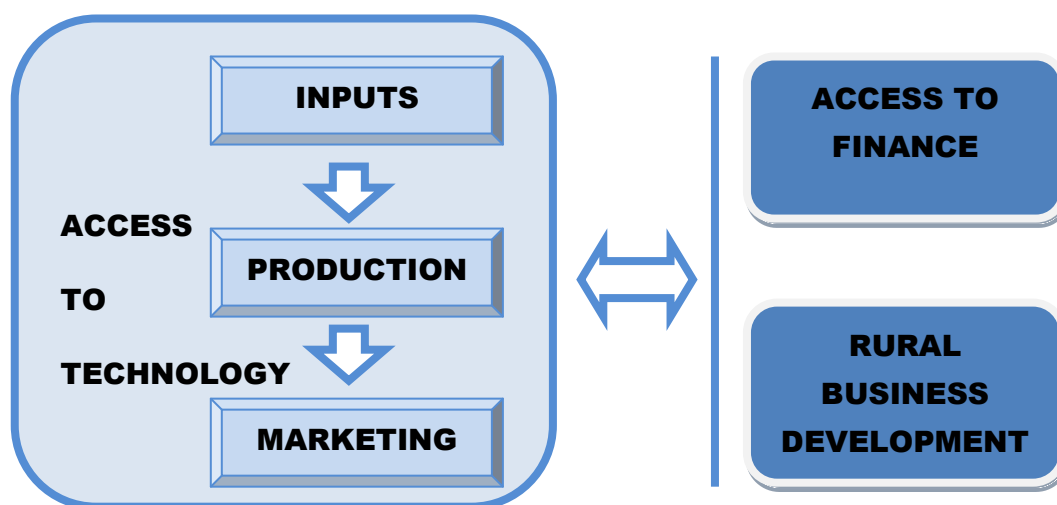
Households outside the target group may benefit from small business development activities and related technical assistance where this will result in benefits to the project target group.

2.6 Implementation Strategy

38. The strategy for implementation of PADEE builds on the experience of previous IFAD financed projects in Cambodia. Many features are retained from these previous successful projects and innovations are introduced to improve effectiveness and sustainability.

39. Although PADEE is divided into components and sub-components, the intention is that each component contributes to the success of the other components. Through participating in the activities under each component, beneficiary households gain financial and technical skills and can increase their incomes from land-based and non-land-based activities. As their capacity increases they can begin to link to formal markets through the business development sub-component.

40. The project approach to capacity building is based on MAFF's multi-disciplinary extension strategy. Training is integrated at two levels: first, integration of production techniques with marketing, gender and post-harvest management to form "packages"; and second, promoting integration of knowledge of improved production and marketing technologies with access to finance and practical application of techniques around small rural business activities. Training packages are regularly reviewed and updated in close collaboration with the technical agencies.



INTEGRATION WITHIN AND BETWEEN COMPONENTS IN PADEE

41. Therefore, careful integration between components and sub-components is essential to the success of PADEE. This is done through the locations and timing of the different activities and through coordination at all levels.

42. Within each component, the activities are phased so as to increase the capacity of the beneficiary groups step by step over a three year period. Groups progress from basic to more specialized trainings and receive additional funds to invest in the technologies they learn in each year.

43. PADEE makes use of private or non-government service providers in a number of different roles where this can supplement the capacity of government agencies or can improve sustainability. The involvement of these service providers will ensure a high quality of implementation while also broadening the experience and strengthening the capacity of the government staff who work alongside them. Service providers support the IGRF groups to maintain their accounts, freeing the Commune Extension Workers to act in a facilitation role. Service providers are involved in the preparation and delivery of some training packages and in the knowledge management activities of the project.

44. In order to ensure sustainability of the IGRF groups, from the second year of the creation of a group, a share of the cost of the book-keeping services will be paid from interest on loans, and this share will increase during the project period so that at the end of the project, the groups book-keeping services are self-financing. The larger size of the IGRF groups (50 households compared to 25 in previous projects) results in a lower cost per household for these services. The project also builds sustainability through links between the groups and formal financial institutions including MFIs.

45. PADEE is an innovative project and the monitoring and evaluation (M&E) activities are an important feature of the project design. Lessons learned from project implementation are used for constant review and improvement of project procedures as well as to contribute to knowledge for the design of future programs and projects. Knowledge generated from PADEE M&E is disseminated through workshops, technical meetings and websites (www.padee.org and www.cambodiagreen.org), and social-networking (facebook-padee) through sharing of events, actions, and the publication of reports of technical studies supported by the project.

2.7 Gender Mainstreaming

46. The needs of women in the PADEE target group can be different from those of men. It can be difficult for women to share equally in the benefits of the project activities. The needs of women are taken into account at every stage of the project design and implementation. The project will have a positive impact on gender relations through enhancing the role of women in social and economic development and promoting the participation of women in decision making processes within the local communities and also at district and provincial levels. All staff training programmes include gender awareness, analysis and monitoring and specific targets have been set for the selection of women as staff for the project.

47. The project gender mainstreaming action must include various levels (beneficiaries, components, and implementation staff) to ensure maximum participation of women in project activities and the consequent benefits. Activities for gender mainstreaming are carried out under the overall coordination of the Ministry of Women's Affairs (MOWA), in close collaboration with MAFF. Gender mainstreaming action plan described in Annex ??

3 Component 1: Improved Access to Financial Services

3.1 Component Objectives and Indicators

Table 3.1: Component 1 Results Framework	
COMPONENT OUTCOME: Targeted households improve financial literacy and increase level of investment and/or savings	
<p>Outcome Indicators</p> <ul style="list-style-type: none"> 984 IGRFs established and functional by PY4 Respectively 80%, 70% and 60% of IGRF members achieve training milestones and receive first, second and third conditional capital transfer in years 1, 2 and 3 of their operation. At least 440 IGRFs provide co-payment for service provider in year 2 and 3 of their operation and at least 392 IGRFs provide full payment in year 4 785 IGRFs increase the size of their initial fund of USD 4,000 by 30% after three years⁸ 24,500 IGRF members have saved a minimum of USD 36 in their MFI/Bank account three years after initial project support On average IGRF members report improved access to MFI credit compared to non-beneficiary comparable households two years after initial support⁹ Average annual number of transactions with MFIs for IGRF members is on average higher than that of non-beneficiary comparable households¹⁰ <p>Output indicators:</p> <ul style="list-style-type: none"> Contract with specialist service provider for accounting, record keeping and reporting finalized successfully in PY1 Contract with specialist service provider for capacity building in financial literacy and linkages to MFI finalized successfully in PY1 49,200 beneficiaries registered as members of an IGRF and trained in financial literacy by PY4 (of which at least 50% are women) For each IGRF at least one woman elected as one of the three group leaders 500 other existing GRFs are supported in project communes 	<p>Means of Verification</p> <p>Main impact study</p> <p>Farmer Organization Database (Specialist Service Provider Database)</p> <p>PADEE MIS (farmers update)</p> <p>Review of Revolving Fund Approach</p>

48. The intended outcome of Component 1 is that “Targeted households improve financial literacy and increase their level of investment and/or savings.” The beneficiaries of the component activities will be 49,200 households who are members of 984 IGRF (50 members per group) groups and about 12,500 households (25 members per group) who are members of existing groups. Outcome and output indicators from the project logframe are reproduced in Table 3.1.

3.2 Component Activities and Outputs

3.2.1 Sub-Component 1.1: Group Conditional Capital Transfer Scheme

49. Component 1.1 supports Group Conditional Capital Transfers (GCCT) of USD 4,000 per year (i.e. USD 80 or 320,000 Riel per household) over three years to each IGRF group. Transfers are made through the Cambodian banking system. In order to qualify for the grants the groups must meet criteria demonstrating their improved capacity to manage the funds and to make use of them to support livelihood activities. The criteria for receiving the capital transfers are set out in Table 3.2.

⁸ The 30% growth does not include replenishments to the fund, i.e. second and third transfers.

⁹ Qualitative indicator seeking to capture beneficiaries' experience in seeking credit services from MFIs.

¹⁰ Values for current and expected number of transactions will be added following the baseline survey planned at implementation. Target and non-target households are expected to have similar number of transactions in a without-project scenario.

Table 3.2: Criteria for Group Conditional Transfers

Conditionality for the first and second disbursements to 356 groups has been applied in reverse order to accommodate the delay in the financial literacy training. Consequently, completion of technical training is now a key criterion for the first disbursement, while financial literacy testing is now a condition for the second disbursement for these groups. The conditionality for the remaining groups are as followed:

Year	Conditions
Year 1 320,000Riel/member	<ol style="list-style-type: none"> 1. Group must have opened an account with an MFI of their choice (Khmer Riel currency). 2. Group Committee members must have completed the initial financial literacy training 3. At least 80% of member must have completed the Basis Training FFS package 4. All members must have attended and successfully completed gender training. Changing the participants will not be allowed.
Year 2 320,000Riel/member	<ol style="list-style-type: none"> 1. The Group shall demonstrate an excellent repayment rate of loans already made, assessed as the “30 Day Portfolio At Risk” (30 Day PAR) being less than 3% at the time of the transfer. 2. The group treasurer must have managed the group’s petty cash and MFI/bank passbook properly, with balances matching the external service provider’s reports 3. All members must have followed classes on the full financial literacy training, (covering the topics (i) household finance and budgeting (ii) dealings with MFIs (iii) interpretation of financial reports of the service provider.) and taken the exam on financial literacy and the group average score must be 60% or higher. Re exam will be available after 3 months for the member who get score less than 60% 4. The Group shall have paid to the service provider 33.3% of the service costs of the MFA in advance for the remaining months of the year after the date of the planned 2nd 5.
Year 3 320,000Riel/member	<ol style="list-style-type: none"> 1. The Group shall demonstrate an excellent repayment rate of loans already made, assessed as the “30 Day Portfolio At Risk” (30 Day PAR) being less than 3% at the time of the transfer. 2. The group treasurer must have managed the group’s petty cash and MFI/bank passbook properly, with balances matching the external service provider’s reports 3. All members must have followed classes on the refresher financial literacy training and taken the exam on refresher financial literacy and the group average score must be 60% or higher. Re exam will be available after 3 months for the member who get score less than 60%. 4. The Group shall have paid to the service provider at the start of the calendar year before the 3rd disbursement 67% of the service costs of the MFA for the following 12 months

Administrative Transfer Readiness Tasks - to be completed prior to first Disbursement

Once the below Readiness Tasks are completed, the MFAs shall inform the service provider management of the recommended date for the electronic transfer (typically one week before loans to members are due to be disbursed.) Once Readiness Tasks are completed for each group, the Service Provider shall inform MAFF PSU that the tasks have been completed and the date for the electronic transfer to be sent.

- Group members names and data have been entered into MBWin
- “Banking Day” in month agreed between IGRF group and responsible MFA
- Bank account opened

50. The grant funds are transferred directly from the Project Account at MAFF-PSU to an account held by the IGRF group at a bank or MFI selected by the group members. Each group

member opens an individual account with the same institution. Therefore, loan and repayment transactions are made between the group account and the individual member accounts and there is no need for the group leader to make large cash withdrawals.

51. Establishment and facilitation of the IGRF groups are activities under Component 2.2 of the project. Therefore the procedures for establishing groups, group internal rules etc, are covered in Chapter 4 of this Manual.

52. Transactions between the IGRF group and the individual members (loan withdrawals and repayments) are recorded in the first instance by the IGRF Group Treasurer. However, accountings, record-keeping and reporting are supported by an accounts service provider contracted and supervised by FAO. The service provider employs field agents who must visit each IGRF group at least one time per month. During these visits the agent records the transactions in an IT system (the GCCTS Database), through a laptop computer with an Internet connection. Table 3.3 shows how accounting responsibilities are divided between the IGRF group and the service provider.

Table 3.3: Allocation of responsibilities between IGRF and the external service provider			
	Function	IGRF's task	Service Provider's task
1	Loan approval or rejection	Yes	No
2	Keep petty cash	Yes	No
3	Set interest rates for loans	Yes	No
4	Keep passbook of the group (with ACLEDA or MFI)	Yes	No
5	Write vouchers for cash in and cash out transactions (disbursements and repayments)	Yes	No
6	Creation and opening of member records in the computer	No	Yes
7	Record cash in and cash out transactions in the computer	No	Yes
8	Generate accounting transactions when necessary	No	Yes
9	Generate monthly reports for the group (Trial Balance, list of loans)	No	Yes
10	Generate monthly report for the project	No	Yes

53. The GCCTS Database is stored on a server computer in MAFF-PSU and is accessible through the Internet. Access is provided to:

- The individual staff of service providers for the purpose of posting transactions such as loan disbursements, repayments, payment of remuneration to loan committees and external service providers, etc.
- Project staff for the purpose of monitoring & evaluating the IGRF lending activities including loan approvals, repayment ratios and portfolio qualities, loan purposes, etc. In addition, through data aggregation at commune and district levels, project staff can use the information on IGRF performance as one of the criteria in assessing performance by CEWs in a given commune.

3.2.2 Sub-Component 1.2: Capacity Building in Financial Literacy and Links with MFI

54. Sub-Component 1.2 supports capacity building for IGRF group members in financial literacy. Each IGRF group member and each CEW receives an initial training after the group is formed and before the first GCCTS transfer into the group account. Training topics are (i) household finance and

budgeting (ii) dealings with MFIs (iii) interpretation of financial reports of the account service provider.

55. As part of the training each IGRF group member opens a savings account at the MFI of their choice and makes an initial deposit. The project provides 4,000 Riel for this initial deposit. If the MFI or bank requires a larger initial deposit, the IGRF group members must pay the difference themselves. The financial literacy training encourages the IGRF group members to save with the MFI so as to build up a track record and help them to qualify for loans either individually or in groups. The linkages with MFIs will expand substantially the investment possibilities of project beneficiaries (including credit and savings options).

56. After the financial literacy training in the first year and the refresher training in the second year, all IGRF group members (i.e. one person per household) must take a test in financial literacy. The average score for all members in this test must be at least 60% (this is a criterion for release of the GCCT). For any household with no member taking the test, a score of zero is recorded.

57. In the case that the average score of the IGRF group members in the financial literacy test is less than 60%, the entire group will have the opportunity to take the test again after three months.

58. CEWs, IGRF members and officers receive training on the procedures and operation of the IGRF. The three officers and four loan committee members receive additional training on loan appraisal. Governance and transparency are highlighted and members are trained to understand and interpret the reports provided by the external service provider that handles their accounts (sub-component 1.1). The training must place emphasis on the responsibility of the member to monitor their officers.

59. All IGRF group members and CEWs must attend refresher training before the second GCCTS transfer.

3.2.3 Sub-Component 1.3: Support to Existing Revolving Fund Groups

60. In sub-component 1.3, members of groups formed with the support of IFAD RPRP project (in Prey Veng and Svay Rieng) or the CBRD project (in Kampot) as well as other existing Group Revolving Fund (GRF) groups in the PADEE target communes, are eligible for support in the form of short term technical assistance in financial management and options for improvement.

61. Groups eligible for support under Sub-Component 1.3 are identified through a mapping exercise at the start of the PADEE project. At the time of project design it is estimated that there are about 1000 groups which are potentially eligible. Of these 1,000 groups, about 500 will be selected for support. Criteria for eligibility are that the group: (i) is either a group formed by RPRP or CBRD, (ii) has at least three years of operation at the time of contact and (iii) members are willing to participate actively to bring the records in good order. Selection of the 500 groups is based on qualitative and quantitative assessments of need and perceived benefits and the decision is taken by the Provincial Support Team in close collaboration with the accounts service provider. The selection will be done in coordination with the District Support Team, CEWs and Commune Councils of the relevant communes.

62. The existing groups that are selected for support receive the same first year training as new groups, on household budget and finance, group governance and on dealing with MFIs, including the opening of a savings account. They do not receive any direct financial support or any further training after the first year. They are offered the following options for management of their existing GRF funds: (i) start using the accounts service provider for handling their accounts, records and reports; or (ii) continue to operate in the same way as before. It should be noted that because the RPRP and

CBRD groups are smaller, both in membership (25 members per group) and in size of the fund (USD3,308) than the IGRF groups, the cost of each visit by the agent could be higher as percentage of the fund. To keep costs down, the field agent may make less visits to these smaller groups (compared to the one visit per month required for the PADEE IGRF groups). The final agreement on number of visits and costs will be negotiated between the group and the service provider.

Interaction with Rotating Savings and Credit Associations

63. In addition to the revolving fund groups created under CBRDP and RPRP, many villages in the PADEE target area have formed Rotating Savings and Credit Associations (also called Savings Led Microfinance). These ROSCAs are somewhat similar to a traditional Cambodian “tontine” group and depend on members depositing savings into the group fund and then becoming eligible to withdraw loans from the fund. Unlike Revolving Fund Groups, ROSCAs do not benefit from cash transfers from project funds.

64. PADEE supports a study of the interaction between ROSCAs and the IGRF groups, including whether any households become members of both groups and whether the creation of one type of group has any impact on the sustainability of the other type. This study includes a baseline survey in PY1 and follow-up surveys in PY2 and PY3. The results of the study should include recommendations on how to combine the best elements of both types of village finance group.

3.3 Component Expenditures

65. The total planned expenditure under Component 1 is USD 16.7 million or about 39% of the project costs.

66. Sub-Component 1.1 expenditures fund the Group Conditional Capital Transfers together with the costs of the accounts service provider system: i.e. the cost of selection and training of the service provider (accounts); the cost of establishment and maintenance of the GCCTS database and the service provider operating costs.

67. The GCCTS transfers total USD 12,000 for each IGRF group spread over three years, and the total allocation for 984 IGRF groups over the project lifetime is USD 11,808,000.

68. For a fully capitalized IGRF (US\$12,000, not including the earnings retained for the first three years) that would charge two percent interest per month (which is the low end of the market rates) and that would be able to lend out, on the average, 80 percent of its resources, would spend only 32 percent of its (interest) income on operating cost per annum (USD270 or 37% for the service provider and USD461 or 63% for the committee members per year). The remaining 68 percent of income would be retained to increase capital of the group or, after conversion to an agricultural cooperative, to be paid out as dividend. Over time, the capital base of the group would increase very substantially at a rate of about 13 percent per annum if all earnings would be retained.

69. Only members who need to do a transaction with the fund will attend the monthly meeting. Not all 50 members will be involved in discussing, appraising and approving loans. Loan appraisal and approval will be delegated to a Loan Committee comprised of the three leaders (leader, secretary, treasurer) and four members. Leaders and members will, as part of the first year training, be encouraged to get away from the twice-a-year- seasonality of loans.

70. The election of the group leader and deputy by the group follow the established practice of RPRP. The treasurer and the four loan committee staff will be elected out of the top 10 members who have achieved the highest score in the exam on financial literacy. The group leader, deputy leader, treasurer and four members will together form the Loan Committee.

71. For each IGRF group, the project finances the cost of the service provider on a declining scale, as shown in Table 3.4.

Table 3.4: Funding Shares for Service Provider (Accounts)		
Year	% from Project Funds	% from IGRF Group
1	100%	0%
2	66.7%	33.3%
3	33.3%	66.7%
4	0	100%

72. Therefore after four years the full cost of the accounts service is paid by the IGRF group using money paid by group members as interest on loans. It is estimated that the cost to an IGRF will not exceed around 3% of the annual value of the fund which is a modest amount compared with the 18 to 24% annual interest on loans charged by most GRFs in Cambodia.

73. Sub-component 1.2 expenditures include the FAO Technical Cooperation Project (TCP) under which FAO provides technical assistance and develops and tests training materials in financial literacy. Sub-component 1.2 also supports the cost of service providers (Capacity Building) for delivery of financial literacy training; and the project support for initial deposits in IGRF group members' individual savings accounts.

74. The costs of Sub-Component 1.3 (Support to existing groups) are included in the operating costs of the Service Providers (Capacity Building) in Sub-Component 1.2, so there is no separate cost table for Sub-Component 1.3. The costs of the mapping of existing groups and studies of interaction with Rotating Savings and Credit Associations and Access of the Rural Poor to Finance are included in the cost tables for sub-component 1.2.

3.4 Component Institutional Responsibilities and Staffing

3.4.1 MAFF-PSU

75. MAFF-PSU is responsible for implementation of Component 1. MAFF-PSU responsibilities include:

- Procurement and contract management of the capacity building service provider (sub-components 1.2 and 1.3);
- Management of the GCCTS scheme including transfers of funds into the IGRF group accounts;
- Hosting the GCCTS Database on a server at MAFF-PSU and providing office space for the IT experts who administer the system;
- Consolidation of financial reports from the GCCTS Database.

76. No MAFF-PSU staff are funded directly under component 1 but the necessary costs are covered under Component 3.

3.4.2 FAO

77. FAO acts as Implementing Partner for Component 1. This arrangement gives the Project access to FAO's pool of expertise in the FAO Bangkok based "Global Centre of Excellence" on the

MicroBanker software. FAO responsibilities are divided into a Technical Cooperation Project (TCP) funded directly by FAO, and a Unilateral Trust Fund (UTF) agreement under which FAO implements activities funded from the IFAD grant and loan funds.

78. Under the Technical Cooperation Project FAO is responsible to:

- Develop financial literacy training materials for trainers;
- Develop financial literacy training materials for CEWs and beneficiaries;
- Develop a methodology and materials for testing the beneficiaries in financial literacy;
- Test the training and financial literacy test materials;
- Finalize the training and financial literacy test materials;
- Reproduce the training materials: 62,500 sets for 1,000 new IGRFs (of 50 members each) and 500 pre-existing groups (of 25 members each);
- Prepare TORs for the financial literacy training service provider;
- Assist MAFF-PSU to select the financial literacy training service provider;
- Provide a national microfinance expert as coordinator with the MAFF PSU for two years.
- Conduct training of trainers for the financial literacy component.

79. Under the UTF agreement, FAO is responsible to:

- Prepare TOR for the accounts service provider (accounts);
- Select and contract the accounts service provider;
- Prepare specifications and procure the computer hardware and software;
- Select and contract the communications provider;
- Develop training materials for field agents of the accounts service provider and CEWs;
- Train the field agents of the accounts service provider;
- Adapt the FAO-GIZ Microbanker software for use in the project;
- Provide technical support to the accounts service provider
- Conduct a survey of existing GRFs formed under RPRP and CBRD; and
- Implement a baseline and two follow-up surveys of the interaction between the PADEE IGRF groups and village ROSCA groups supported by other projects.

80. FAO is responsible to recruit and provide the following advisory staff:

- One International Procurement Expert (3 months, funded by IFAD);
- One National Rural Finance Coordinator (24 months funded by the FAO TCP and 36 months funded by IFAD);
- International TA for selection and support of the Service Provider (Accounts) (13 months funded by IFAD);
- International TA for customisation of reports from the Microbanker software (5 months funded by IFAD).

3.4.3 Service Providers

81. The Accounts Service Provider is responsible to recruit and provide (i) two national IT experts for administration of the GCCTS Database and support to field staff; (ii) sufficient field agents to support all the IGRF groups including attending a meeting of the IGRF group leaders committee one time each month and entering all transactions for the month into the GCCTS database; and (iii) providing financial reports for the IGRF groups.

82. It is estimated that one field agent can support about 30 IGRF groups. However the contract is output-based: the accounts service provider must provide sufficient field agents to meet the contractual commitments. The actual number of field agents may be more or less than one per 30 groups.

83. The Service Providers (Financial Literacy training) are responsible for:

- training IGRF group members, CEWs and members of existing groups in financial literacy;
- Facilitating the IGRF group members to make an informed choice of bank or MFI to open their accounts;
- Assisting IGRF groups to open group and individual bank accounts with the selected bank or MFI and to make an initial deposit into the accounts; and
- Conducting financial literacy tests of IGRF group members and entering the results into the PADEE MIS system.

84. The capacity building service providers are recruited under an outputs-based contract and are responsible to recruit and provide sufficient staff to meet their contractual commitments.

85. Provincial, District and Commune staff are responsible for formation and support of the IGRF groups under Component 2 of the project. The Provincial and District staff, CEW and Commune Councils also participate in selection of the existing IGRF groups that receive support from the project.

86. The financial institutions (MFI or bank) at which the IGRF groups and individual members open accounts are selected by the group members from those institutions that have capacity to provide the service. The institution must be either a bank or an MFI that is licensed to take deposits (there are five MFIs with this license). The institution does not have a contractual relationship with the project, only with the IGRF group and its members.

87. Terms of Reference of all individual roles are included in Annex IV.

3.5 Process

88. Table 3.5 illustrates the process that must be followed for implementation of Component 1. Activities are implemented either in the project start-up phase (PY1) or in Group Year 1,2 or 3 of the participation of each group in the project. Note that different groups start in different years, so Group Year 1 will be the same as PY2 for the groups starting in PY2, but Group Year 1 may be in PY3 or PY4 for groups starting later. Activities continuing in Year 4 after group formation are not shown.

89. In the table, activities in a single column and not separated by a solid horizontal line must take place in the order they appear. Activities in the second, third or fourth columns cannot take place until activities in the columns to the left have been completed. The fifth column shows the agency with direct responsibility for implementing each activity.

Table 3.6: Implementation Process for Component 1
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Start-Up (PY1)	Year of IGRF Group Capacity Development ³			Responsibility
	Group Year 1	Group Year 2	Group Years 3-5	
1. Set-Up of GCCTS Database				FAO / MAFF-PSU
2. TOR for SP ¹ -Accounts				FAO
3. Recruitment SP-Accounts				MAFF-PSU
4. Prepare FL ² Training Materials	8. Review	9. Review		FAO
5. TOR for SP-Capacity Building				FAO
6. Recruit SP-Capacity Building				MAFF-PSU
7. Study of Access to Finance				
	1. IGRF Group Formation			PDA/CEW
	2. FL Training (basic)	12. Refresher (advance)		CEDAC
	3. Open group and individual accounts			IGRF-board/ members
	4. Tests in FL	13. Tests in FL		CEDAC
	5. Gender Training	14. Gender Assessment		MoWA
	6. Assess against criteria and report to MAFF-PSU	15. Assessment against criteria and report to MAFF-PSU	21. Assessment against criteria and report to MAFF-PSU	IGRF-Support/ Supervision Committee
	7. GCCTS Transfer 1	16. GCCTS Transfer 2	22. GCCTS Transfer 3	MAFF-PSU
	8. Component 2 Technical Training	17. Component 2 technical training		Component 2
	9. Loans and repayments	18. Loans and repayments	23. Loans and repayments	IGRF Group
	10. Cash Management	19. Cash Management	24. Cash Management	IGRF Treasurer
	11. Reporting	20. Reporting	25. Reporting	MKA and CEDAC
1. Mapping of Existing Groups	3. Selection of Existing Groups 4. FL Training 5. Sustainability Options			FAO Province, District and Commune CEDAC Group Members
2. Study of interaction between IGRF groups and ROSCA (baseline)	6. Follow-up	7. Follow-up		
1: SP: Service Provider. 2: FL: Financial Literacy 3: Group Years are not the same as project years (PY1, PY2) as not all groups are formed in the same year.				

4 Component 2: Improved Access to Technology and Markets

4.1 Component Objectives and Indicators

Table 4.1: Component 2 Results Framework	
COMPONENT OUTCOME: Targeted households use improved production technologies, establish market linkages, and diversify income sources	
Outcome indicators: <ul style="list-style-type: none"> 70% of trained farmers still adopt recommended technology and/or report increased expenditure on inputs two years after project intervention 10% of IGRF members engaged in new or scaled-up non-land based income generating 	Main impact study Farmer Organization Database

<p>activities by PY5</p> <ul style="list-style-type: none"> 75 small rural business matching grants approved and implemented efficiently by PY6 Land and non-land based training packages developed (minimum 10 and 4 respectively), updated and endorsed by MAFF and MOWA by PY2 Around 200 Farmer Business Advisors providing extension services and supply of farm inputs to approximately 10,000 beneficiaries in a sustainable way by PY 3 4,000 pro-poor bio-digesters constructed and operating by PY4 <p>Output indicators:</p> <ul style="list-style-type: none"> 492 CEWs trained and working by PY4, of which 50% are women 49,200 beneficiaries trained in first and second year packages by PY5 6,000 outstanding farmers¹¹ trained in first and second year packages by PY5 3,800 beneficiaries trained in non-land based income generating activities, of which at least 70% are women by PY5 400 improved seed variety demonstrations conducted by PY5 400 crop diversification demonstrations conducted by PY5 	<p>(Specialist Service Provider Database)</p> <p>Study on the impact of Applied Training Activities budgeted and scheduled for PY2-3 before MTR and PY4-5 before project end</p> <p>Qualitative Review of Applied Training budgeted and scheduled for PY2-3 before MTR and PY4-5 before project end</p> <p>Case studies of farmer organizations budgeted and scheduled for PY2-4</p>
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90. Component 2 supports economic empowerment of target households and contributes to agricultural development in the project areas. The intended outcome of Component 2 is that “Targeted households use improved production technologies, establish market linkages, and diversify income sources.” The beneficiaries of the component activities will be 49,000 households who are members of 980 IGRF groups. Outcome and output indicators from the project logframe are reproduced in Table 4.1.

4.2 Component Activities and Outputs

4.2.1 Sub-component 2.1 - Support to innovation in capacity building.

91. Sub-Component 2.1 contributes to improving the quality of MAFF’s extension methodologies and materials, as well as support innovation and improvement of capacity development approaches for non land-based activities through MoWA. The capacity development is targeted primarily to PADEE IGRF group members but will also have benefits for other similar initiatives in Cambodia.

Training Packages on Land-Based Livelihoods Activities

92. The sub-component supports development of 10 training packages in land-based livelihoods activities suitable for the PADEE beneficiary farm households. Packages are to be divided into “modules” dealing with specific topics. There is some flexibility for farmers to choose which modules are the most important for them. Each package includes: (a) the training contents (marketing, specific production issues, etc), (b) selection of training tools (demonstrations, field days, exposure visits, trainings, face to face advisory services etc), and (c) description of incentives for direct investment by farmers (including inputs provided and expected farmer contribution). Training packages are based on existing materials but must be produced in a standard format agreed by GDA and must have the following features:

- The technology must be suitable for adoption by poor farmers with limited land (0.5 to 1.0 hectare);
- The extension approach adopted will be suitable for the targeted audience (i.e. prepared in such a way the illiterate members fully understand the training provided)
- The package must include production technology, post harvest management and marketing techniques;

¹¹ Outstanding farmers are not members of the IGRFs, however should be selected from the community by the IGRF members with facilitation from the Commune council, CEWs and MSTs

- The package must include a training strategy based on the adult learning concepts , and where applicable trainee farmers (groups of 25 trainees) implement the improved technologies on (a portion) of their own land (or livestock) during the period of the training.

93. The suggested list (to be finalized after completion of the training needs assessment) of land-based livelihood activity training packages to be developed may includes:

- Basic training package focussed on rice agriculture;
- Smallholder poultry production.
- Smallholder vegetable production;
- Smallholder aquaculture;
- Mushroom
- Watermelon
- Sweet corn
- Rice seed production
- Mung bean
- Smallholder pig production;
- Leadership training
- Business planning and profitability monitoring
- Seri-culture in collaboration with KOICA Supported project where appropriate

94. The strategy for development and update of the training packages is set by an annual workshop with all stakeholders (including external) participating. The preparation of the packages is timed to meet the needs of the PADEE IGRF group members who are trained under sub-component 2.2. Therefore, the training packages developed in the first year of the project include the package on rice production.

95. It is intended that the training packages will become standard packages for use wherever appropriate and not just in PADEE. Therefore, the annual workshops include representatives of other programs. The packages are validated by a review process inviting comments from a range of stakeholders before final approval by GDA.

Training of Trainers

96. Component 2.1 supports training of Master Trainers. Master Trainers may be staff of GDA or the Project Agriculture Technical Officer and the Mobile Support Team of the PDA and participate in national level trainings on training technique and on the land-based livelihood training packages. Two groups of Master Trainers, each consisting of about 30 trainees, are trained in each of PY1 and PY2. The Master Trainers will be committed to work for the project at least three years.

Master Trainers then train Mobile Support Team. Cost of training the Master Trainers and the Mobile Support Teams are included in Component 2.1. The Mobile Support Team trains the IGRF group members with the assistance of the CEW and under regular provision of technical support and supervision from GDA to provide regular technical backstop and advice to ensure the training quality delivered by Mobile Support Team Trainers (see Sub-Component 2.2). GDA is overall responsible

for the quality of the training program and should provide oversight to the PDA/DAO to do the quality assessments.

Land-Based Research and Demonstrations

97. Sub-component 2.1 includes on-farm research and demonstration activities. These activities are coordinated with the capacity building activities and are carried out on land belonging to PADEE IGRF group members or at locations where the IGRF group members can easily observe and benefit from the activities. The research and demonstration activities comprise:

- Fifteen (15) multi-location trials conducted by CARDI in each of Project Years PY2 to PY5;
- One hundred (100) improved seed/crop variety demonstrations (mainly paddy) conducted by GDA in each of Project Years PY2 to PY5. The purpose of these demonstrations is to improve farmers awareness of the potential of the newly released seed varieties;
- One hundred (100) diversification demonstrations conducted by GDA in each of Project Years PY2 to PY5. The purpose of these demonstrations is to increase the knowledge of PADEE beneficiary farmers about crops that are not traditionally grown in the project target areas, especially those that can (i) increase food security; (ii) improve soil fertility through rotations and (iii) improve the economic viability of the whole farm considered as a small business.

98. CARDI (for the trials) and GDA are responsible to make outline plans for the locations of the activities (type of activity, number of locations, District and year). The final locations are determined by PDA based on candidate locations identified in the Commune Planning Process. CARDI and GDA oversee implementation of the activities by District Agriculture Office staff.

Support to Rice Seed Production (GDA/CARDI)

99. This sub-component provides support for seed production for the demonstration program (within the farmer field schools) and seeks to address the longer term seed supply needs by supporting community/farmer seed production.

100. **Demonstration Program:** The project will conduct approximately 2000 demonstration on rice productions through the FFS. Approximately 100 kg of seed will be required for each demonstration. There will be three main sites, totalling approximately 1 hectare, for each demonstration, and in addition each IGRF member household will receive about 1 – 3kg of seed to test in its own field. The project will support the GDA/DRC to supply certified and commercial seed for this purpose, with funding for the purchase of foundation seed from CARDI (which required one year advance notice) and capital for commercial seed production by GDA. Activities include:

- Purchase from CARDI of foundation seed and production of the certified and commercial seed by DRC for use in the basic training packages and in seed demonstrations (PY1, PY2 and PY3);
- Procurement of seed cleaning equipment for RCD/GDA (PY1).

101. **Working Capital for Seed Production:** The sub-component supports CARDI and GDA to provide a consistent supply of its foundation seed and certified seed of the varieties promoted under the Royal Government's Rice Policy (and promoted through the project). Activities include working capital for production of certified seed in PY3, PY4 and PY5; and working capital for production of foundation seed in PY3 and PY4;

Support to Innovation in Non Land Based Livelihoods Capacity Development

102. The sub-component supports development of training packages in non land-based livelihood activities suitable for the PADEE beneficiary households. The non land-based livelihood capacity

development is particularly targeted to women members of IGRF group households. The project support focuses on those activities which have clear market potentials. Non land-based activities can include small livestock activities, handicraft production, small business activities, promotion of employment outside the agriculture sector, especially for youths, and so on

103. The expected outputs comprise:

- In PY1-2; a study of the non land-based livelihood activities that are suitable for PADEE beneficiaries, especially women in PADEE beneficiary households;
- A workshop in PY-3 and a follow-up workshop in PY4 to review the findings of the study and agree a strategy for capacity development;
- Development, validation and field-testing of the training materials (planned for PY3); and
- Review and updating of the training materials (planned for PY4 to PY5).

Knowledge Management and Dissemination

104. In order to ensure that the knowledge generated by the research and development of capacity building materials is preserved and disseminated, sub-component 2.1 includes specific activities for knowledge management and dissemination, comprising:

- Extension workshops covering both land-based and non land-based livelihood activities. There is an initial workshop in PY2 to review the existing situation and to determine the extension needs; to establish working groups for the various topics for the further development of extension materials and to coordinate the capacity development strategy of the project. Follow-up workshops will be held in PY3 to PY6. The sub-component also supports the costs of Extension Working Groups [these consist of the technical departments of the GDA, SNV, MAFF-PSU, MoWA, NGOS and private sector and other participants as applicable to the topic of the group] to coordinate and develop the extension strategy and materials within PADEE and with other projects and programmes;
- Studies and surveys to be conducted by SNV to support the extension approach of PADEE;
- Grants for innovation in capacity building. This grant facility is open to Cambodian organisations (public and private), enterprises and individuals that have an innovative idea for capacity building suitable to the needs of poor households. A maximum of 60% of the grants must be for capacity building for land-based livelihood activities and a minimum of 40% of the grants must be for capacity building for non land-based livelihood activities. The proposed approach to capacity building must be based on market principles. The grants can fund up to 100% of the costs of development and pilot testing of the approach. However, the application must indicate how roll-out of the approach will be funded if the pilot is successful. The grant facility for innovation in capacity building is managed by MAFF-PSU with SNV as advisor. Proposals and ideas can either be submitted in response to open calls for proposals or through targeted innovations initiated by MAFF, MoWA or provincial implementing agencies of PADEE. More information on the Grant Facility for Innovations in Capacity Building is presented in Annex ;
- An internship program in collaboration with the Royal University of Agriculture (RUA). Selected students in their final year are invited to cooperate with the project to conduct research for their undergraduate/masters thesis, including assessment of the impact of various interventions, case studies, benchmarking, documentation and management of the adaptive research trials, examination of technical and marketing issues, etc. An important element of this activity will be the feedback of the information into project management.

4.2.2 Sub-component 2.2 – Applied training and capacity building.

105. Sub-component 2.2 supports formation and capacity development of 984 IGRF groups using the training packages developed under sub-component 2.1. The sub-component supports additional capacity development activities including exposure visits, farmer awards, training of 492 Commune Extension Workers (CEW) of whom 50% are women; training of about 984 Village Animal Health Workers (VAHW), training of outstanding farmers and gender mainstreaming at Commune level. In addition, the sub-component supports extension of the IDE network of Farm Business Advisers into the PADEE target communes.

106. The total number of training packages delivered under Component 2.2 is:

- 1968 classes of 25 IGRF group farmers (plus selected outstanding farmers from the village) each receive Basic Training package on rice, fish, chicken, and vegetable;
- 1968 classes of 25 IGRF group farmers (plus selected outstanding farmers from the village) each receive additional 3 special training package (known as the “Common Interest Group (CIG)” package;
- A total of 2952 Common Interest Groups with a maximum of 25 IGRF group farmers (plus selected outstanding farmers from the village) each receive training in the second year selected land-based livelihood activity; and
- 329 Common Interest Groups generally of 10 to 15 IGRF group members (at least 70% of whom are women) trained in non land-based livelihood activities.

Selection of Target Villages

107. In any Commune with at least four villages, the Commune Council must select four villages to form IGRF groups. Village Selection is integrated with the Commune Planning Process in the year before IGRF group formation.

108. Commune Chief organizes a meeting at the Commune Office to select the target village. The meeting requires the participation from the District Planning M&E Officer, District Gender Officer, Commune Support Office, CEW, WCFP, local non-profit organizations, and elderly people in the commune and the village chiefs.

The criteria for selection of the villages are:

- The village has potential for productivity improvement
- The poorest village based on ID poor database
- Strong commitment from Village Chief to the success of the project implementation
- Favourable environment to implement the project
- Strong unity, peace and security
- No duplication of the support from other programme or project
- At least 50 HH per village

109. Families that are members of an existing revolving fund group set up with support from the RPRP project (in Prey Veng or Svay Rieng) and CBRDP (in Kampot) are not eligible to join a PADEE IGRF group. The Commune can select a village that has an RPRP group but it should take into account that some of the poor households in the village will not be eligible because they are members of existing groups. Therefore, the village must have at least 50 eligible target households that are not members of RPRP and CBRDP groups.

Formation and Orientation of IGRF Groups

110. The IGRF groups are formed in PY1, PY2, PY3 and PY4. Rules and procedures for formation of IGRF groups are included in Annex 4. The basic process is summarised as follows:

- i. First Village Meeting. At this meeting, the CEW explains objectives and activities of the project, and carries out the participatory wealth ranking. The 50 poorest families by the wealth ranking, meeting the criteria for IGRF group membership, become “temporary group members;
- ii. Home-based Observation. The CEW must visit each temporary group member household. During the visit the CEW must:
 - Compare the actual situation of the household with the selection criteria;
 - Explain carefully the obligations of being an IGRF group member, and especially, the need to commit time to join in trainings and other group activities;
 - Verify that the family is genuinely committed to becoming an active member of an IGRF group.
- iii. Second Village Meeting. At this meeting, the proposed membership of the IGRF group is announced and agreed by all the villagers. The meeting also included dissemination on the work plan of activities in the village and opportunities for non-IGRF group members to take part;
- iv. First meeting of the IGRF group. This meeting includes election of the group committee members (Chief, Deputy Chief and Bookkeeper). At least one of the committee members must be a woman. Also at the first meeting, the group must discuss and agree on the choice of “Plus One” training package for the first year. The CCs will issue a letter to officially recognize the group.

111. In the case that there are less than four villages in the Commune (or that there are less than 4 villages having at least 50 families who are eligible and willing to be IGRF group members) the Commune Council must propose one or more villages to have two IGRF groups each. Villages with two IGRF groups must have at least 100 families who are eligible and willing to join IGRF groups. The whole village follows one IGRF group formation process, but at the end the 100 families selected should be divided into two groups according to geographical location (for example the part of the village they live in, east side and west side).

Eligibility Criteria for IGRF Group Membership

112. Families joining the IGRF group must meet the following criteria:

- Among the poor families in the village, according to the wealth ranking;
- Are permanently resident in the village;
- Not too busy with other livelihood activities to participate in IGRF group trainings;
- Families that are honest and industrious, in compliance with the laws, have responsibility, and have good relations with other residents in the village; and
- Families that are determined to make regular savings, in accordance with the decisions of the group; and
- Families that are not members of any existing revolving fund group set up with support from the RPRP project.

113. Households can receive priority because of high vulnerability, for example if they contain members who are widowed, handicapped, and elderly or from an ethnic minority or are responsible for many children.

114. Families that are eligible are invited to join the IGRF group. The final decision is a voluntary decision for the family: they can decide to join the IGRF group or they can decide not to join.

Selection of Outstanding Farmers

115. Each IGRF group selects four outstanding farmers in their village but not be part of the IGRF in consultation with the village chief and the Commune Council. These outstanding farmers are invited to participate in IGRF group trainings. The project also links outstanding farmers to sustainable sources of information, i.e. DAO and PDA, input suppliers, traders or media. Outstanding farmers are not extension workers: they do not take an active role in training. By participating in group activities outstanding farmers can act as mentors and change agents for the other farmers, and participate in the trainings to share their experiences of how they achieve good results.

Capacity Building in Land-Based Activities

116. In the year when the group is formed, the IGRF groups are divided into sub-groups of 25 members each for training in land-based livelihood activities. The trainings in the first year are:

- One Basic Training Package. The Basic Training Package includes concepts and benefits of group formation, gender training and rice technology;

117. The basic training package is timed to fit the rice growing season in the village. For this reason, the trainings on chicken, fish and vegetable may be delivered either before or after the Basic Rice Training package.

118. During the year when the group is formed, the CEW assists the group members to form Interest Groups. Interest groups may be formed by dividing the 50 IGRF group members into two or three groups with a maximum of 25 members each; or some Interest Groups may be formed by joining IGRF group members from different villages who are interested in learning about the same topic. Interest group formation should take place at the time of the Commune Planning Process in the Commune.

119. In the second year (the year after the group is formed, each IGRF group member participates in a more advanced trainings according to the livelihood activity they have selected.

120. In the third year after group formation, the sub-component continues to support the IGRF group and the interest groups through the facilitation of the CEW. Advanced groups may also be supported by the Small Rural Business Development sub-component (see below).

121. In each training, the trainers select three or four members to act as the demonstration/experimenting farmers. These farmers are given inputs needed for the training (e.g. seed, fertiliser etc). Other group members are encouraged to invest their loan funds from the IGRF in the activities that they are trained in.

122. As well as the formal trainings, the IGRF group members participate in the following capacity development activities:

- Observing or participating in the on-farm research and demonstration activities in Sub-Component 2.1;
- Exposure visits to demonstrations or examples of successful application of agriculture technologies and best farming practices (one exposure visit per village, planned for the second year after group formation). These visits may also include outstanding farmers, village

chiefs and so on. Exposure visits are organised according to need and availability and may be used to encourage interest groups that show strong enthusiasm from the members or particular promise.

- **Farmer Awards:** the group members together select the farmer from their group who has been most successful in applying the techniques they have learned in training. This farmer receives a small cash prize and a certificate from PDA. There is one farmer award per IGRF group.

Capacity Building and Support for PDA/DoA

123. In addition to general equipment, staff and operations costs for PDA, DoA and the CEWs, sub-component 2.2 includes the following capacity building activities:

- Funds for Specialist Technical Services on Agricultural Themes. These funds can be used for specialist services by MAFF (DSA and travel) or consultancy firms on specific themes relevant to farmers in the province where PDA does not have expertise;
- **Training of District Agriculture Office staff** including development / adaptation of training materials and the cost of training (not including trainer costs which are in Component 2.1);
- **Training of the Commune Extension Workers.** The trainers are Master Trainers who are staff of PDA. There is also a budget for training support from external, specialist trainers;
- **Training and support of Village Animal Health Workers (VAHW).** There is approximately 1 VAHW per IGRF group. Each VAHW receives 25 days of training in the first year and five (5) days refresher training in the second year. VAHW are trained in groups of about 20. The trainers are PDA staff. A village meeting must be held to advise all villagers of the need for preventative care of their livestock and the dates when the service will be provided.

Support of Farm Business Adviser Networks

124. The sub-component also supports expansion of the IDE Farm Business Adviser (FBA) network into the PADEE target communes. FBA are not project staff: they are independent farmer-entrepreneurs who disseminate information about improved agriculture techniques to other farmers, and who gain an income by selling inputs from a quality controlled supply chain.

125. The number of additional FBA required to extend the network to the PADEE target communes is:

- Kampot: 36 FBA;
- Kandal: 36 FBA;
- Prey Veng: 51 FBA;
- Svay Rieng: 15 FBA; and
- Takeo: 58 FBA.

126. It is very appropriate if FBA are selected from amongst the Outstanding Farmers chosen by the IGRF groups. FBA cannot also be CEW.

Activities in support of the FBA network (implemented by IDE) comprise:

- Management and support of the FBA network;
- Selection and training of FBAs;
- Support of a quality-controlled supply chain for inputs.

Capacity Building of Non Land Based Livelihood Interest Groups

127. The CEW assists interested members of the IGRF groups to form Interest Groups to be trained in non land-based livelihood activities (using the training packages developed in Sub-Component 2.1). Usually, non land-based interest groups are formed in the year when the IGRF group is formed and the training takes place in the following year.

128. Non Land-based livelihood activities are targeted mainly to women members of IGRF group households. At least 70% of the members of these interest groups must be women. Any adult woman member of an IGRF group household is eligible – not only women who are registered as their household representative in the IGRF group.

4.2.3 Sub-component 2.3 – Small Rural Business Development

129. Sub-component 2.3 has three main elements: (i) rural business development services; (ii) rural business stimulus facility and (iii) support for bio-digesters for IGRF group member households.

Rural Business Development Services

130. Rural Business Service Development activities supported by the sub-component consist of four steps:

- i. The first step is **Mapping of Participants in Supply Chains** for Rural Products. This purpose of this study, based on interviews with key informants, is to:
 - Identify existing farmer associations, input suppliers and buyers of land-based and non land-based rural products and where they are located;
 - Determine whether these “supply chain” participants” are interested in forming links with PADEE beneficiary farmers as buyers of inputs or suppliers of outputs.
- ii. The second step is a **Supply chain analysis**. This study builds on the supply chain mapping and analyses the economic and technical feasibility for PADEE beneficiaries to become participants in the supply chains for rural products. The study focuses on marketing specifications (product quality, volumes, prices, post harvest sorting and grading, storage, logistics etc) and the best type of contractual relationships between the PADEE beneficiaries and other supply chain participants (e.g. contract farming arrangements, supply contracts etc).
- iii. Based on the outcome of the supply chain mapping and analysis, the sub-component supports practical actions to bring the PADEE common interest groups together with existing supply chain participants (i.e. existing farmer associations, input sellers or buyers of rural products). Events can include small study tours, local trade fairs and visits of supply chain participants to the PADEE common interest groups. For non land-based activities, the sub-component may also support activities designed to stimulate employment generation through linkages to private sector businesses or non-profit agencies.
- iv. Finally, based on the supply chain mapping and analysis and on feedback from the participants in the supply chain after the events supported in Step 3, the sub-component supports an analysis of the difficulties PADEE common interest groups face in forming sustainable links to the supply chain. Based on this analysis a business strategy will be drafted which will indicate the needs for additional capacity development of the special interest group and/or investment needs required to facilitate the linkages.

131. Sub-Component 2.3 also supports workshops to validate the findings of the supply chain mapping and analysis; and funds for case studies of farmer organisations, to be carried out by SNV.

Rural Business Stimulus Facility (RBSF)

132. The purpose of the RBSF is to support new business ideas that will help the members of the PADEE IGRF groups to produce and sell outputs from either land-based or non land-based activities. The RBSF can be used to pay for investments, supplies of inputs, operating costs and capacity

building in the start-up phase of the business. However, there must be a clear business plan showing how the business will become sustainable without more help in the future. The maximum length of time that a business can receive support from RBSF is three years. The RBSF cannot be used to support a business idea if the same kind of business is already operating successfully in the same commune.

133. The total amount of money available for RBSF Grants is USD 50,000 in PY3 and USD 87,500 in each of PY4 and PY5. Funds not awarded in one year can be rolled over to the next. It is expected that the RBSF will support 3 or 4 businesses in each province in PY3 and 5 or 6 businesses in each province in PY4 and PY5.

134. In most cases, the applicant for RBSF funding must also invest the applicant's own money (including money from the PADEE IGRF) and / or money from a commercial bank loan. It is expected that the average size of business investment will be about USD 12,000 and that 25% of this, i.e. average USD 3,000, will be the amount of the grant from the RBSF. The maximum size of grant from the RBSF depends on the type of applicant and the type of activity.

135. Applications to the RBSF must include:

- A clear business plan showing how the business will become sustainable without additional help in the future;
- A clear explanation of how the business will give PADEE IGRF group members a new opportunity or a better opportunity to produce and sell their outputs;
- A clear explanation of how the money from the RBSF will be used;
- A clear explanation of where other investment money needed for the business will come from; and
- A clear explanation of why it is not possible for the applicant to implement the business plan without help from the RBSF.

136. Three types of applicant may submit applications for grants from the RBSF:

1. PADEE supported groups (one group or more than one group working together);
2. Individual members of PADEE supported groups; or
3. Individuals or groups that are not members of PADEE supported groups (however the business activity must result in a benefit to PADEE group members).

137. Three types of grant can be awarded:

1. Investment grants for purchase of equipment, construction of buildings etc;
2. Working capital grants to cover costs of inputs in the first year of the business operations; or
3. Capacity building grants to build the capacity of the applicant to manage and operate the business.

138. The first RBSF grants will be awarded in PY3. The full rules and operating procedures of the RBSF including eligibility criteria and selection criteria will be finalised during PY2. Draft rules and operating procedures are included as Annex VII.

139. The RBSF is managed by MAFF-PSU. SNV provides technical assistance including screening applications and assisting applicants to develop their business plans. Awards are approved by an RBSF Grants Committee chaired by MAFF-PSU and with representatives of MEF, MAFF (MAFF-PSU, CARDI, and GDA) and MoWA-ISU as voting members. The MAFF-PSU with the

support from SNV is responsible to draft, review and approve the eligibility and selection criteria for the RBSF, subject to be endorsed by IFAD.

140. Payments from the RBSF are transferred from the MAFF-PSU Project Account into the bank account of the applicant. No cash payments can be made from the RBSF and payments cannot be made to anybody except the applicant.

Bio-Digester Activities

141. Sub-Component 3.2 supports PADEE IGRF group households to install appropriate bio-digesters as a clean, efficient and low-carbon source of household energy for cooking and lighting. Bio-digesters save labour in collecting fuel wood and in cooking and cleaning, and produce high quality bio-fertiliser for use on vegetable gardens or rice fields. Construction of bio-digesters creates employment opportunities which may be suitable for members of land-poor households.

142. The bio-digesters most commonly used in Cambodia and supported by the National Bio-Digester Programme (NBP) require a minimum of about 20 kg of animal manure per day as an input. Most PADEE IGRF group member households do not have enough animals to produce this much manure. Therefore, PADEE supports development of bio-digester technology suitable for poor households, support to MFIs to provide credit to IGRF group households for bio-digester installation, a subsidy for each bio-digester installed and technical assistance to NBP to implement these activities. The subsidy will be determined based on the result of the research and development of pro-poor bio-digesters.

143. Preparatory activities include:

- Research and development of pro-poor bio-digesters;
- Capacity development including training of masons, bio-digester companies and beneficiaries;
- Development of marketing and promotion materials and training materials on pro-poor bio-digesters;
- A baseline study and registration of the activity to be eligible for carbon credits.

144. The roll-out phase of the bio-digester activity includes:

- Agreement with MFIs to provide loans to PADEE beneficiaries for installation of the bio-digesters. The MFI receives a small management fee, funded by PADEE, for each loan;
- Construction of the bio-digesters, including a subsidy bio-digester from project funds;
- Monitoring and quality control by NBP staff, including recording of bio-digesters installed in a database;
- A bio-fertilizer extension programme, including adaptation and printing of new materials (4000 sets) and establishment of model farms on treatment, storage and application of bio-fertilizer.

4.3 Component Expenditures

145. Under Component 2 the project funds the costs project activities (described above) plus the following types of supporting investment costs:

- Technical Assistance costs of SNV (Sub-Component 2.1 and Sub-Component 2.3); PDA (Sub-Component 2.2) and IDE (Sub-Component 2.2);
- Equipment (office equipment and motorcycles) for PDA/DOA and PDoWA/DOWA;

- Training of Trainers Costs;
 - Meetings and Workshops to support implementation of Component 2.
146. Component 2.2 costs include the following recurrent costs:
- Staff costs including POC, DSA and travel costs for PDA staff, PDoWA staff, DoA staff and DOWA staff engaged in implementation of PADEE;
 - Operating costs of project equipment; and
 - Remuneration of CEW which is a consolidated package including salary, cost of provision of a motorcycle, and motorcycle operating cost.

4.4 Component Institutional Responsibilities and Staffing

4.4.1 General

147. Implementation of Component 2 is split between a number of agencies at national and sub-national level under the overall coordination of MAFF-PSU. All annual work-plans and budgets are subject to approval by MAFF-PSU and submitting to MEF and IFAD for their respective endorsement before implementation (see Chapter V below).

4.4.2 MAFF-PSU

148. MAFF-PSU coordinates implementation of Component 2. In partnership with SNV, MAFF-PSU directly manages funds to support

- internships and innovation grants (sub-component 2.1) and
- the Rural Business Stimulus Facility (sub-component 2.3).

149. MAFF-PSU staff and technical assistance positions are supported under Component 3.

4.4.3 SNV

150. SNV acts as an Implementing Partner with the Royal Government for Component 2 and contributes some of its own resources to the project costs.

151. SNV provide technical assistance to MAFF-GDA and to MoWA for preparation of specifications and for procurement of service providers to prepare training packages. SNV also assist MAFF-PSU to manage internships, and the Innovation Grants. SNV directly implements the Rural Business Services activities of sub-component 2.3 and makes appropriate recommendations for grant awards from the Rural Business Stimulus Facility. SNV provides technical assistance to the National Bio-Digester Programme to implement the bio-digester activities.

152. SNV is responsible for the following outputs:

- Technical Assistance and Coordination for developing training materials (both land-based and non-land based activities) of Component 2.1. For land based, SNV will collaborate with VVOB to develop the training material;
- Knowledge Management and Dissemination activities including Extension Workshops, studies and surveys, management of the innovation grants fund and management of the internships facility (Component 2.1);

- Implementation of Sub-Component 2.3 with exception of management of the Rural Business Stimulus Facility. SNV will assist applicants to the Rural Business Stimulus Facility to prepare business plans and will make recommendations for awards of grants from the facility;
- Advice and assistance to the NBP to develop, test and roll-out bio-digesters appropriate for poor and land-poor households, including preparation of training materials, manuals for use of the bio-digesters etc.

4.4.4 General Directorate of Agriculture (GDA) and other departments of MAFF

153. **MAFF-GDA** in collaboration with SNV and other line departments of MAFF is responsible for development of capacity building packages for land-based activities and for ensuring the overall quality of the training program. MAFF-GDA in cooperation with PDA and District Agriculture Staff is also responsible for on-farm demonstrations of seed varieties and crop diversification.

154. **The National Bio-digester Programme.** The NBP is based in the Department of Animal Production and Health of MAFF. The National Bio-digester Programme of MAFF (NBP) is responsible to implement the bio-digester activities of PADEE with technical assistance from SNV. The NBP will implement these activities under the contract arrangement with MAFF-PSU.

155. **CARDI.** CARDI in cooperation with PDA and the District Offices of Agriculture is responsible for Multi-Location Trials under Component 2.1. CARDI is also responsible for production of foundation rice seed of improved varieties, supported by the project. The CARDI activities will be implemented through the contract arrangement with MAFF GDA.

4.4.5 Ministry of Women's Affairs

156. The MoWA is the Implementing Agency. Ministry of Women's Affairs is responsible for development of capacity building packages for non land-based activities and to implement the Project gender mainstreaming strategy for PADEE and other IFAD funded Project. MoWA will coordinate this work through the MoWA-ISU and the Department of Women's Economic Empowerment, in close cooperation with SNV. Preparation of training packages is contracted out to appropriate service providers.

157. MoWA directly contracts the training service providers that train Interest Groups in non land-based livelihood activities. However, work plans for these trainings are prepared by PDoWA after consultation with PDA and the local authorities, in order to ensure good coordination with other PADEE activities, and are consolidated in the Provincial AWPB.

158. MoWA is represented on the Review Committee that makes the final decisions on award of grants from the Rural Business Stimulus Facility.

MoWA – ISU staff and technical assistance positions are supported under Component 3.

4.4.6 Provincial Departments of Agriculture and District Agriculture Offices

159. The Provincial Departments of Agriculture are responsible for (a) supporting planning of agriculture activities and for delivery of capacity building for on-farm activities; (b) assigning, managing and supporting the Mobile Support Teams and Commune Extension Workers; (c) providing training and support to Commune Extension Workers and Village Animal Health Workers and (d) assigning the staff of the Provincial Support Team to work full-time on the Project.

160. The Director of the Provincial Department of Agriculture acts as **Provincial Project Director** with responsibility to ensure the efficient, effective, transparent and reliable delivery of all PDA

outputs, gender mainstreaming activity, to ensure good cooperation with the Provincial Project Coordinator and with all agencies involved in implementation of PADEE in the Province.

161. The Provincial Support Team consists of the following full-time staff positions:

- The **Provincial Project Manager**, who is responsible to manage and oversee all day-to-day work of the PDA in PADEE. The Provincial Project Manager is also responsible for preparing the draft Provincial AWPB and draft Mid-Year and Annual Reports for submission to the Provincial Programme Coordinator in the Provincial Administration;
- The **Planning and M&E Officer**, who is responsible to:
 - Prepare and consolidate work-plans for PDA activities;
 - With the Planning and Investment Officer (in Provincial Administration); consolidate the draft PADEE provincial AWPB;
 - With the Planning and Investment Officer (in Provincial Administration); prepare for Provincial Coordination Meetings;
 - Implement the PADEE Monitoring and Evaluation system in the Province;
 - With the Planning and Investment Officer (in Provincial Administration); consolidate draft Mid-Year and Annual Reports.
- The **PDA Finance and Accounting Officer**, who is responsible to:
 - Maintain bookkeeping records of funds received from the Provincial Administration into the PDA Project Account and disbursements from the PDA Project Account;
 - Manage the PDA Project Account;
 - Manage the PDA petty cash including advances to the District Agriculture Office etc;
 - Prepare financial reports for submission to the Provincial Administration.
- The **PDA Administration Officer** is responsible to:
 - Assist the Provincial Project Manager with all administrative tasks as required;
 - Maintain PDA administrative records;
 - Monitor and ensure efficient use of all project equipment assigned to PDA.
- Two **Agriculture Technical Officers** (Three in Prey Veng and Takeo) who will jointly discharge the following responsibilities:
 - Act as Master Trainers of the Mobile Support Teams;
 - Directly train District Agriculture Office staff as needed;
 - Train Commune Extension Workers;
 - Train Village Animal Health Workers;
 - Monitor, coordinate and support the Mobile Support Teams;
 - Liaise with CARDI and GDA on planning and implementation of on-farm research and demonstration activities.
 - Monitor and evaluate the implementation of the land based agriculture training programs

162. One District Planning and Monitoring Officer is supported in each PADEE district. The District Planning and Monitoring Officers are recruited to their positions in time to start PADEE

operations in the District. This should be in mid-year before the year of formation of the IGRF groups. The responsibilities of the District Planning and Monitoring Officer are:

- Coordinate implementation of PDA / DOA activities in the District;
- Manage and support the CEW in the District;
- Consolidate the PADEE draft AWPB and Activity Schedule in the District;
- Prepare for PADEE monthly District Coordination Meetings and other meetings convened by the District Project Coordinator;
- Prepare the District Mid-Year Report and Annual Report.

163. The project supports DSA and travel costs for PDA and DOA technical staff to participate in PADEE project activities according to need.

164. The PDA is supported by two Technical Advisers.

- The **Provincial Project Coordination Adviser (PPCA)** is responsible to support in planning and coordination of the project activities with all level of project management, project staff and other partnership in sub-national. Although he/she is attached to PDA, his/her responsibilities include support of all aspects of implementation of PADEE in the province. In particular, the PPCA supports preparation of the AWPB, preparation of the implementation contracts between Provincial Administration and the line departments; preparation and facilitation of Provincial and District Coordination meetings and liaison between the Provincial Administration, PDA and PDoWA on the one hand and the non-governmental implementing partners (principally, SNV and IDE) on the other.
- The **Provincial Monitoring and Evaluation Adviser** is responsible to support the implementation of the PADEE M&E system and MIS activities in the Province. This role includes specific technical skills that may be beyond the capacity of the PDA staff. The role of the Provincial M&E Adviser is described in more detail in Chapter VI.

165. Terms of reference for all advisory and staff positions are attached in Annex IV.

4.4.7 Provincial Department of Women's Affairs

166. PDoWA is responsible for (a) implementing the gender mainstreaming action plan of the Project at provincial level, including training of IGRF group members in gender issues, and (b) planning, facilitating and monitoring training of Interest Groups in non land-based livelihood activities by specialist service providers.

167. Two staff positions are supported in PDoWA:

- One Provincial Gender Coordinator whose principal task is to oversee and support gender mainstreaming in PADEE within the province; and
- One Provincial Women's Economic Empowerment Officer whose principal task is to plan and monitor implementation of the trainings in Non Land-Based Livelihood activities in the Province.

168. One District Gender Officer is supported in each PADEE District. The District Gender Officer combines general support to the District Women and Children Coordinating Committee (D-WCCC) with responsibility for specific PADEE activities. Within PADEE, the District Gender Officer is responsible for:

- Gender mainstreaming training / ToT of the Commune Extension Workers;

- Support the Commune Women and Children Focal Points to participate in gender-related trainings under PADEE;
- Monitor implementation of the Gender Mainstreaming system in the District;
- Advise and assist the CEWs in their task of forming Interest Groups for non land-based livelihood activities, and in selection of training topics;
- Assist in preparation of the District Activity Schedule, particularly regarding gender mainstreaming and non land-based livelihood activities;
- Monitor, with the assistance of the CEW, implementation of the non land-based livelihood activities by the specialist service providers (and report through PDoWA to MoWA on this).

4.4.8 Mobile Support Teams

169. Training of farmers in land-based activities is done by Mobile Support Teams (MST) under performance base lump sum contract with the PDA. The payment will be based on the performance indicator to be certified by GDA. The selection of the MST will be guided and monitored by GDA. MST consists of Lead Trainers and Farmer Trainers. The Lead Trainer may include PDA staff, Provincial Fisheries Cantonment, District Agriculture Office staff or contracted (non-government) staff. In some cases, officials of MAFF at national level may act directly as Lead Trainers in specialist subjects but they do so under the coordination of PDA. The Farmer Trainers will be recruited from the best farmer in the target district. Fees provided to the Farmer Trainers will be at maximum 60% of the Lead Trainer. The trained MSTs will commit to work for the project at least three years.

170. In order to facilitate monitoring of the performance of the Mobile Support Team members, each pair of MST (one is Lead Trainer and another one is Farmer Trainer) is assigned primary responsibility for 4 IGRF groups for two production cycles. However, MST must be able and willing to travel to any part of the Province to conduct trainings as needed. MST may be assigned to train groups other than those that they are mainly responsible for, when:

- Efficient scheduling makes it necessary for MST to move between Districts or IGRF groups;
- The MST has specific skills that are needed for implementation of a training; or
- Another MST is unavailable (for example, because of illness).

171. MSTs are recruited on performance based contracts that can be extended when needed. There is one recruitment process to be guided and monitored by GDA for MST whether they are PDA staff or are contracted from the private sector. The performance based lump sum contract will include fees and the material to run the training or FFS. Before contract signed, one standard performance based lump sum contract will be submitted to IFAD for NoL

172. MSTs are recruited in groups in PY1, PY2 and PY3.. A pair of MST is running the training package within the project cost available for each group together.

The first MST are recruited and contracted in the second half of PY1, so that they can be trained and operational in PY2. In PY5, there will be a reduction in the total number of MST employed.

173. Recruitment of MST is by the following process:

- Open advertising of the positions, copied to all PDA staff but also by public advertisement in the Province [MAFF-PSU will support recruitment by placing of national newspaper advertisements];
- Short listing of applicants who have the required minimum qualifications and who sign a declaration of their availability to work full-time as an MST for at least one year;

- Written tests and interviews;
- Final selection of the best candidates, with a “reserve list” of candidates who are not selected but have shown that they have the necessary qualifications. These candidates are contacted in case any of the selected candidates withdraws or is disqualified;
- Women candidates must receive preference whenever possible. The target is that at least 30% of MST should be women.

174. MST receives ToT training from the Master Trainers at PDA. The Master Trainers must evaluate the suitability of the trainees. Any MST who does not attend the ToT regularly is disqualified. At the end of the training the MST must take a written test. If the MST does not score sufficiently high in the written test he or she must be disqualified.

175. Terms of Reference for the MST are included in Annex IV.

4.4.9 Commune Extension Workers

176. Commune Extension Workers facilitate the formation and training of the IGRF groups and the Special Interest Groups with assistance from the District Office of Agriculture and PDA.

177. The sub-component supports the selection and training of two Commune Extension Workers (CEW) in each PADEE target commune. One man and one woman CEW are selected in each Commune and begin work before the IGRF group formation. In PADEE, the role of the CEW is different from that in previous IFAD projects – the CEW does not act as a trainer directly and does not provide record keeping support to IGRF groups. In PADEE, the CEW acts as a facilitator for the groups by backstopping and following up their training, making sure trainers are present and reporting on the quality of training delivered. In summary, the role of the CEW is:

- Facilitate formation of the IGRF groups, including visiting each household proposed as an IGRF group member after the first village meeting;
- Conduct orientation of the IGRF groups;
- Assist IGRF groups to plan their activities, including selection of the “Plus One” training package;
- Participate as a facilitator in all IGRF group trainings;
- Encourage farmers to attend trainings, explain the conditionality aspects of project interventions and ensure that beneficiaries are applying their learning in conjunction with their investments from the revolving fund. CEW must make regular visits to farmers to inspect fields, animals and ponds supported under the project to assess their progress and to provide support and encouragement;
- Assist the IGRF group to liaise with the Service Provider (Accounts);
- Participate in planning of all PADEE activities in the Commune, including participating in District Coordination Meetings;
- Facilitate the formation of Interest Groups and selection of training topics for Land Based and Non Land Based Livelihood activities;
- Assist individual IGRF members and groups of IGRF members to identify and take advantage of production and marketing opportunities, and to prepare business plans;
- Support screening, appraisal and evaluation of business plans, as well as facilitate review meetings and ensure positive peer reviews of implementation of individual business plans by groups. The CEW will have regular contact with the District Agriculture Office if problems arise that are beyond his/her capability to solve;

- Raise awareness on the benefits of bio-digesters and disseminate information on how IGRF group members can apply for assistance to install bio-digesters. CEW must also be trained on the use of bio-fertiliser produced by the bio-digesters.
- Facilitate activities such as on-farm research and demonstrations; exposure visits; farmer awards etc;
- Monitor all PADEE activities implemented in the Commune and enter basic data on outputs directly to the PADEE MIS system, either using a mobile telephone or through a computer with Internet connection.

178. In addition the CEWs, generally being farmers themselves, are expected to also lead the adoption of the new and improved technologies promoted by the project and innovate themselves. Some of these CEWs may also emerge as leaders of groups and a range of grassroots organizations.

179. The TOR of the CEW under PADEE are included in Annex IV.

180. CEWs are recruited in the middle of the year before IGRF group formation in the commune, so that they can be trained and become operational at the start of the year when the IGRF groups are formed. CEWs are recruited initially on a two-and-a-half year contract. One CEW will receive a contract extension to work on PADEE for an additional year. Therefore, there are two CEWs in each Commune during the year of IGRF group formation and the following year, then one CEW per commune for one more year.

181. Table 4.4 shows the number of CEWs employed (number of person-years) in each province, each year.

Table 4.4: Deployment /Rollout of CEWs by provinces.

PROVINCE		2012	2013		2014		2015		2016		2017		2018
		Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun
Kampot	Communes	14	28	28	28	36	36	36	36	36	36	36	36
	CEWs	28	56	56	56	72	58	44	44	30	8	8	8
	1st Batch	28	28	28	28	28	14	14	14				
	2nd Batch		28	28	28	28	28	14	14	14			
	3rd Batch					16	16	16	16	16	8	8	8
Kandal	Commune	14	28	28	28	36	36	36	36	36	36	36	36
	CEWs	28	56	56	56	72	58	44	44	30	8	8	8
	1st Batch	28	28	28	28	28	14	14	14				
	2nd Batch		28	28	28	28	28	14	14	14			
	3rd Batch					16	16	16	16	16	8	8	8
Prey Veng	Commune	30	70	70	70	86	86	86	86	86	86	86	86
	CEWs	60	140	140	140	172	142	102	102	72	16	16	16
	1st Batch	60	60	60	60	60	30	30	30				
	2nd Batch		80	80	80	80	80	40	40	40			
	3rd Batch					32	32	32	32	32	16	16	16
Svay Rieng	Commune	8	24	24	24	30	30	30	30	30	30	30	30
	CEWs	16	48	48	48	60	52	36	36	28	6	6	6
	1st Batch	16	16	16	16	16	8	8	8				
	2nd Batch		32	32	32	32	32	16	16	16			

	3rd Batch					12	12	12	12	12	6	6	6
Takeo	Commune	23	43	43	43	58	58	58	58	58	58	58	58
	CEWs	46	86	86	86	116	93	73	73	50	15	15	15
	1st Batch	46	46	46	46	46	23	23	23				
	2nd Batch		40	40	40	40	40	20	20	20			
	3rd Batch					30	30	30	30	30	15	15	15
Total CEWs (5 provinces)		178	386	386	386	492	403	299	299	210	53	53	53
Total communes coverage:		89	193	193	193	246	246	246	246	246	246	246	246
Salaried CEW coverage per commune:		2.00	2.00	2.00	2.00	2.00	1.64	1.22	1.22	0.85	0.22	0.22	0.22

	: Selection and Training period
	: 2 CEWs (full) support per Commune
	: 1 CEW support per Commune

4.4.10 IDE

182. IDE is responsible to recruit and support the functioning of the Farm Business Advisers. IDE will support the PDA to ensure the success of the Service Delivery through Farmer Business Advisor and the CEW in providing the technical service and high quality of agriculture inputs to the PADEE target farmers. IDE also acts as an implementing partner, contributing its own resources, in implementation of Sub-Component 2.2. IDE directly employs the staff needed to establish and support the FBA network.

4.5 Process

Table 4.4: Implementation Process for Component 2				
Start-Up (PY1)	Year of IGRF Group Capacity Development ³			Responsibility
	Group Year 1	Group Year 2	Group Years 3-5	
National Workshop on Extension Approach	Annual	Annual	Annual	MAFF-PSU / GDA
Specification of training packages				SNV with MAFF-GDA and MoWA
Preparation of training packages (land-based)				MAFF-GDA-SNV
Preparation of training packages (non land-based)				Service providers with MoWA
Training of Master Trainers (land-based)				MAFF-GDA
Study of opportunities for non land-based activities				SNV
Selection of training service providers (non land-based)				MoWA with SNV
Target villages identified				CC with PDA
PADEE integrated in Commune Planning	PADEE activities	PADEE activities	PADEE activities	CC

	integrated in planning	integrated in planning	integrated in planning	
Recruitment of Mobile Teams				PDA
Recruitment of CEW				PDA/CC
Training of CEW				PDA
Selection of VAHW	VAHW training	Refresher		PDA
Identification of FBA				IDE
FBA support network in place				IDE
Gender training of CC				PDoWA
Supply Chain Mapping				SNV
Supply Chain Analysis				SNV
	IGRF Group Formation			PDA/DoA/DA ¹ /CC/CEW
	IGRF Group Orientation			DA/CEW
	Selection of Plus One Package			DA/CEW
	Basic Training Package	Interest Group Training: land-based Activity		Mobile teams / CEW
	Plus One Training Package			Mobile teams / CEW
	Formation of Interest Groups			CEW
	Planning of Interest Group Trainings			CEW/DoA/PDA/PDoWA
		Interest Group training – Non Land-based		Service Provider (PDoWA monitor)
		Exposure Visit		PDA/DA/CEW
	Farmer Awards	Farmer Awards	Farmer Awards	
			Identification of RBSF proposals	SNV
			Appraisal of RBSF proposals	SNV
			Approval of RBSF awards	Awards Committee
			Monitoring of RBSF	SNV

			implementation	
			Feedback from RBSF	SNV
Preparation activities for pro-poor bio-digester activities	Roll-out of pro-poor bio-digester activities			National Bio-Digester Program with SNV
	Multi Location Trials			CARDI / DOA
	Diversification Demonstrations			GDA /DOA
	Improved Seed Demonstrations			GDA / DOA
1: DA: District Administration.				
2: Group Years are not the same as project years (PY1, PY2) as not all groups are formed in the same year.				

183. Table 4.3 summarizes the activities needed for implementation of Component 2 in approximate order.

184. Pre-conditions for implementation at local level include (1) preparation of training packages; (2) selection of trainers (i.e. mobile teams for land-based activities and service providers for non land-based activities; (3) CEW, VAHW and FBA selected and trained and (4) Commune Situation Analysis (see the box below).

185. Activities should start at District and Commune level in the second half of the year before IGRF group formation so that there is time to recruit and train the CEW.

Commune Agriculture Situation Analysis

Commune Situation Analysis is a short workshop format in each Commune. Participants include the Commune Council, CEW, Village Chiefs, District Planning and Monitoring Officer and District Gender Officer.

The purpose of the Commune Situation Analysis is to obtain a basic factual profile of the agriculture situation in the Commune. This should not require more than one half-day. The information is recorded for later use in work planning and as a basis for discussions with IGRF groups on choice of appropriate training packages.

Information to be obtained in the Commune Situation Analysis includes:

- Times of rice planting and harvesting in the Commune;
- Important non-rice crops grown in the commune;
- Key constraints to agriculture productivity in the commune;
- Marketing – where farmers sell their crops and difficulties encountered;
- Opportunities for new crops or increased production of any crops;
- Any existing agriculture support projects in the commune;
- Number of existing farmer groups in the commune.

186. Activities in the first year after the formation of an IGRF group include (1) group orientation; (2) selection of the appropriate “Plus One” training package for the group – this must be done at an early stage for planning purposes; (3) delivery of the basic and Plus One training packages; followed by (4) formation of the Interest Groups and (5) selection of the Interest Group training packages. These activities should take place in the first year to ensure planning and coordination of Year 2 activities through the AWPB.

187. Exposure visits should most appropriately take place in the second year after group formation, when the groups have received their basic training and Interest Groups have been formed.

188. The Farmer Awards should most appropriately take place in the third year after group formation, when the IGRF group members have completed their training and have an opportunity to evaluate their success in applying the technology they have learned.

189. The supply chain mapping and analysis for Sub-Component 2.3 can take place in PY1 or PY2. The Rural Business Stimulus Facility cannot begin operations until PY3 which is the first year when there are active Interest Groups formed from the PADEE beneficiary farmers.

5 Component 3: Project Coordination and Management

5.1 Component Objectives and Indicators

Table 5.1: Component 3 Results Framework	
COMPONENT OUTCOME: Efficient management and coordination by MAFF and all other implementing agencies to support satisfactory project implementation	
Output indicators: <ul style="list-style-type: none"> MAFF PSU working effectively to coordinate national and sub-national project implementation Capable project manager appointed through transparent and competitive process All M&E and gender activities implemented in a timely and efficient way by project implementing institutions <ul style="list-style-type: none"> Project implementing institutions complete the hiring of external specialist services in a timely and effective manner as required for project execution 	Means of verification: <ul style="list-style-type: none"> Observation by project national team and feedback from provincial district team Project progress reports IFAD supervision mission reports

5.2 Component Activities and Outputs

190. Component 3 of PADEE includes the project management arrangements, staff, equipment, offices and support systems required to ensure smooth and efficient delivery of the outputs of Components 1 and 2, in accordance with project implementation strategy and principles; to ensure full and timely reporting on PADEE activities to the Royal Government and to donors; to ensure that lessons learned in implementation of PADEE are reviewed and that any necessary and appropriate adjustments to project design or implementing strategy are made; and to ensure that the experience of PADEE implementation results in knowledge to inform policymaking and the design of future projects.

191. Specific activities included in Component 3 are:

- recruitment of project staff;
- establishment of project offices;
- procurement and allocation of project equipment;
- the annual work planning and budgeting cycle;
- the arrangements for ongoing monitoring, coordination and intervention at national and sub-national levels;
- the biannual reporting systems;

- gender mainstreaming procedures; and
- monitoring and evaluation.

5.3 Component Expenditures

192. Component expenditures in the Cost Tables (Annex III) are assigned to MAFF-PSU; M&E Unit (which is part of MAFF PSU but with a separate budget); MoWA and the Provincial Administrations. The expenditures assigned to the Provincial Administrations include support to the District Administrations and Commune Councils. Planned component 3 expenditures are:

- MAFF Project Support Unit
- MoWA Implementation Support Unit
- Provincial Management

193. Expenditures assigned to MAFF-PSU (Sub-component 3.1) include equipment, technical assistance, costs of project staff including POC, DSA and travel, equipment operation and maintenance and other operating costs. The costs of equipment and operating costs for MEF-DIC to support the project are included in the costs of MAFF-PSU.

194. Investment costs assigned to the M&E Unit include equipment, the cost of international technical assistance to establish the project management information system, costs of studies and surveys (see Chapter 6) and costs of events and publications for knowledge sharing. Recurrent costs are staff costs (POC, DSA and travel); equipment O&M and other costs.

195. Investment costs assigned to MoWA (Sub-component 3.2) are costs of studies and policy support, costs of project equipment, capacity building activities for project staff, and costs of MoWA support to gender mainstreaming at sub-national level. Recurrent costs consist of staff costs (POC, DSA and travel costs) and equipment operation and maintenance.

196. Investment costs assigned to the Provincial Administration (Sub-component 3.3) are the cost of equipment for the Provincial Administration (office equipment and motorcycles) and the cost of training of Provincial Administration Staff.

197. Recurrent costs assigned to the Provincial Administration are staff costs (including POC, DSA and travel for two positions in the Provincial Administration, and DSA and travel costs for additional Provincial Administration staff and District Administration staff to support PADEE activities as needed; and operation and maintenance costs of project equipment.

5.4 Component Institutional Responsibilities and Staffing

5.4.1 General Description of Project Implementation Arrangements

5.4.2 Ministry of Economy and Finance

198. Ministry of Economy and Finance (MEF) represents the Royal Government of Cambodia (RGC) to IFAD and responsible for signing and forwarding the withdrawal applications to IFAD.

199. MEF Department of Investment and Cooperation (DIC) supervises implementation of the project on behalf of the RGC. All formal communications with IFAD are through MEF-DIC.

200. The tasks for which MEF are responsible include:

- Ensure inter-agency cooperation when required;
- Fulfill the government fiduciary oversight;

- Provide sufficient counterpart contribution funds in a timely manner to finance the Project activities, including payment of government salaries;
- Endorsing the Project Annual Work Plan and Budget (AWPB); and
- Timely processing of withdrawal applications, approval of procurement actions and other necessary documents in accordance with the Standard Operating Procedures for Externally Assisted Projects.

201. To support these activities, the Project supports the following staff in MEF-DIC, World Bank Division (WBD):

- One IFAD Liaison Officer (supported from mid-PY3 after the closing of the RULIP Project);
- One Project Officer;
- One Finance Assistant (supported from mid-PY3 after the closing of RULIP); and
- One driver.

5.4.3 Ministry of Agriculture, Floristry and Fisheries

202. MAFF is the Executive Agency. MAFF assigns its responsibility for implementing the project to the Project Director who carries out this work through MAFF-PSU.

203. The Project Director is a senior official of MAFF. The specific responsibilities of the Project Director include:

- Responsible for ensuring efficient, effective, accountable and transparent implementation of the project;
- Approval of all major decisions affecting project implementation strategy and implementing arrangements;
- Approval of the Mid-Year Report and Annual Report.

5.4.4 MAFF-PSU

204. The MAFF-PSU will ensure that the Financing Agreement will be strictly observed during implementation. MAFF PSU will have overall responsibility for coordinating the successful implementation of the Project, providing inter-ministerial and inter-provincial co-ordination, technical and policy guidance.

205. MAFF-PSU is responsible for the following functions:

- Assisting, advising and coordinating the project implementation;
- Overall coordination of project implementation including coordination between all implementing agencies and implementing partners;
- Consolidation of planning and budgeting;
- Maintaining the Project Finance and Accounting System;
- Open and manage the Project Account;
- Financial management and reporting to MEF;
- Prepare in a timely fashion the withdrawal applications for submission to MEF and onward to IFAD for quarterly advance based on the financial statements;
- Appointment of an independent auditor;
- Procurement of goods and services in accordance with the Project Procurement Plan (except for procurement by other agencies as detailed in Chapter 8, Procurement);
- Monitoring and Evaluation and Knowledge Management through the Project M&E Unit with the support from SNV; and

- Overall management of Component 1 with technical assistance from FAO; and
- Management of tasks under Component 2 as described in Chapter 8.

206. The following staffs are assigned to MAFF-PSU with Project Coordination and Management responsibilities:

The **Project Manager**, responsible for:

- General management of the MAFF-PSU including decision-making on all matters except for those reserved for the Project Director signature;
- Management of MAFF-PSU staff;
- Convening of national level project coordination meetings;
- Reporting to the Project Director on implementation progress.

Procurement Officer (one position), responsible for:

- Preparation, review and updating of the Project Procurement Plan;
- Administration of procurement undertaken by MAFF-PSU;
- Assistance to MoWA-ISU for procurement of items assigned to MoWA;
- Act as Secretary to the Procurement Review Committee;
- Assist in supervision of contractors and special service providers contracted to MAFF-PSU;
- Maintenance of procurement records.

Financial Management Officers (two positions), responsible for:

- Management of the Project Accounts;
- Bookkeeping of all transactions from the Project Accounts;
- Manage the MAFF-PSU petty cash;
- Monitor financial management of subsidiary accounts at Provincial Administration;
- Prepare project accounts using PeachTree accounting software;
- Prepare Financial Reports.

Planning Officer (one position), responsible for:

- Preparation of the AWPB, including annual review of the project cost tables and implementation plan; preparation of advice on AWPB preparation to be disseminated to Provinces and implementing agencies; attendance at Provincial AWPB meetings; cooperation with all implementing agencies on AWPB preparation; preparation of the national AWPB workshop;
- Enter the AWPB in the project MIS;
- Monitor implementation of the AWPB using the MIS and reports submitted from Provinces and implementing agencies;
- Report to the Project Manager on any need for intervention to ensure smooth implementation of the AWPB; or any need for amendment of the AWPB during the year.

Administration Officer (one position), responsible for:

- Maintain project staff administrative records;
- Maintain records of project equipment and other assets;

- Maintain project documents and correspondence;
- Carry out administrative tasks as directed by the Project Manager.

Drivers and support staff.

Two advisers are contracted by MAFF-PSU:

- One international **Procurement and Fiduciary Specialist**, for twelve person-months in Project Year PY1 and three months in each of years PY2 to PY5;
- One national **Financial Management Specialist**, for six person-months in each of Project Years PY1 to PY3. [JHA comment: NB could consider re-allocating time from international to national to make this a full-time position]
- Component 3 also supports three staff in the M&E Unit of MAFF-PSU: one M&E Lead Officer, one M&E Planning Officer and one Database and Webpage Manager. The roles and responsibilities of these staff are described in Chapter 6.

5.4.5 Ministry of Women's Affairs

207. MoWA has an Implementation Support Unit (MoWA-ISU). The responsibilities of MoWA ISU are as follows:

- Consolidate the Annual Work Plan and Budget for activities assigned to MoWA in all project components;
- Consolidate the Mid-Year Report and Annual Report on activities assigned to MoWA in all project components;
- Financial management and reporting on funds transferred into the [Project Account] of MoWA-ISU;
- Procurement of technical services as detailed in Chapter 8;
- Implementation of the PADEE Gender Mainstreaming strategy as described in Section 5.8.

208. The MoWA-ISU is led by the **ISU Director** who is a senior official. The ISU has the following staff working full-time on PADEE:

One **ISU Manager** who is a senior official of MoWA with overall responsibility to ensure the efficient, effective, accountable and transparent implementation of MoWA responsibilities under the project. The specific roles of the ISU Manager are:

- Day to day management of MoWA responsibilities for project implementation;
- Management of MoWA staff engaged in PADEE implementation;
- Preparation and submission of the MoWA draft AWPB submission to MAFF-PSU;
- Ensuring that activities assigned to MoWA in the AWPB are implemented efficiently and effectively;
- Preparing Mid-Year and Annual report submissions on MoWA implementation of PADEE activities;
- Oversee the Gender Mainstreaming system of PADEE;
- Participate in coordination meetings convened by MAFF-PSU;
- Participate in meetings of the Awards Committee for the Rural Business Stimulus Facility; and
- Report to MoWA senior management on implementation of PADEE.

Two **Gender Officers**. Under direction of the ISU Manager, the Gender Officers coordinate and monitor the Gender Mainstreaming system of PADEE. The ISU Manager supports gender mainstreaming in MAFF-PSU and other national level implementing agencies and provides technical support on gender mainstreaming to the Provincial Department of Women's Affairs.

Two **Economic Empowerment Officers**. Under the ISU Manager, the **Economic Empowerment Officer** works with SNV to prepare TORs and recruit consultants to design the non land-based livelihood activities; participates in selection of service providers for delivery of the trainings; consolidates work plans for the service providers based on the Provincial AWPB submissions, and monitors implementation by the service providers.

One **Finance Officer** who is responsible to:

- Manage the MoWA-ISU Project Accounts;
- Maintain records of all transactions from the MoWA Project Accounts;
- Manage the MoWA-ISU petty cash; and
- Prepare financial reports for submission to MAFF-PSU.

209. Procurement responsibilities of MoWA-ISU are supported by the Project Procurement Officer who is staff of MAFF-PSU.

5.4.6 NCDDS

210. NCDDS does not have a direct responsibility for implementation of PADEE. However, NCDDS is responsible to (a) facilitate the integration of the Project into the emerging sub-national administrative structures; (b) support implementation of the Project through its network of advisers¹² at Provincial and District level; (c) ensure effective communications between the MAFF-PSU and the Provincial Administrations; (d) ensure that the Provincial and District Administrations are capable to carry out their roles in Project implementation; and (e) support the project Knowledge Management through NCDDS information framework (which includes newsletter, library, NCDD homepage etc). The role of NCDDS in PADEE is defined in a Joint Decision between MAFF-PSU, MoWA-ISU, NCDDS and the Provincial Administrations. PADEE supports a Focal Point within NCDDS who coordinates with MAFF-PSU on both the PADEE and other IFAD supported projects. The responsibilities of the Focal Point are:

- Review Provincial AWPB submissions of the PADEE provinces and prepare comments where necessary;
- Review Provincial mid-year and annual report submissions and prepare comments where necessary;
- Assist MAFF-PSU, MoWA and other implementing agencies in liaison with the Provincial Administrations on matters concerning PADEE and RULIP;
- Ensure good understanding of the policies, procedures and systems of the NP-SNDD/IP3 program amongst the PADEE /RULIP implementing agencies;
- Participate in national coordination meetings of PADEE and RULIP;
- Participate in field monitoring of PADEE and RULIP implementation together with MAFF-PSU;

¹² The advisers are employed under the "IP3" programme. "IP-3" refers to the first 3-year implementation plan of the National Programme for Sub-National Democratic Development, which supports capacity development for sub-national administrations.

- Perform a similar role for any additional IFAD-funded projects, requiring NCDDDS cooperation that may become operational during the implementation period of PADEE.

5.4.7 Role of Implementing Partners in Project Coordination and Management

211. Project implementing partners (including FAO, SNV and IDE) are responsible to maintain good cooperation and coordination with MAFF-PSU and other implementing agencies.

This responsibility includes:

- Ensuring that the work plans of the implementing partners are integrated with those of other agencies at each level (Commune / District / Province and national);
- Submitting proposed Annual Work Plans and Budgets for the implementing partner to MAFF-PSU in good time for consolidation in the project AWPB;
- Contributing to the project Mid-Year Reports and Annual Reports in good time and in the required format;
- Advising, supporting and facilitating MAFF-PSU and other agencies as necessary on aspects concerned with the implementing agency's responsibilities under the project.

212. The specific role of each implementing partner is described in a Contribution or UTF Agreement signed by the implementing partner, the Project Director and MEF. These Agreements are included in Annex X. PIP shall be responsible for the provision, with due diligence and efficiency, of the Services described in the Project Implementation Manual. The duration of the Services is starting from the Project Effective date to the Loan and Grant Closing Date.

5.4.8 Provincial Administration

213. At sub-national level, the responsibility for implementing PADEE activities is assigned to the Provincial Administration. Therefore, the Provincial Administration is responsible for overall work planning, coordination and reporting.

214. The Provincial Governor will be responsible for the successful implementation of the Project activities in their respective provinces and for coordination of all rural development activities in the province.

215. The Provincial Administration will assign a senior official to act as the Provincial Project Coordinator; a Provincial Director of PDA to act as Provincial Project Director, a senior official of PDA to act as Provincial Project Manager, and a senior official of Administration to act as District Project Director. The NCDD Provincial Advisor Team especially the Provincial Programme Advisor, the Provincial Finance Advisor, and district advisor will provide technical support to Provincial Administration and District Administration to fulfill these responsibilities.

216. The Provincial Administration implements PADEE through contracts with the Provincial Department of Agriculture (PDA) and the Provincial Department of Women's Affairs (PDoWA). However, as most activities of PADEE are in the agriculture sector, the work contracted to the Provincial Administration includes a large part of the coordination and management tasks.

217. The District and Commune administrations assist with coordination of PADEE activities in accordance with their general mandate.

218. The roles of the Provincial Administration in management and coordination of PADEE are to:

- Sign and implement a Joint Decision with MAFF-PSU and NCDDDS for implementation of PADEE at sub-national level;

- Manage and coordinate the project in the Province through contracts between PA and relevant PDA and PDoWA following the procedures of the NCDDS Finance and Administration Manual;;
- Lead consolidation and agreed action plan and budget, monitoring and, evaluating and reporting under the Project at the provincial level;
- Maintaining the project Finance and Accounting system at sub-national level and Transfer funds to PDA and PDoWA and receive financial reports (see Chapter 7);
- Ensure good cooperation of all sub-national administrations (Province, District and Commune) in implementation of PADEE;
- Convene regular coordination meetings of all implementing partners;
- Consolidate, approve and submit Mid-Year and annual reports on project implementation in the province.
- Inter-agency coordination, and for supervising and monitoring the Project implementation in the respective provinces.

219. Implementation of PADEE in the province is under the overall authority of the **Provincial Governor**. Project management and coordination tasks are implemented by the **Provincial Project Coordinator** who is a senior official of the Provincial Administration.

220. The Provincial Project Coordinator reports to the Provincial Governor and is responsible to ensure the day-to-day implementation of the responsibilities of the Provincial Administration in project implementation.

221. The Provincial Project Coordinator is assisted by two officials who work full-time on PADEE in the Provincial Administration and receive POC from PADEE.

222. The **Provincial Planning and Investment Officer** of the Provincial Planning and Investment Division of the Provincial Administration is responsible to:

- In cooperation with the Planning, M&E Officer (PDA) prepare the Provincial AWPB based on the District Programs, Activity Schedules and the submissions of PDA, PDoWA and project implementing partners, including support the District Administration and Commune Council
- Prepare the annual implementation contracts between the Provincial Administration and the line departments (PDA and PDoWA);
- Prepare the annual work plan and budget of the Provincial Administration including support to the District Administration and Commune Councils;
- In cooperation with the Planning, M&E Officer (PDA) and PDoWA to monitor the implementation of the AWPB and the line department contracts, using the PADEE MIS and reports submitted by the Districts and Implementing Agencies;
- Meetings at the provincial level and minutes of agreement;
- Monitor implementation of PADEE activities in the field as necessary;
- Prepare, with the Provincial Project Manager and the Provincial Planning, Monitoring and Evaluation Officer (PDA); Provincial coordination meetings, and record agreements made at the meetings;
- Request for all Provincial Administration expenses;
- In cooperation with the Planning, Monitoring and Evaluation Officer (PDA) consolidate the Provincial Mid-Year and Annual Reports; and

- Assist in monitoring works of M&E unit in the Provincial Administration.

223. The **Provincial Finance Officer** of the Provincial Finance Division of the Provincial Administration is responsible for:

- Management of the Provincial Project Account;
- Bookkeeping of all transactions from the Provincial Project Account;
- Manage the Provincial Administration petty cash including advances to the District Administrations;
- Collaboration with the finance officers of PSU and PDA to ensure that sufficient cash for project implementation;
- Monitor financial management of the subsidiary accounts at Provincial and District Administrations;
- Prepare project accounts using Peach Tree accounting software;
- Assist the project administration and provincial procurements;
- As project certifying officer of the project; and
- Prepare Financial Reports.

5.4.9 Provincial Technical Departments and District Offices

224. The Provincial Department of Agriculture plays a key role in coordination and management of PADEE. Under the Provincial Director of Agriculture, who is nominated as Provincial Project Director (PPC), is responsible to:

- As the Secretary and Approval officer of PPC;
- Draft AWPB AWPB and reports to be submitted to the PPC;
- Receive, manage and account for funds advanced from the Provincial Administration for PADEE activities;
- Prepare coordination meetings in cooperation with the Provincial Project Coordinator;
- Directly manage implementation of activities in Component 2.2 (except for non-land-based livelihood activities assigned to PDoWA);
- Ensure the quality and progress in the project implementation through monitoring and reviewing;
- Prepare the Mid-Year and Annual Project Report for the province to be endorsed by the Provincial Project Coordinator.

225. PDA costs for management and coordination are included in the project cost tables for Component 2.2.

226. PDoWA management and coordination responsibilities are less extensive than those for PDA. However, PDoWA is responsible to:

- Prepare the Provincial AWPB for non land-based livelihood activities in Component 2.2; and for gender mainstreaming activities;
- Receive, manage and account for funds advanced from the Provincial Administration for PADEE activities;
- Monitor implementation of non land-based livelihood activities;

- Attend coordination meetings convened by the Provincial Project Coordinator;
- Prepare submissions for the Mid-Year and Annual Project Report for activities assigned to PDoWA; and
- Implement gender mainstreaming activities (see Section 5.8).

5.4.10 Local Governments (District and Commune Administrations)

227. Local Governments (District Administration and Commune Councils) have a limited but important role to play in coordination of PADEE implementation at their respective levels.

- The District Director of Administration through the **District Project Director** for PADEE with the assistance of the District Planning and Monitoring Officer who is staff of the District Agriculture Office will responsible for: Lead preparation of the AWPB in the District, consolidate and endorse the AWPB submission for the district, ensuring good coordination between the work plans of all components and implementing partners (submitted to Provincial Administration, PDA and PDoWA for review and approval);
- Convene monthly coordination meetings with Commune Councils, District Agriculture Office, District Women and Children Coordinating Committee/DOWA and non-government implementing partners;
- Support the integration of PADEE activities into the Commune Development Plans / Commune Investment Programmes;
- Support PADEE IT needs through the assistance of the District IT specialist as needed;
- Intervene to resolve difficulties encountered in coordination of PADEE field activities in the District; and
- Review the submissions of PADEE implementing agencies for Mid-Year and annual reports.

228. Commune Councils, through the Commune Council Focal Points and the Commune Women and Children Focal Points, will:

- Select target villages in consultation with PDA and in line with the criteria;
- Participate with PDA, PDoWA and District Agriculture Office in recruitment and coordination of Commune Extension Workers;
- Assist in participatory wealth rankings and formation of IGRF groups;
- Monitor and support the IGRF groups and report to the District Administration, and support the operations of these groups as necessary;
- Be responsible for local development planning and, in particular, integrate PADEE activities into the Commune Investment Programme;
- Monitor and coordinate development activities in the Communes;
- Participate in coordination meetings convened by the District Project Coordinator; and
- Assist in resolving difficulties that arise in project implementation as needed.

229. Component 3 includes funds to support travel costs of a Commune Council Focal Point (CCFP) for three years in each PADEE target commune. The CCFP is a councilor who is appointed to monitor implementation of PADEE and to maintain good liaison between the project and the Commune Council. In addition, the CCFP supports liaison between the Commune Council and the IGRF Groups.

230. In Communes with revolving fund groups formed by RPRP, that are outside the PADEE target communes, PADEE supports the CCFP to provide ongoing support and facilitation to these groups for a period of 3 years from inception of PADEE.

231. Costs for project coordination activities of the District Administrations and Commune Councils are included in the cost tables for the Provincial Administration.

5.5 Preparation of the Annual Work Plan and Budget (AWPB)

232. Preparation of the Annual Work Plan and Budget of PADEE is based on matching the resources provided in the project design to the needs and priorities of the project beneficiaries over the period of one calendar year (January – December). The planning and budgeting process will follow the current government systems, which includes Commune Council Planning and Budgeting; Provincial Planning; the District Integration Workshops; preparation of provincial Project AWPBs, consolidation; review and endorsement.

- **The AWPB must be submitted to IFAD by MAFF-PSU no later than 15th November each year and must cover the period from January to December of the next year.**

5.5.1 Preparing the District Activity Schedule

233. Because of the large number of different activities involved it is important to develop a detailed activity schedule for each District. This is done after the overall allocation of activities (number and type of trainings etc) has been agreed.

234. The process starts with an announcement by MAFF-PSU of the outline work plan for the following year. This announcement should be made during the second quarter of the previous year, in time for the annual update of the Commune Investment Program. The information in the outline work plan must include:

- New districts and Communes for expansion (start-up of project operations);
- Number of IGRF groups to be formed;
- Number and type of trainings to be conducted under Component 1.2;
- For each District, planned number and type of Component 2.1 activities including adaptive on-farm research site (information from GDA); diversification demonstrations (information from GDA) and improved seed variety demonstrations (information from GDA).
- For each Commune; planned number of trainings to be conducted under Component 2.2, including: (i). Basic training packages; (ii). “Plus One” training packages; (iii). Interest group trainings (land-based activities); (iv). Interest group trainings (non land-based activities)
- For each Commune; other types of local activity under Component 2.2 including exposure visits, farmer awards etc;
- Planned local activities under Component 2.3.

235. This information is disseminated through a District Work Planning Meeting in each District. The meeting is prepared by the District Planning and Monitoring Officer and is convened by the District Project Director. All Commune Councils, CEWs, District-level staff and representatives of implementing partners and service providers implementing project activities in the District must attend this meeting.

236. The Provincial Planning, Monitoring and Evaluation Officer (PDA) and PDoWA Economic Empowerment Officer are the key resource person for this meeting and are responsible for explaining

the outline work plan to the participants. The PDoWA Economic Empowerment Officer should also attend.

- **The objectives of the meeting are that (1) all participants are informed of the project activities to be implemented in the District in the next year, and (2) Commune Councils and CEW are clearly informed of the steps they must take to prepare the detail of activities;**
- **The District Work Planning Meeting should take place in May or June each year.**

237. Following the District Work Planning Meeting the CEW and the Commune Councils Focal Point must discuss with the IGRF Group members and inform them about the range of options they have for land-based and non land-based livelihood activity training. The CEW facilitates the formation of Interest Groups for these trainings and reports the groups and types of trainings to the District Planning and Monitoring Officer.

238. The Commune Councils, together with the CEW, should identify suitable sites for the Component 2.1 on-farm research and demonstration activities. These sites should match priorities in the Commune Development Plan / Commune Investment Programme and be in locations where PADEE target beneficiaries (IGRF Group members) will be able to benefit from the demonstrations.

239. The Commune Councils Focal Point will then discuss with the Commune Planning and Budgeting Committee to include planned PADEE activities in the draft Commune Investment Programme to be submitted to the Provincial Department of Planning in advance of the District Integration Workshop and to the District Planning and Monitoring Officer for consolidation of the District project AWPB. The Provincial Department of Planning includes the activities in the District Priority Activity Matrix that is distributed to all participants including PDA and PDoWA. However the CEW should also provide this information directly to PDA through the District Planning and Monitoring Officer.

- **The IGRF group members' decisions on selection of training topics, and the Commune Councils' proposals on locations for research and demonstration activities, should be submitted to PDA no later than the end of July.**
- **District Integration is the official step for consolidation of the Commune Investment Programs. However it does not take place until October or November, which is too late for preparation of the PADEE AWPB.**

240. PDA is responsible for making the final selection of sites for on-farm research and demonstrations, based on the proposals from the Commune Councils.

241. Next, Based on the commune project Activities, the Provincial Planning and Monitoring Officer prepares a **District Activity Schedule** for each District showing the proposed timing of each activity. This task must be done with care as it:

- Forms the basis for the annual work plan of the Mobile Support Teams; and
 - Ensures no conflict between different PADEE supported activities with the same participants (e.g. CEW, IGRF group members).
- The PADEE District Activity Schedule is announced and reviewed at a **District Activity Schedule Meeting** to be taken place in September. The participants in this meeting are the same as the participants in the District Work Planning Meeting. The meeting is prepared by the District Planning and Monitoring Officer and is convened by the District Project Coordinator. The Provincial Planning and Monitoring Officer is the key resource person and is responsible to explain the Activity Schedule to the participants. **The objectives of the District Activity Schedule Meeting are:**

- **To ensure that all participants are informed about and understand the activity schedule; and**
- **To identify and resolve any conflicts with other development activities or local events planned in the District in the coming year.**

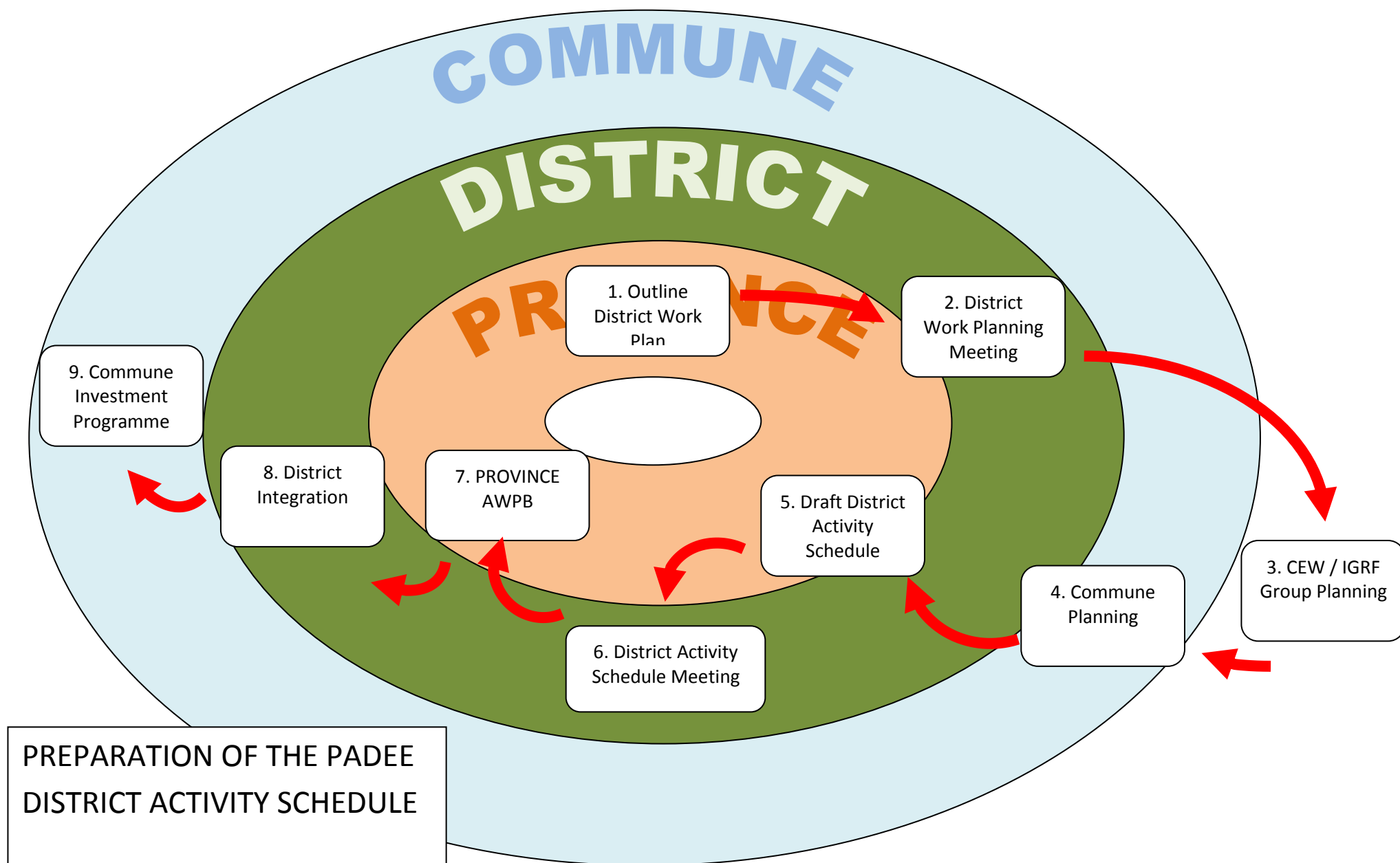
➤ **The District Activity Schedule Meeting should take place in September.**

242. If any schedule conflicts are identified by the meeting, the District Planning and Monitoring Officer must discuss with the Provincial Planning, Monitoring and Evaluation Officer to revise the schedule as needed.

243. The District Activity Schedule is integrated into the Commune Investment Programmes through the District Integration Workshop. PDA makes Temporary Agreements (TA) with each Commune covering the PADEE activities to be implemented in the Commune in the coming year. Following the District Integration Workshop, the Commune Councils can integrate the final work plan for PADEE activities into their Commune Investment Programme.

244. After the AWPB is finalised and approved, the District Activity Schedule is disseminated to all agencies concerned in implementation of PADEE for information and as a basis for monitoring of project implementation in the District.

➤ **The District Activity Schedule is not a budget: it contains number, type and location of activities, and responsibilities for implementing the activities, but not the cost or source of funding of the activities.**



5.5.2 Preparing the Provincial AWPB Submission

245. Based on the District Activity Schedule from each target district, the Provincial Planning and Monitoring Officer of PDA and the Provincial Gender Coordinator of PDoWA will prepare a project PDA AWPB and a project PDoWA AWPB respectively. The PADEE PDA AWPB and PDoWA AWPB is announced and reviewed at a **Provincial AWPB Meeting** to be taken place in **October**. The meeting is organized by the Provincial Project Manager and convened by the Provincial Project Coordinator / Provincial Project Director. All provincial level staff and representatives of implementing partners and service providers implementing the project activities will attend this meeting. The Provincial Planning and Monitoring Officer is the key resource person and is responsible to explain the Activity Schedule to the participants. The Provincial Planning and Investment Officer of the PA will prepare the draft provincial project AWPB based on the result of the Provincial AWPB meeting and send to MAFF PSU for consolidation.

246. The Provincial AWPB consists of:

- The Provincial Work Plan which includes the activity plans of all implementing agencies and implementing partners with planned activities in the Province; and
- The Budget for activities that will be funded through transfers to the Provincial Administration (including direct transfers to the accounts operated by PDA).

247. The Provincial Work Plan is prepared by consolidating the activity plans of:

- Each District;
- The Provincial Department of Agriculture;
- The Provincial Department of Women's Affairs;
- The Provincial Administration;
- Any provincial level activities of implementing partners (FAO, SNV, IDE) that are not included in the District Activity Plans.

248. Each agency prepares an activity schedule by adding Provincial level activities to the activities it is responsible for in the District Activity Schedule.

249. Each agency receiving funds from the Provincial Administration then prepares a budget submission based on the activity schedule and on overhead costs including staff, office costs, operating costs etc.

250. The AWPB format clearly shows which activities are funded through the Provincial Administration and form part of the contract between the Provincial Administration and PDA or PDoWA.

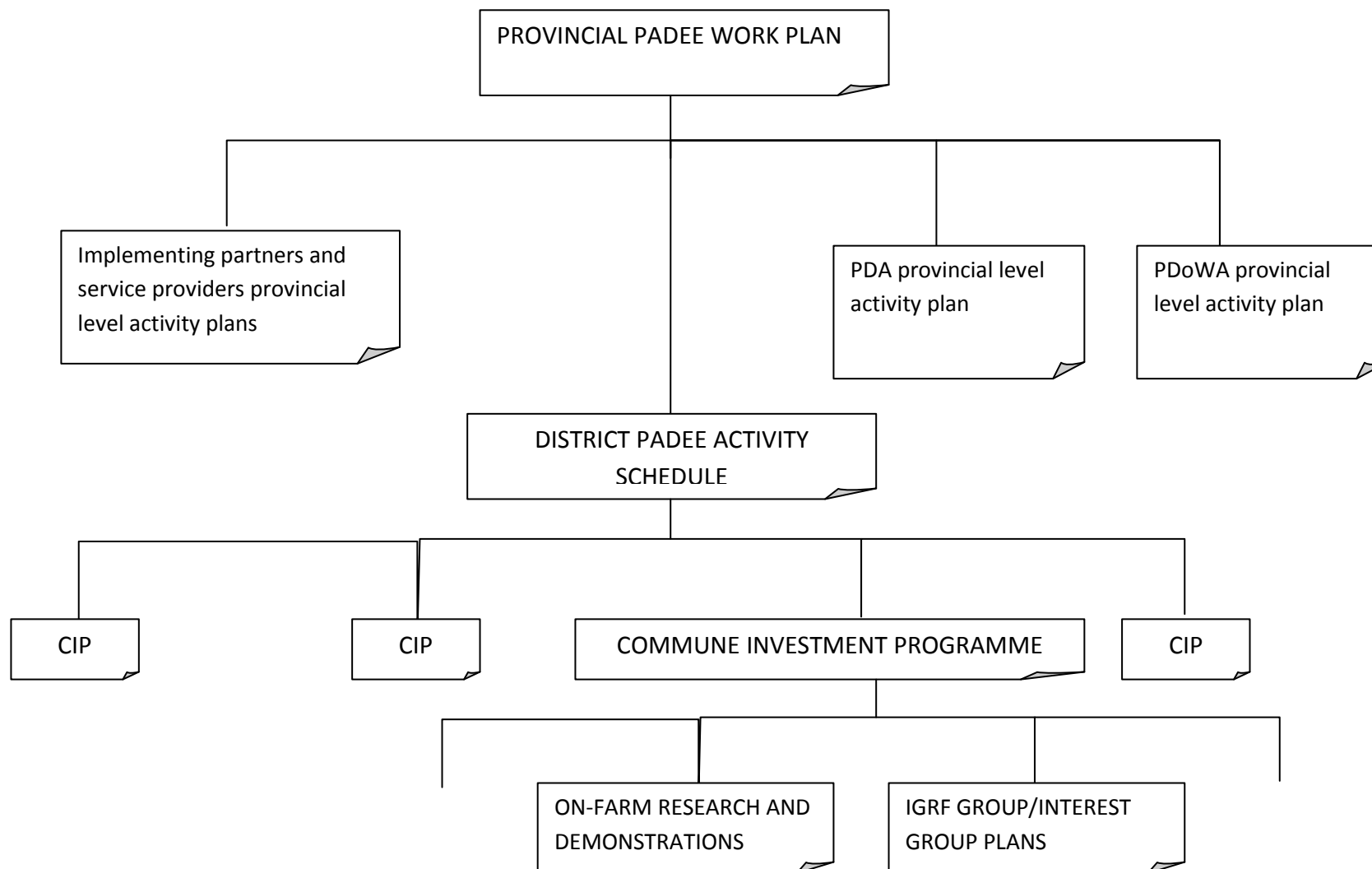
251. The Provincial Finance Officer and the Provincial Planning and Investment Officer work prepare the budget submission for the Provincial Administration including operating costs of the District Administration and the Commune Councils.

252. The Provincial Finance Officer and the Provincial Planning and Investment Officer also work with PDA and PDoWA to prepare their budget submissions.

253. The budget needs of the District Agriculture Office and the CEW are included in the budget submission of the PDA.

254. The budget needs of the District WCCC/DOWA are included in the budget submission of the PDoWA.

PREPARATION OF THE PROVINCIAL WORK PLAN

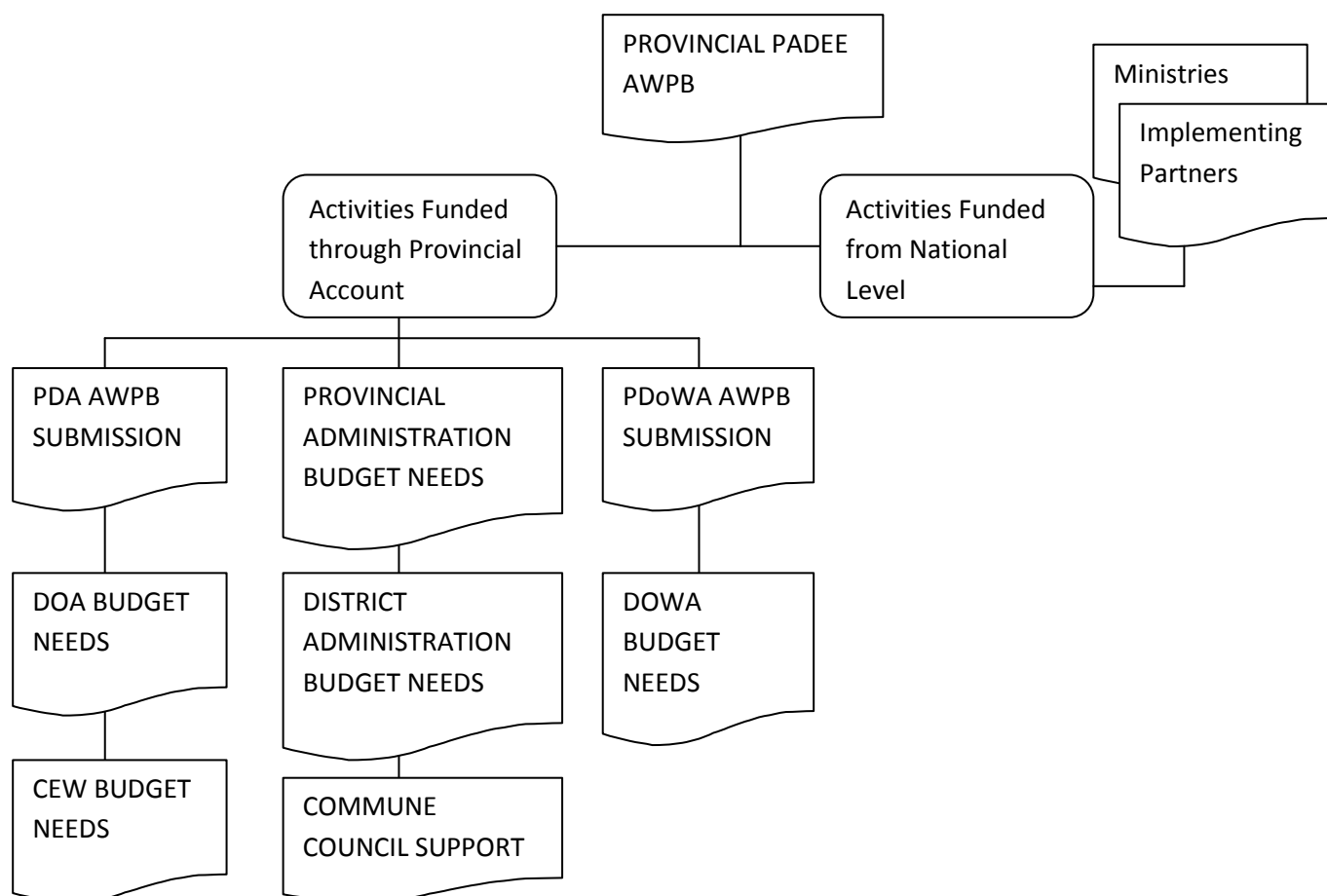


255. When the draft Provincial AWPB is prepared, the Provincial Project Coordinator convenes a Provincial AWPB meeting. Participants in the meeting are:

- The Provincial Administration;
- PDA;
- PDoWA;
- The District Administration;
- DOA;
- DoWA;
- Implementing partners and service providers.

256. MAFF-PSU should be represented at the Provincial AWPB Meeting. The objective of the meeting is to review the draft AWPB submission for the Province. The implementing agencies should receive copies of the AWPB in advance of the meeting so that they have the opportunity to review the AWPB and prepare comments. After any issues raised at the Provincial AWPB meeting have been resolved, the Provincial Project Coordinator sends the draft Provincial AWPB to MAFF-PSU with copies to NCDDS and MoWA-ISU.

PREPARATION OF THE PROVINCIAL AWPB BASED ON THE PROVINCIAL WORK PLAN



5.5.3 Preparing the National PADEE AWPB

257. Upon receipt of the endorsed draft of AWPB from PAs, MoWA ISU, MEF-DIC/WBD, NCDDDS, GDA and Project Implementing Partners will the draft of their AWPB to MAFF-PSU for consolidation. The Project Director under the support from the Project Manager will organize a Consolidate Project AWPB meeting at national level with the participation from all stakeholders including the Project Implementing Partners. The consolidate AWPB with attached the 18 months Procurement Plan will be further submitted by MAFF – PSU to the MEF no later than **30th October** for the endorsement by **15th November** and IFAD for no-objection by **15th December**. The AWPBs would include, inter alia, a Procurement Plan, a detailed description of planned Project activities during the coming Project year, and the sources and uses of the proceeds of the IFAD Financing.

258. The PADEE AWPB is prepared by consolidating:

- 1 The Provincial AWPB submissions;
- 2 The AWPB submission from MoWA-ISU;
- 3 The annual implementation plans and budgets of the Project Implementing Partners; and
- 4 The Annual Work Plan and Budget for activities implemented directly by MAFF-PSU, the AWPB submissions of GDA, CARDI, NCDDDS, and MEF-DIC/WBD;.

259. MAFF-PSU is responsible for checking and approving the Provincial AWPB submissions. MoWA may provide comments on the work plans and budgets of PDoWA/DoWA. NCDDDS may provide comments on the work plans and budgets of the Provincial Administrations. MAFF-PSU takes the final decision on these matters subject to approval from MEF and IFAD.

260. MAFF-PSU works with GDA and CARDI to:

- 1 Ensure that their activity schedules are integrated with the Provincial AWPB; and
- 2 Develop an appropriate budget for GDA and CARDI activities.

261. MoWA-ISU prepares its budget submission in consultation with MAFF-PSU.

262. Implementing partner prepare their implementation plans in consultation with their counterpart implementing agencies; i.e. either MAFF-PSU or MoWA, and their work plans and budgets are consolidated into the AWPB submission of the supervising agency.

263. MAFF-PSU is responsible to prepare the draft AWPB by checking and consolidating the submissions from all agencies.

5.5.4 Approval of the AWPB

264. The Project Director convenes a PADEE AWPB meeting to review the draft AWPB. Participants at the meeting include:

- MEF-DIC
- MAFF-PSU
- MoWA
- NCDDDS
- GDA
- CARDI
- Implementing partners (FAO, SNV and iDE)

- Provincial Administration
- PDA
- PDoWA
- IFAD country team.

265. The meeting reviews the draft AWPB and discusses any issues that need clarification or correction. After the meeting, MAFF-PSU prepares the final draft AWPB. The Project Director submits the draft to MEF. The MEF-DIC reviews the AWPB and makes any necessary corrections in discussion with MAFF-PSU, and then the MEF endorses and submits the AWPB to IFAD for approval. Upon AWPB endorsement, MEF ensure its inclusion in the National Annual Budget. MAFF-PSU will provide copies of the endorsed AWPB to Project Implementation Agencies and the Project Implementing Partners prior to the commencement of the relevant project year.

266. Each implementing agency and the Project Implementing Partners will work on the basis of the approved Project AWPB when implementing the Project activities. If required, the MAFF-PSU may propose adjustments to the AWPB during the Project year, which will become effective upon approval by MEF and IFAD.

5.6 Monitoring, Coordination and Intervention

5.6.1 Purpose and Tools

267. The purpose of project monitoring is to:

- Ensure that all levels of project management and coordination have immediate access to information about the progress of project implementation; and
- To allow all levels of project management and coordination to make informed decisions about any action or intervention needed to ensure smooth implementation of the project.

268. The tools of project monitoring are:

- The AWPB including detailed activity schedules for implementing agencies and for Districts, so that project management can compare progress against the plan;
- The project management information system (MIS, described in Chapter 6) which is designed to make information on project activities and outputs immediately available to all levels of project management;
- Regular coordination meetings held at District, Province and National levels.

269. Based on reports compiled from the MIS, from reports from the CEW, and from the coordination meetings at each level, the Provincial and District Planning and Monitoring Officers record progress against AWPB targets on the Activity Schedule Format. The MIS may be able to partially automate this progress monitoring.

5.6.2 The District Coordination Meeting (1 per month)

270. The District Coordination meeting is prepared by the District Planning and Monitoring Officer and is convened by the District Project Coordinator. District Coordination Meetings should be held each month, except for months when the District Work Planning Meeting or the District Activity Schedule Meeting (see Section 5.5 above) is held.

271. Participants in the District Coordination Meetings are:

- The District Administration
- DOA
- D-WCCC

- DOWA
- Commune Councils
- CEW
- Implementing partners and service providers with PADEE activities in the District should also be invited.

272. The District Coordination Meeting should be scheduled for the same day as regular District Administration – Commune Council coordination meetings so as to avoid Commune representatives from having to travel two times. The time required for a District Coordination Meeting should not normally be more than one hour.

273. The business of the District Coordination Meeting is:

- Review of the Activity Report for the District, generated automatically from the Project MIS; and noting of any factual inaccuracies or omissions;
- Review of implementation progress against the District Activity Schedule;
- Confirmation of planned activities for the coming month;
- Rescheduling of any activities that have become delayed;
- Discussion and resolution of any issues affecting project implementation.

274. After the meeting the District Planning and Monitoring Official prepares a brief report of the meeting. This should include any comments on the accuracy and completeness of the Activity Report generated by the MIS. The District Coordinator approves the report which is then copied to PDA, PDoWA and the Provincial Administration.

5.6.3 The Provincial Coordination Meeting (1 per quarter)

275. The Provincial Coordination Meeting is prepared by the Provincial Project Manager and convened by the Provincial Project Coordinator. The meeting is held once every three months. It should be held in the first week of January, April, July and October to facilitate preparation of the Mid-Year and Annual Reports (July and January) and the Provincial AWPB (October).

276. Participants in the Provincial Coordination Meeting are:

- The Provincial Administration;
- PDA;
- PDoWA;
- The Provincial Department of Planning (for information);
- Implementing Partners;
- The District Administrations;
- The DOA;
- DoWA.

277. MAFF-PSU should be invited to attend the Provincial Coordination Meeting as observer. The core agenda of the Provincial Coordination Meeting is:

- Review of progress against the activity plan in the AWPB, using the Activity Reports generated automatically by the MIS (NB if the monthly District Coordination Meeting systems works well, any inaccuracies or omissions in these reports should already be identified and corrected);
- Revision of the activity plan in case of any activities that have been delayed;

- Identification of issues arising during project implementation and discussion of solutions.
- The draft Mid-Year and Annual Reports, and the draft Provincial AWPB, are also presented and discussed at these meetings.

278. The time required for a Provincial Coordination Meeting is normally one half day.

5.6.4 The National Coordination Meetings (three per Year)

279. There are three general coordination meetings for PADEE each year:

- The PADEE AWPB Meeting, held in October; and
- The PADEE Policy Guidance Meeting and Technical Meeting: MAFF PSU will organize reviews and carry out PGM and Technical Meeting with representatives of MEF, MoWA-ISU, NCDDs, PAs, PDAs and the project Implementing Partners, and IFAD Country Programme on the implementation of the Project and prepare a plan of action, satisfactory to the MEF and IFAD to remedy any deficiencies in the Project implementation identified during the reviews.

280. These meetings are prepared by MAFF-PSU and convened by the Project Director.

5.7 Reporting

5.7.1 Reporting Requirements and Process

281. Financial and progress reporting procedures at sub-national level will follow those of the NCDD programme. The following procedures for financial and progress reporting will apply:

- PDA and PDoWA will provide monthly physical progress reports to PA for review and consolidation and copy to MAFF – PSU and MoWA – ISU respectively for information.
- The PA will prepare monthly financial for submission to MAFF PSU for the review and replenishment of the Project Account no later than two weeks after the end of each month;
- The PA will prepare consolidate quarterly physical and financial report for submission to MAFF PSU for review no later than two weeks after the end of each quarter,
- MoWA – ISU, NCDDs, GDA, and the Project Implementing Partners will prepare semi annual physical and financial progress reports for the project activities for submission to MAFF PSU for review no later than two weeks after the end of each semester;
- MAFF-PSU will consolidate these semi annual physical and financial progress reports for submission to MEF and IFAD no later than four weeks after the end of the semester;
- The Annual Report must be submitted to MEF and IFAD no later than 28th February in the following year. The Annual Report is also mainly factual but includes more narrative commentary by the Project Management. The Annual Report also includes estimation of progress against the Outcome Indicators in the Project Logframe.

5.7.2 The Semi-Annual Progress Report

282. The Contents of the Mid-Year Report (also called the Semi-Annual Progress Report) are:

- Actual physical outputs achieved, in each component and sub-component, disaggregated by District, compared to outputs planned in the AWPB;
- Number and type of trainings delivered, by training type and District, and numbers of men and women participating in trainings;
- Number and purpose of loans made by IGRF groups (by general category), disaggregated by District and by the gender of the principal borrower;
- Repayment rates [proportion of loans with overdue repayments] by District.

- Explanations on items where there is a deviation from the activity schedules in the AWPB;
- Issues encountered in project implementation, by component/subcomponent and by Province and the impacts;
- Proposed solutions (including rescheduling of delayed activities).

283. The first 5 Items are all recorded in the Project Management Information System (MIS). Therefore all that is needed for the factual report is to check and validate the reports generated automatically by the MIS.

284. The draft Provincial Mid-Year Report is prepared by the Provincial Planning and Monitoring Officer (PDA) and the Provincial Planning and Investment Officer (Provincial Administration) based on the MIS and on the reports of monthly District Coordination Meetings.

285. PDA, PDoWA, implementing partners and service providers are asked to inform on issues encountered in project implementation, impacts and proposed solutions. These issues should be submitted in table format at least 1 week in advance of the Provincial Coordination Meeting held in early July.

286. The Provincial Planning and Monitoring Officer and the Provincial Planning and Investment Officer consolidate the issues and solutions into the Mid-Year Report.

287. The Provincial Mid-Year Report is presented and discussed at the Provincial Coordination Meeting. After the meeting the report is finalised and submitted to the [Provincial Project Coordinator] for signature. The report is then submitted to MAFF-PSU with copies to NCDDS and to MoWA ISU.

288. Agencies responsible for implementing PADEE activities at national level (MAFF-PSU itself, MoWA ISU, GDA, CARDI, NCDDS and implementing partners) prepare summary reports of physical progress compared to the activity plan, and tables of issues, impacts and solutions, and submit these to MAFF-PSU no later than the end of July.

289. The MAFF-PSU then consolidates the report and submits it to MEF and to IFAD, with copies to MoWA ISU, NCDDS, implementing partners and each Provincial Administration, by the end of August.

- Detailed reporting formats, timeline and arrangements are given at ANNEX-VIII.

5.7.3 The Annual Progress Report

290. The process for preparation of the Annual Report is similar to the preparation of the Mid-Year report described above. However, MAFF-PSU must prepare a short narrative report, component by component, focusing on:

- Overall achievements compared to the plan during the year, in each sector;
- The reasons for any difference between planned and actual activities;
- Action needed in the coming year to improve the efficiency and effectiveness of project implementation.

291. The MAFF-PSU M&E Unit must also prepare an estimate of progress against the Outcome Indicators. The main source of information for this estimate will be the Annual Surveys .

292. MoWA should contribute to the section on Component 2.2 and should also provide a summary assessment of the effectiveness of the PADEE Gender Mainstreaming strategy during the year.

5.8 Gender Mainstreaming

5.8.1 Gender Action Plan

293. Gender mainstreaming in PADEE is coordinated through a Gender Action Plan. The Gender Action Plan is developed in the first year of project implementation. The MoWA ISU is responsible to lead development of the Gender Action Plan and to monitor and support implementation of the Gender Action Plan. The Gender Action Plan is submitted to the ISU Director for approval and is then mandatory for all implementing agencies and implementing partners.

294. PADEE supports MoWA ISU to produce information and media materials on gender mainstreaming.

5.8.2 Stocktaking on Gender Mainstreaming in Agriculture

295. PADEE will support a study in Stocktaking on Gender Mainstreaming in Agriculture during the first year of project implementation. The purpose of the study is to assess the impact of gender mainstreaming in agriculture in IFAD projects in the country. The findings of the study will inform and fine-tune the gender strategy for project implementation as well as the training programme for project staff.

296. MoWA is responsible to organize a national level Stocktaking Workshop for Gender Mainstreaming in Agriculture to review the findings of the study. Follow-up workshops will be organised each year to review progress.

5.8.3 Assessment of Drudgery Patterns

297. **An Assessment of Drudgery Patterns of the Women in Target Areas** will be carried out in the first year of project implementation. The purpose of the assessment is to identify strategic and constructive interventions/labour-saving technologies and practices that are appropriate to the needs of the rural women supported by the Project. The study will also assess the technical capacities of local artisans and their associations to manufacture the labour saving technologies as well as the potential for local employment or income generation through such manufacturing for the poorest and the poor (especially landless and near landless people).

298. Based on the findings of the assessment, an action plan will be developed and provision of labour saving technologies will be included in the Annual Work Plan & Budget, if and as required. Training will also be provided accordingly to provincial and district staff, CEWs and female group members, as needed.

5.8.4 Gender Mainstreaming in Training of IGRF Groups

299. Gender mainstreaming is integrated in all trainings delivered by PADEE. In addition, specific trainings in gender equality, domestic violence, HIV/AIDS prevention and education, and in improving child nutrition are part of the basic training package for the IGRF group members. The training also includes awareness raising on fair and safe working conditions to reduce risk of exploitation, particularly for young women.

300. MoWA is responsible to develop gender mainstreaming training materials and to provide master trainings to Provincial trainers (staff of PDoWA). The Provincial gender trainers participate in training of CEWs and the Mobile Support Teams and follow up to ensure that gender training is fully integrated into the training packages.

301. [In addition, training packages on livelihood (land-based and non land-based) should be reviewed by MoWA to ensure integration of gender concerns, before finalization of the training packages. In scheduling of all trainings, careful consideration must be given to making sure that the seasonal calendar (time of year conflicting with times when women are busy with other tasks) or the time of day of the training do not result in barriers to women's participation.]

302. PADEE supports training and awareness raising on gender issues for all IGRF groups. Both male and female group members must be invited to participate. The training is an integral part of the initial package of trainings received by IGRF group households. Successful attendance and completion of the gender training (including attendance by male group members) is a condition for release of the first Group Conditional Cash Transfer.

303. Additional specific training is provided only to women, to promote their empowerment, enhance their capacity to articulate their roles and rights as well as strengthen their political voice in their households and communities, and fully participate in and benefit from development opportunities, through confidence, self-esteem and self-respect building. Training on nutritional issues (particularly on recognizing/understanding nutritious vegetables) is also provided to women IGRF group members.

5.8.5 IGRF Group Gender Assessment

304. A Group Gender Assessment of each IGRF group is conducted in the second year after formation of the IGRF group.

305. The Group Gender Assessment is conducted by the CEW. The man and the woman CEW in the commune should work together to conduct the Group Gender Assessment of each IGRF Group.

306. The methodology for Group Gender Assessment is prepared by MoWA and included in Gender Mainstreaming Master Training. The PDoWA/DOWA staff then train the CEW in the methodology.

307. Completion of the Group Gender Assessment, and finding that there are no major gender-related issues in the group, is a criterion for release of the second GCCT transfer.

5.8.6 Promoting Women's Membership and Leadership

308. PADEE IGRF groups consist of 50 households. Each household has a nominated representative. At least 50% of the nominated household representatives in the IGRF groups must be women. At least one third of the leaders in any IGRF group must be women.

309. The savings accounts opened by IGRF group members with a bank or MFI, where applicable, name one woman and one man in the household as signatories.

310. The interest group trainings in non land-based activities are designed to be suitable for women farmers and most of the trainees in these groups are women.

5.8.7 Promote Gender Balance and Women Representation among Project Staff

311. To the extent possible, PADEE encourages gender-balanced staffing at all levels. This means that:

- Qualified women must be considered for project staff positions at all levels including Ministry staff, Provincial Administration and Departments, Mobile Support Teams, CEW and selected farmers such as VAHW, FBAs and Outstanding Farmers.
- If there is a woman who is equally qualified with a man competing for a position, the woman should have priority (unless there are already more women than men recruited within the agency, for example, the POC positions at PDA);
- One woman and one man CEW is recruited in each Commune.

5.8.8 Gender Mainstreaming M&E

312. As part of M&E, gender studies will be conducted to assess impact on gender relations and women's empowerment, access to and control over income and assets, decision-making capacity and women participation/representation in village/community governing bodies, increase in women's technical agricultural knowledge, reduction in women's workloads, and increase in off/non-farm

employment opportunities (including wage agricultural labour).

5.8.9 Gender Mainstreaming Staff Positions

313. At national level, the ISU Manager and the Gender Officer appointed within MoWA are primarily responsible for coordinating gender mainstreaming in PADEE.

314. At Provincial level, the Gender Officers appointed within PDoWA are responsible for coordinating gender mainstreaming activities.

315. PADEE gender mainstreaming and women's support activities are coordinated closely with the Provincial and District Women and Children Consultative Committees.

316. At Commune level, the Commune Women and Children Focal Point participates in delivery of gender training to the IGRF groups.

6 Monitoring and Evaluation and Knowledge Management

6.1 Monitoring, Evaluation and Knowledge in PADEE

317. The PADEE M&E system has three purposes:

- To provide the information needed by project management to ensure efficient and effective delivery of the project outputs;
- To measure the progress towards the project objectives by measuring the indicators defined in the Logframe and the additional indicators needed for the IFAD Results and Impacts Management System (RIMS);
- To learn lessons from implementation of the innovative features of PADEE in order to influence policy formulation, allow successful innovations to be scaled up and to assist in the design of future projects.

318. PADEE is an innovative project and it is important that the project management team carefully monitors the implementation and the impacts of project activities. Based on monitoring and evaluation, it may be found necessary to make some adjustments to the project design or implementation plan, particularly at the mid-term review stage.

6.2 The PADEE M&E System

319. The MAFF-PSU M&E Unit has the main responsibility for monitoring and evaluation in PADEE and manages the core M&E systems. However, all implementing agencies and implementing partners have important roles in M&E. In particular, the implementing partners FAO and SNV, and service providers contracted by the Ministry of Women's Affairs, are responsible for a number of in-depth studies which will be used to design the details of project interventions.

The main data collection instruments used in the PADEE M&E system are:

- A Management Information System (MIS), directly collecting information on project activities and easy-to-measure outcomes, and making this information available to project management;
- Regular reporting by project implementing agencies;
- A Major Impact Study, consisting of a baseline and follow-up studies during the project lifetime, including measurement of the RIMS indicators;
- Additional studies on specific topics, to generate the in-depth knowledge needed for design of some project interventions and for a deep understanding of the project outcomes and impacts;

- Annual surveys of project beneficiaries, using a short and simple survey format, implemented by the PDA and PDoWRAM under the leadership of the Provincial M&E Adviser.

6.3 The PADEE Management Information System

6.3.1 Description of the System

320. The purpose of the project Management Information System (MIS) is to allow efficient monitoring of outputs and financial expenditures, support the annual planning and budgeting process and produce half- and end of year reports on progress during implementation. The design of the MIS reflects the Output Indicators in the Logframe and also the Outcome Indicators that can be monitored regularly, particularly by the Annual Surveys. The MIS records information on individual PADEE households and beneficiaries and so allows disaggregation of data by gender, age and other characteristics.

321. The MIS has three sections corresponding to the three project components:

- Component 1. Data on the Improved Group Revolving Funds, provided directly by the specialist service provider for record-keeping, accounting and reporting through its specialized software, and data on household budgeting and finance training for both IGRF and existing farmers' groups, which will be reported by the specialist service provider for financial literacy training and the CEWs via the provinces;
- Component 2. Data on applied training. The CEW are primarily responsible to enter data on training activities. Additional data are provided by PDA, PDoWA and service providers (data collection responsibilities must be included in service provider contracts). Data on the outcomes of training are collected through the Annual Survey and are also entered in the MIS;
- Component 3. Data on project management and coordination activities, to be tracked by MAFF and MOWA central and decentralized services.

322. The MIS is a database located on a server at MAFF-PSU. The database stores data on financial progress, project outputs and outcome indicators including gender disaggregated data. Data is input to the system directly by project implementing agencies and partners, including service providers. Data can be input using a computer with Internet access or a mobile telephone. The MIS can share data with the IGRF database which uses the MicroBanker software.

The MIS can generate reports for all levels of project implementation. Therefore, District and Province level implementing agencies can receive reports on project implementation without needing separate paper reports from the CEW or other staff.

6.3.2 Unique Identification Numbers

323. Each household, IGRF group and interest group supported by PADEE receives a unique identification number (IDN). This number should include the GIS code of the village or commune. Therefore the household IDN consists of: Village code + IGRF group code + household code.

324. Each household is issued with project beneficiary ID card including the household IDN or/and Barcode. When household members attend trainings they should bring the household ID card. The CEW can record the members attending the training directly into the database using a mobile telephone.

325. The system also records the identities of the trainers and the groups that the trainer is assigned to. Therefore the MIS can be used to monitor the performance of the trainers (see box).

Recording the Results of a Training

The CEW and the group leader make a short report showing the subject of the training, who attended, whether the trainer showed up, if he/she showed up on time, and on the perceived usefulness and quality of the training based on a number scale. The report is written on a simple paper form: Training Monitoring Form (TM.1). The CEW enters the report directly to the MIS database using a mobile phone. He/she logs in with the ID number of the training group, and answer the set of predefined questions with quantitative responses. The information can be sent either over the internet or the SMS network. The CEW submits the paper form to the District Planning and Monitoring Officer.

6.3.3 Functionalities of PADEE MIS

326. The MIS system is a baseline system that shall run on a Linux or Windows based server that supports PHP5 as a server side script and MySQL as a database server. Initially, the MIS is responsible for capturing newly registered household data from FAO-MBWin database via export & import methods and storing it locally for future use. Further, the MIS shall allow fieldworkers/CEWs and other project implementation partners to send information via mobile application mainly Android Device to the system for storing and updating purpose. The MIS shall manipulate the received data to generate meaningful report automatically with just simple enable/disable option without requiring extra coding if not necessary. Following functionalities will be available which might be change or update in time to time:

FARMER Module

- Add Household: for adding new household member.
- Farmer Yearly Update: for update farmer information once a year on poverty level, member in the family/house, cultivable land, and rice production in dry/wet season.
- Household List: search for household list by filtering on location, PID, Name .etc.

MONITORING Module

- Add Training Course: for adding a new course. The require field is Title and Responsible Agent. The user have the option to add course description.
- Training Course List: view the course offer list and the authorized user have the option to edit or delete the course.
- TM1: perform training monitoring type 1 to evaluate the training session. Anyone can use this TM1.
- TM2: perform training monitoring type 2 to evaluate the technical part on the training. The monitoring is focused on FFS and DS.
- Adoption Monitoring: to monitor farmer behavior if they adapt to any technique that they had learned during the training. We focus on only 4 adoption types: Fish, Chicken, Rice and Vegetable.
- Export: provide the capability to the user to export TM1, TM2 and Adoption submitted to Excel file for custom analysis.

ACTIVITY Module

- Create Category: this is to create category for AWPB activity.
- Create Activity: create new activity for AWPB. Each activity is categorized into Component, Sub-component, and other sub category.
- It will keep track of the Planning and Actual cost for the activity in different year.
- Activity List: to view all the activity item and the authorized user will be able to update and delete the activity.
- Activity Report: to view the full AWPB by year or all years.

Q & A Module

- Add New Q&A: add a new Question and Answer. The question & answer shall be provided by GDA in 4 different categories: Fish, Vegetable, Chicken, and Rice. The

Financial Literacy related questions might be provided by FAO.

- Question List: view all or search for Q&A available in the MIS.
- Category: create new category or update the existing category.

M&E INDICATOR Module

- Add Indicator: add new project indicator for progress tracking.
- Indicator List: view a list of indicator by filtering through date range and component. The M&E advisor has the permission to update the progress of each indicator.

REPORT Module

- General Report: display basis report such as total number of household to date, total number of users to date, total number of IGRF group and more.
- Report Filtering: generate report based on date range.

ADMINISTRATOR Module

- Add User: add a new user. Only the system administrator has this permission. By default each user inherited the access permission from the Group, however, the administrator may assign specific access permission to a specific user.
- Add User Group: add a new user group. Some example of user group are MAFF-PSU, GDA, CEW, FAO .etc. Each IP has its own group. The group code is used as a prefix to generate user ID.
- User List: view or search for user information.
- Group List: view a list of Group information. The administrator may assign default access permission when creating/updating a new Group.
- User Log: view of access log for each user who access to the MIS system.

CHANGE PASSWORD

- The user has the ability to change his password. The system administrator has the permission to change any user's password.

DASHBOARD Module

- The dashboard is the main information/alert board to provide quick alert to the user. It displays immediately after the user login to MIS system. It shows the up to date information relating to TM1, TM2, Q&A and user online status. The information is separate into National and each province: Kampot, Kandal, Takeo, Prey Veng, and Svay Rieng. This quick information will alert the user, especially National M&E team to follow up on the information if the report doesn't look good.
- Total Online: this provides the information about the online status of the Android Device that we distribute. There are 4 status: Online, Follow-up, Offline and Invalid.
- Online: mean that the device is check-in within the last 2 hours which mean that the user is actively use the device and it has internet connectivity at the moment.
- Follow-up: mean that the device check-in at least once within the last 3 days. The system administrator shall be alert about these devices just in case it has any issues.
- Offline: mean that the device has not check-in for more than 3 days. The system administrator shall be alert and take action to check with the user of these devices to find out why it was not check in. If it was not check in that's mean the user doesn't submit any work from the device to the MIS.
- Invalid: mean that the device currently has invalid date time. This is very critical, the system administrator shall take action and follow up with the device users immediately and request the device user to change the device date time to the current date & time. Device with incorrect date time will not be able to submit the data to the MIS server.
- Violation: to track the top 10 devices that had violated the policy to use other application beside what are allowed. This violation status shows the previous month data only and it shows only the top 10 devices that have the most violation during the previous month. The device will send violation count to the MIS server for any disallow application that the user opened/used. The system administrator shall issue a warning to the device user about this violation so that he can cut down unrelated

work.

327. The PADEE MIS can be accessed by each implementing agency or partner and at each level. They can generate reports and share with the staff responsible at each level. For example, the District Project Coordinator receives an MIS generated report on activities completed in his/her District during the week or month. The PDoWA receives an MIS generated report on all gender mainstreaming and non land-based livelihoods training activities completed in the Province during the week. M&E advisors and officers are trained and responsible for generating the periodical reports to the respected authorities and staff.

6.3.4 Resources for Design of the MIS

328. The project cost-tables allocate resources for design of the MIS during the start-up phase of the project. The resources allocated are:

- International MIS specialist: 5 person-months;
- National MIS specialist: 12 person-months;
- Software developer for customising mobile phone application: 3 person-months;
- Budget for purchase of necessary hardware and software.

6.4 The Main Impact Study

329. The purpose of the main impact study is to measure the key project development indicators and some selected intermediate indicators, as well as additional household information. The Main Impact Study includes measurement of the IFAD RIMS indicators. The RIMS indicators will be adapted based on previous IFAD experiences in the country.

330. The Main Impact Study is a sample survey. The survey sample includes project beneficiary households and comparable households that are not beneficiaries. In this way the impact of the project outputs can be measured accurately.

331. The study consists of a baseline survey at the beginning of the project and two follow-up surveys. It is extremely important to decide on a methodology and sampling strategy before the baseline survey and to keep the same methodology and sampling strategy for the follow-up surveys.

332. The sample for the impact study is selected by stratified random sampling (provincial, commune and household level) and use a pipeline approach, exploiting the fact that not all communes are targeted in the first project year (PY1). This allows for communes covered in PY2 and PY3 to be used as controls for communes in the first year and reduce selection bias. The sample size will satisfy IFAD RIMS minimum sample requirement of 900 households but is expected to be much larger given the size of the project and number of communes involved.

333. The selection and measurement of the RIMS indicators and the sampling strategy must be agreed with IFAD before the baseline survey.

334. The impact study will measure the impacts of support to beneficiary households through Component 1 (Improved Access to Finance) and Component 2 (Improved Access to Technology).

335. MAFF PSU will be responsible for outsourcing the survey design to impact evaluation specialists in project year 1, and outsource the actual study to a consultancy firm through a performance based contract. The budget provided for the Main Impact Study is USD 524,000. Analysis of results will be provided in time for mid-term review and final completion report missions. The analysis at mid-term will provide insights as to the project's ability to increase productivity of the target group, namely poor and very poor households. This will be key to make adjustments to project interventions and any other necessary corrective measures.

6.5 Special Studies

336. PADEE supports a number of special studies of subjects related to the project activities. These studies have two general purposes:

- To obtain improved understanding and knowledge needed for detailed design of the project interventions; and
- To improve the level of knowledge about the problems addressed by the project and the impact of project interventions that can be used in policy formulation, scaling up of successful innovations and design of future projects.

337. The special studies included in the project design and cost-tables are listed below. Additional studies needed may be identified during project implementation.

6.5.1 Review of the Use of Revolving Funds in Cambodia

338. PADEE supports a review of different models of revolving funds for support to farmer organisations in Cambodia, and their effectiveness and sustainability. There are a number of NGOs (local and international) providing supports to farmer organizations through revolving funds in Cambodia, as well as IFAD and RGC. The ‘models’ vary considerably by (i) type of training provided, (ii) conditions for management of revolving fund, (iii) targeting of beneficiaries (including gender considerations), etc.

339. A review of revolving funds in Cambodia was conducted in 2010, but the sample size was small and the study was not highly detailed. Oxfam and other donors have introduced the concept of savings led finance groups (SLGs). The two types of group (SLGs and IGRFs) have different household targeting and different objectives. Both types can co-exist in the same geographical areas (communes and villages). Oxfam supports SLGs in Kampot in communes that are also targeted by PADEE. The review proposed under PADEE will document the main models in use in Cambodia for support to farmer organizations with revolving funds. It will compare and analyse the different methodologies being used in Cambodia at present (including recent IFAD project RPRP and RULIP, Oxfam Savings-led Finance groups, CEDAC savings groups among others) and summarize key strengths and weaknesses of these approaches. The study will review the impact of IGRFs in combination with the savings led groups and compare that with places where only SLG or GRF are operating. Further, the study will explore future opportunities for investment in rural finance in Cambodia.

340. The initial study will take place in PY1, in time to inform PADEE at MTR if changes to the proposed PADEE modality are deemed necessary. The study will be coordinated with other donors funding SLGs. Tentatively the study will stretch over the three initial project years in time of providing conclusions for PADEE’s mid-term review. A follow up study will be carried out in PY5 to assess the performance of the PADEE IGRFs as compared to previous group revolving fund practices explored in previous study. The study will be led by FAO and MAFF PSU. FAO will hire the appropriate quality consultants for the studies including providing guidance on methodology. FAO will provide technical assistance.

6.5.2 Qualitative Review of Applied Training Activities

341. PADEE’s approach to improving farmers’ productivity includes a substantial amount of applied training to enhance farmers’ agronomic, marketing and post harvest techniques. PADEE will continue to use existing Farmer Field School documents and training materials, but will revise the existing training materials as a series of modules that can easily be updated and adapted to farmers’ specific needs. This will also allow farmers to attend the sessions they find most relevant. A further goal is to increasingly involve farmers in adoption and dissemination of new techniques outside of the schools by providing sufficient incentives for this.

342. PADEE supports a Qualitative Review to assess the efficiency and effectiveness of the innovations in farmer training and identify problems and opportunities for improvement. The findings

of the Qualitative Review will be used for making changes during project implementation and also to learn lessons for future policies and programs. The review will provide an evaluation of the technical quality of the on and off farm applied trainings (targeting, pedagogical approach, materials, relevance of topics covered, likely impact on adoption, etc) and suggest areas for improvement. The review will consist of interviews and/or focus group discussions with trainers in the project, as well as at national and sub-national level, MAFF staff and individual beneficiaries, as well as observation of a random number (small) of actual trainings delivered during project implementation with interviews of participants.

343. The study results will be available in time for mid-term review and project completion missions in project years 3 and 5. A budget of USD 11,000 is provided for design of the study plus USD 30,000 for implementation of the study.

6.5.3 Case Studies of Farmer Organizations

344. The main impact study (Section 6.4 above) will focus on the key performance indicators of the project and some associated intermediate outcome and output indicators. Because the impact study is quantitative (measuring and counting) it will not be able to provide insights on a number of social and institutional issues that are key to the success of farmer organizations as supported under the project. Moreover, the fact that support to farmer organizations is the main activity of the project in terms of funds committed and that farmer cooperatives are central to MAFF/RGC policies, makes it all the more important to gain further insights into the functioning of such groups in Cambodia.

345. The case studies will provide a complementary analysis of the degree of success of different farmer organizations in the project area (including the strength of the organisation, commitment by members, sustainability, value added of the organisation for its members), adequacy of support received (training, funds, equipment, duration of support, etc), targeting of project interventions and identify possible areas for improvement in the future.

346. The total budget for the Farmer Organisation Case Studies is USD 90,600. The case studies will be conducted from PY2 to PY6 and at least a third of the studies should be initiated before mid-term review of the project. All the case studies and a summary report of findings must be completed by end of project to feed into lessons learned and support the end of project evaluation. Preliminary results should be presented at the annual extension workshops.

6.6 Annual Survey

347. In each province and Annual Survey of project beneficiaries is conducted. The survey is carried out by project staff of PDA and PDoWRAM, led by the Provincial M&E Adviser.

348. The annual survey has four main objectives:

- To assess what share of beneficiaries adopt the technology they have been trained in (fully or in part);
- To clarify how beneficiary household behaviour has changed as a consequence of training (utilisation of inputs, marketing of produce, cropping patterns etc);
- to measure productivity impact of the training; and
- to contribute to the assessment of the quality of training received by the farmers.

349. Finally, the annual surveys will seek to collect data for measuring project intermediate outcomes related to component 2 and some selected output indicators.

Component 2 Outcome Indicators	Base-line	Target		Data- Sources
		2013	2014	

[C2.1] 70% of trained farmers still adopt recommended technology and/or <i>report increased expenditure on inputs</i> two years after project intervention	Agri-input \$394 p.a	\$394 p.a	12459 (25%) and/ cost >\$390	MIS-MobApps, Annual Survey
[C2.2] 10% of IGRF members engaged in new or scaled-up non-land based income generating activities by PY5	0	0%	1000	Progress reporting, MIS-MobApps, Annual Survey
[C2.3] 75 small rural business matching grants approved and implemented efficiently by PY6	0	0	25	Monitoring of All
[C2.5] Around 200 Farm Business Advisors (FBA) providing extension services and supply of farm inputs to approximately 10,000 beneficiaries in a sustainable way by PY 3	33	89 4450	154 7700	iDE database/ progress review, Annual Survey
[C2.6] 4,000 pro-poor bio-digesters constructed and operating well by PY4	0	0	1000	SNV/NBP report, and Annual Survey

350. The annual survey will apply to farmers that took part in PADEE trainings in land-based or non land-based livelihood activities. The specific methodology will be developed in the first year of the project by the MAFF-PSU M&E Unit, assisted by the International M&E Adviser. The methodology will consider the following:

- Sampling. The sampling frame should be based on information from training groups available in the MIS. Following table shows the sampling of year 2014:

Kandal	17%	5	30	150
Kampt	17%	5	30	150
Takeo	23%	7	30	210
Svay Reing	13%	4	30	120
Prey Veng	30%	9	30	270

Sample Village Selection Criteria for survey in 2014: Total 30 treated villages

- Firstly, 30% Villages randomly select from the villages with IGRF disbursed.
 - Secondly, 30% Villages randomly select from the villages with FBA network/demo.
 - Thirdly, 20% Villages randomly selected from the villages with bio-digesters.
 - Lastly the rest 20% villages will be from those villages that already established/ targeted for Value chain, and Small rural businesses.
- ☐ If any village overlap with next criteria, that will be replaced with another one.

- ❑ Village selection criteria may change in the following project years.

Sample HHs selection: Total 900 beneficiary households

In (a) and (b) villages, 10 HHs will be randomly picked-up from 50 IGRF members.

In (c) and (d) villages, at least 5 will be randomly selected among those HHs that project established bio-digester and/or small rural business. The rest will be randomly chosen from other IGRF members.

- Returning to same households not recommended in next year survey. Concern about concentration of IFAD program efforts on sampled households
- Questionnaire: The questionnaire must include the following topics:
 - i. Household identification and characteristics (RIMS qsnr);
 - ii. Main household sources of income (extract from RIMS plus qsnr);
 - iii. Crop / Livestock / Fishing / other technology used (extract from RIMS plus qsnr);
 - iv. Productivity (crop yields) and the profitability (extract from RIMS plus qsnr with recall of before and after training);
 - v. Type of training received under the project and beneficiary rating of quality and usefulness (trainee's perception/ satisfaction rating on 1-6 scale).
 - vi. Key performance question on pro-poor bio digester
 - vii. Key performance question on rural small business scheme
- The questionnaires must be short and simple and focus just on essential elements of the training and type of changes in behaviour that are expected as a result of the training. The questionnaire may involve recall questions on previous years (i.e. before the beneficiary received training). The surveys must include measurements for as many component 2 outcome indicators as possible.
- Key performance question for assessing pro-poor bio digester

Financial	<ul style="list-style-type: none"> • Do the farmers willing to invest on Bio-gas? • Do they have ability to invest? • Is there any financial support/ credit facility available? • Any short-fall between planned and actual establishment cost?
Capacity and use	<ul style="list-style-type: none"> • Does the family produce required quantity of animal and human waste for the plant? • Are the farmers adequately trained for maintenance? • Are equipment for establish and maintenance available locally? • Are people using the bio-digester? • Are users involved in maintenance and management?
Sustainability issue to investigate	<ul style="list-style-type: none"> • Are there supplier and technical support (NBP-SNV-local Meson) in place? Will they continue to exist after project end? • Frequency of conflicts; exit rate
Technical observations	<ul style="list-style-type: none"> • Are the structures sound? • Do they have structural problems?

	<ul style="list-style-type: none"> • Prescribed quality materials used? • Do the person responsible have the required skills for operation and maintenance? • Are environmental consequences undermining the sustainability of project benefit? • Is the location at risk of explosion?
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- Key performance questions for outcome measurement of Rural Small Business Scheme and Value chain activities:

Main Aspects	Key Performance Questions
1. Effectiveness: creation of employment opportunities 2. Likelihood of sustainability of enterprises 3. Effectiveness: Farmers/Producers benefiting from improved market access	1. How many small enterprises accessing facilitated nonfinancial services? 2. How many enterprises accessing facilitated financial service? 3. How many Staff of service providers trained? 4. How many people accessing facilitated <i>advisory services</i> **? 5. How many people trained in post-production, processing and marketing? 6. How many people trained in Income Generating Activities?
Likelihood of sustainability of marketing groups formed and/or strengthened	1. <i>Number of business plan developed.</i> 2. Marketing groups formed and/or strengthened 3. People in marketing groups formed and/or strengthened 4. Marketing groups with women in leadership positions

*** Advisory services include: technical service, extension services, business development services, etc. but NOT trainings*

351. The MAFF-PSU M&E Unit is responsible for design of the Annual Survey with assistance from the International M&E Adviser. The M&E Unit conducts annual refresher trainings to ensure the surveys are implemented to a good standard. At provincial level the surveys are led by the Provincial M&E Adviser. Results of the surveys are reported to the M&E Unit for analysis and reporting, and input of data into the MIS.

6.7 Learning and Knowledge Management

352. PADEE's M&E system includes several studies that go beyond assessing the impact of project activities and which will give valuable insights for policy making and future interventions in rural development, particularly the review of the revolving funds, the qualitative review of applied trainings and the case studies of farmer organizations. Considering the importance of farmer organizations to the RGC agricultural policy, these studies are likely to be of great interest to both the government and donors.

353. A number of activities will be funded to support knowledge dissemination from the PADEE studies to stakeholders in rural development and a broader audience in Cambodia, including support to publication and dissemination costs of studies implemented, workshops at national and provincial level to disseminate project lessons with key stakeholders and project staff, technical meetings as the ones used under current IFAD projects to solve technical problems and implementation issues, as well as a project website for disseminating studies and output and selected outcome data to a wider audience.

6.8 Roles and Responsibilities

6.8.1 The MAFF-PSU M&E Unit

354. MAFF PSU has overall responsibility for overseeing project M&E. MAFF PSU has a dedicated M&E Unit to carry out this work. In the first year of the project the M&E Unit is assisted by an international M&E adviser who is responsible to help finalise reporting requirements, formats and other M&E activities. A Management Information Specialist works under MAFF PSU with all implementation partners to develop an MIS that serves the needs of all partners.

355. The following staffs are assigned to MAFF-PSU with Project Coordination and Management responsibilities:

- The Local Monitoring and Evaluation Specialist (1 contracted staff position for the full period of project implementation), under the supervision of PADEE Project Manager and Deputy National Project Coordinator in charge of planning monitoring and evaluation of MAFF-PSU, the M&E Specialist will perform the following duties and responsibilities:
 - i. Ensure good coordination with Provincial Project Coordination Advisor to support planning and coordination of Project Activities.
 - ii. Support Provincial M&E in advisor and M&E team to support implementation of M&E system in the provinces.
 - iii. Study on main impact through RIMS using experiences from RPRP with assistance from international consultancy.
 - iv. Ensure good coordination with SNV, iDE and FAO which support the M&E management and knowledge management.
 - v. Measuring the project impact through a number of studies and reviews that will provide main information on development outcomes.
 - vi. Contribution to review on GRF and other approaches to rural finance assisted by FAO and other study on using GRF approaches using in Cambodia.
 - vii. Coordinate with all implementing agencies to consolidate and ensure the Annual Workplan and Budget and Joint Agreement on time.
 - viii. Facilitate the organization of technical meeting, policy guidance meeting and others related M&E and/or technical matters.
 - ix. Participate in the project follow-up and supervision mission.
 - x. Report to the management level in MAFF-PSU.
 - xi.
- The **M&E/Planning Officer** (two Government staff position for the full period of project implementation), responsible for:
 - i. Consolidation and review of the Project AWPB;
 - ii. Assist the Local M&E Specialist in preparation and consolidation of physical quarterly, semi-annual and annual reports;
 - iii. Train staff of implementing agencies and partners in M&E tasks;
 - iv. Other tasks as defined by the International M&E Adviser during the first year of the project.
- The **MIS database and web page manager** (1 contracted staff position for the full period of project implementation) responsible for:

- i. Manage, maintain and administer the PADEE MIS and intervene effectively to resolve any difficulties experienced by implementing agencies or partners in use of the MIS;
 - ii. Manage, maintain and update the PADEE web page;
 - iii. Other tasks as defined by the International M&E Adviser during the first year of the project.
356. The following advisors will be recruited to assist the M&E Unit:
 - One **International MIS specialist**, for five person-months in the first year of the project;
 - One **National MIS specialist**, for twelve person-months in the first year of the project;
 - One **Software Developer**, for three person-months in the first year of the project. The principal task of the software developer is to customise a mobile telephone application so that the CEW can input data to the MIS using a telephone;
 - One **International M&E Adviser**, for six person-months in the first year of the project and a further seven person-months during the remaining period of project implementation. The International M&E Adviser will further define the roles and responsibilities of the M&E Unit staff during the first year of the project.

6.8.2 Other Agencies

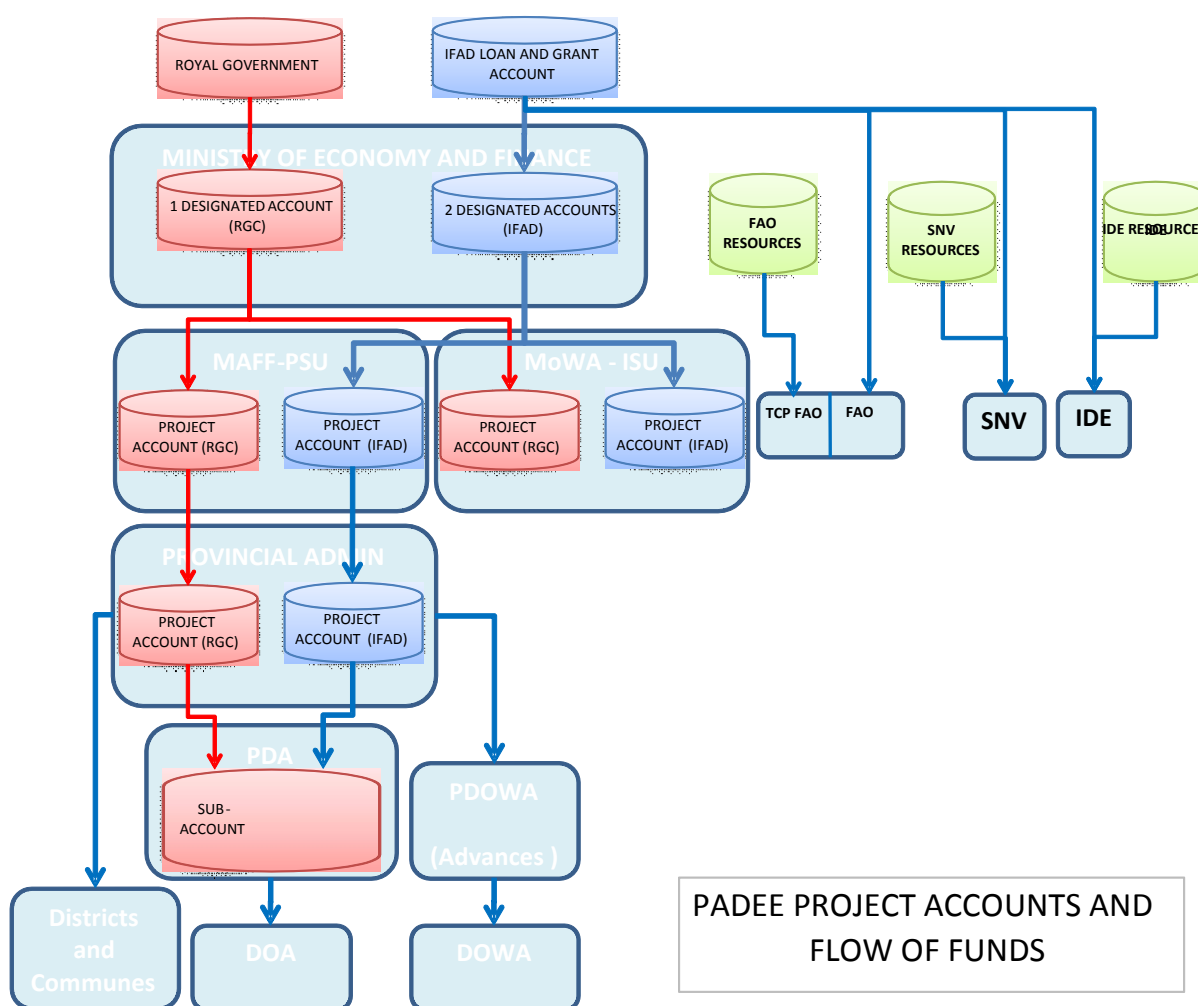
357. All PADEE implementing agencies and partners have responsibilities for ensuring effective monitoring and evaluation of the project. These responsibilities include:
- Responsibilities for design, commissioning or direct execution of the various Special Studies and regular surveys;
 - Ensuring prompt and accurate input of data to the MIS;
 - Preparation of semi-annual and annual reports. The reports will consist mainly of output of the MIS checked and certified by the different agencies responsible for each part of the AWPB.
358. All agencies preparing TORs for studies will share the TORs with the PADEE M&E Unit for comment before beginning implementation of the studies.

6.8.3 Provincial M&E Advisers

359. Each Province has a Provincial M&E Adviser who is based in PDA but is responsible to support the implementation of PADEE M&E plan and MIS activities at their respective provinces, and support the PDA, PDoWA and PA to prepare and follow up the Provincial Annual Work Plan and Budget, to prepare regular reports (quarterly, semester and annual reports) and coordinate with PPCA to support project coordination meetings of all IAs at sub-national level.
360. The specific tasks of the Provincial M&E Advisers include:
- Assistance to all project implementing agencies and partners on all matters related to project M&E;
 - Assistance to PDA, PDoWRAM and the Provincial Administration in preparation of the semi-annual and annual reports;
 - Training staff of all implementing agencies and partners to input data to the MIS;
 - Training staff of all implementing agencies and partners to generate reports from the MIS on the activities under their responsibility;
 - Lead implementation of the Annual Survey of project beneficiaries;
361. The specific tasks of the Provincial Project Coordination Adviser

- Contracting arrangements between the Provincial Administration, PDA, PDoWA and district staff.
- Follow up fund flow procedures and the operation of the project's account at the sub-national level and coordinate with the concerned parties of MAFF-PSU at national level.
- Ensure the AWPB, joint agreement, flow of fund and financial progress report.
- Assist with all level of management and project staff to have monthly and quarterly meetings.

7 Financial Management



7.1 Project Accounts

362. There are three Designated Accounts managed by MEF and MAFF-PSU for PADEE: one Designated Account for IFAD Loan, one for IFAD Grant Funds and One Designated Account for RGC Counterpart Funds.

363. The Designated Accounts are held in the National Bank of Cambodia. Documentation evidencing the opening of the bank accounts designated to receive loan/grant resources in advance, with advice of the persons/titles authorized to operate these accounts, a letter designating the name(s) of official(s) authorized to sign withdrawal applications, which includes their authenticated specimen signature(s) will reach IFAD before withdrawal can begin.

364. There are two Project Accounts managed by MAFF-PSU: one account for IFAD Loan and Grant Funds and one account for RGC Counterpart Funds.

365. There are two Project Accounts managed by MoWA-ISU: one account for IFAD Loan and Grant Funds and one account for RGC Counterpart Funds.

366. There are two Sub-National Project Accounts managed by each Provincial Administration (ten accounts in all): each Provincial Administration has one account for IFAD Loan and Grant Funds and one account for RGC Counterpart Funds.

367. There are five Special-Advance accounts in each PDA: each PDA has one account for IFAD Loan, Grant Funds and for RGC Counterpart Funds.

368. The Project Accounts and Special Advance Accounts will be maintained in USD in the Bank acceptable to IFAD.

7.2 Flow of Funds

369. **Designated Accounts:** The MAFF – PSU will submit the prepared withdrawal applications to MEF for review, signing and forwarding to IFAD for the quarterly advance from IFAD Loan and Grant Account to Designated Accounts on a regular basis. For the RGC, the MAFF-PSU will request to MEF for release into the Designated Account for RGC counterpart fund.

370. The MAFF-PSU authorized by the MEF to transfers funds from the Designated Accounts into (1) the accounts managed by MAFF-PSU,(2) the accounts managed by MoWA and (3) the account managed by PAs.

371. The IFAD will advance funds to the Designated Account based on an approved AWPB and cash flow projections which will be on the basis of quarterly projected activities. The justification of the advance would be based on expenditures statements to be submitted every penultimate quarter with would be the basis for subsequent advances to the Designated Account.

372. For settlement of the Designated Accounts, MAFF-PSU will prepare a withdrawal application supported by the Statement of Expenditure (SOE), Bank Reconciliation Sheet and the project monthly financial statements to MEF for review, signing and onward submission to IFAD for clearance the advance against the project eligible expenditures.

373. The SOE threshold for all expenditures is USD 50,000 equivalent whereas eligible expenditures above USD 50,000.00 would be substantiated by supporting documentation. The SOE thresholds above may be amended by IFAD during the course of project implementation.

374. **Project Accounts:** Upon requests from Project Director, the MEF will deposit from the Designated Account the initial advance or monthly replenishment into the Project Accounts. Funds will be sufficient to cover day-to-day cash requirements of their respective Project operations for no more than 90 days. The ceiling of the Project Accounts (the initial advance) will depend on the operational needs of the Project based on the estimates of the quarterly disbursements against the approved AWPB. Funds from the Project Account will be used to pre-finance the project eligible expenditures and according to the approved AWPB.

375. Fund from the Project Account at MoWA ISU will be used to pre-finance the MoWA ISU activities in accordance with the approved AWPB.

376. Fund from the Project Account at MAFF – PSU will be used to pre-finance the MAFF-PSU, MEF-DIC/WBD, NCDDS, NBP and GDA activities in accordance with the approved AWPB.

377. Fund from the Project Account of each PA will be used to pre-finance the project activities at sub-national level. The activities at sub-national level will be implemented through sub-contract arrangement between the PA and the PDA and PDoWA. The support to the District Administration, the Commune Councils Focal Point, and the Commune Women and Children Focal Point will be implemented through advance transfer from the PA to DA account to be maintained by the DA. The Commune Councils Focal Point and the Commune Women and Children Focal Point will contract with the District Project Coordinator to support the project activity in the commune level. In accordance with the NCDD Finance and Administration Manual, except larger payments under all parts of the Provincial AWPB are made directly from the Provincial Administration account, the activity to be implemented by PDA, PDoWA, and the District Administration will be financed through Special Advance Facility.

378. In the operation of the respective Project Accounts, MAFF-PSU, MoWA ISU, and each PAs will:

- Obtain and keep receipts for all Project expenditures in safe condition details of all transactions relating to the Project to be made available to the supervision missions, independent auditors and MEF for review and inspection at any time;
- Prepare and maintain accounts and records of all project expenditures, reflecting all Project expenditures by project component/activity and disbursement categories;

379. For the settlement of all the respective Project Accounts, MAFF-PSU, MoWA ISU and each PA will furnish monthly financial reports to MAFF-PSU for its review and consolidation and submission to MEF for review. The monthly financial statements should be accompanied with the following documents:

- Bank statements for the purpose of account reconciliation;
- Related supporting documents for each item of expenditure on contracts estimated to cost USD 20 000 equivalent or more such as the contract or purchase order; the invoice or request for payment; the inspection committees report and/or evaluation of the works completed by the local authorities; payment order and the receipt of payment (a certified English translation of the above documentation should accompany a copy of the original documentation in local language; and
- A request from the PA for replenishment of the Project Account, if that occurs in that month.

380. **Project Implementing Partners:** On request from the Project Director, MEF will send the Withdrawal Application (WA) to disburse from the IFAD Grant and Loan Accounts, as a grant quarterly in advance, funds required in USD for financing the Project expenditures against the approved Project AWPB to each Project Implementing Partner.

381. For settlement of the advance to the Project Implementing Partners, the Project Implementing Partners will submit a certified statement of expenditures and activity progress report to MAFF-PSU for its review and consolidation and submission to MEF for onward submission to IFAD for the clearance of the previous advance.

7.3 Special Advance Facility

382. In addition to the provisions on the Special Advance Facility in the NCDD Finance and Administration Manual, special advances is defined as a method of payment for eligible Project expenditures that cannot be effectively financed either by direct payments or by using petty cash. The eligible Project expenditures for payment from the special advances facility include: (i) training materials and other items of expenditures required by farmers' training e.g. training allowances; and (ii) purchase of seeds, chickens, fingerlings, fruit trees, livestock and agricultural tools, animal remedies, veterinary equipment and demonstration materials.

383. The PA makes the cash payment required in advance directly to the implementing agency

concerned. For PDA, the Special Advance Facility will be deposited and replenished to the Special Advance Account to be maintained by PDA at acceptable commercial bank.

384. The following procedures will be applied for PDA to handle the Special Advance Facility:

- PDA will organize monthly planning meeting to review Special Advance activities to be implemented of the approved AWPB. PDA will then submit the initial Special Advance request to PA to release the special advance for three months into the Project Special Advance Account.
- By 20th of each month, PDA will prepare the supporting document for Special Advance Clearance to PA for review, approval the eligible expenditure, account, and replenish to the Special Advance Account.
- Template for requesting and clearing the Special Advance are enclosed in the NCDD Financial Manual.

385. To facilitate efficient project implementation at the national level, the activities to be implemented by NCDDS and MEF-DIC/WBD based on the approved AWPB will be financed through Special Advance Facility from MAFF – PSU and the Regulation for Petty Cash Payment's SOP/FMM will be applied.

7.4 Petty Cash Payments for the National and Sub-national level

386. The petty cash facility is to facilitate efficient implementation and operation of the project agencies. The limits for the petty cash payment will apply to the following:

- Amount of petty cash per agency in secure place at both the national and provincial level will be at maximum of USD 2 000 only; and
- Maximum expenditure at one time for a single transaction will be limited to USD 100 only.

387. The following reports and audit procedures will apply to the petty cash payments, following NCDD Finance and Administration Manual:

- Petty cash account will be reconciled at the time of replenishment; and
- Petty cash holder will prepare the supporting document for clearance the Petty Cash Expenditure to PA for review, approval the eligible expenditure, account, and replenished.

7.5 Financing Shares and Specification of Expenditure Categories

388. The Project Cost Tables indicate the share of each payment to be made from IFAD Loan and Grant Funds, from RGC Counterpart Funds or from other fund sources.

389. For the purpose of paragraph 1 of Schedule 2 to the Project Financing Agreement (the Allocation Table), the specification of Expenditure Categories is proved as follows:

- **Category I (Equipment):** The financing percentage for this category was calculated on the basis of IFAD loan at 25% and the RGC contribution at 75%.
- **Category II (Technical Assistance):** The financing percentage for this category was calculated on the basis of IFAD grant at 100% net of tax.
- **Category III (Consultancy Services and Training):** The expected Eligible Expenditures under this category would include studies. The financing percentage for this category was calculated on the basis of IFAD grant at 100% net of tax.
- **Category IV (Group Conditional Transfer Scheme):** The financing percentage for this category was calculated on the basis of IFAD loan at 100% net of tax.
- **Category V (Operating Costs and Allowances):** The expected Eligible Expenditures under this category would include operating costs and Priority Operating Costs (or other substitute scheme adopted by the government). The financing percentage for this category was calculated on the basis of IFAD loan at 44%, IFAD grant at 36%, and the

RGC at 20%.

- **Category VI (Rural Business Stimulus Facility):** The financing percentage for this category was calculated on the basis of IFAD loan at 25% or 100% net of beneficiary contribution.
- **Category VII (Activities Implemented by PIPs):** The expected Eligible Expenditures under this category would cover all activities implemented by SNV, IDE and FAO. The financing percentage for this category was calculated on the basis of IFAD loan at 44%, IFAD grant at 56% net of taxes and other contributions.
- **(Vehicles and Motorcycles):** The financing percentage for this type of expenditure will be calculated on the basis of the RGC at 100%.

390. The implementing partners (FAO, SNV and IDE) partially fund the activities they are responsible for, from their internal resources, in accordance with the Contribution Agreement / UTF Agreement signed between the implementing partner and the Government.

391. In the case of FAO, internal resources fund the FAO Technical Cooperation Project (TCP) which is a sub-set of PADEE activities and funded directly by FAO.

7.6 Financial Management Rules

392. Financial management of PADEE funds at national level is governed by the RGC's Standard Operating Procedures (SOP) and the Financial Management Manual (FMM).

393. Financial management of PADEE funds at sub-national level is governed by the NCDDS Finance and Administration Manual.

394. The Project uses a current version of the Peachtree software which is approved for use by IFAD and is adapted and customised to the requirement of the Project. The Chart of Accounts (COA) for the project must be based on the COA (Chart of Accounts) as detailed in the SOP/FMM with a clear linkage to the AWPB incorporating additional sub-classifications to capture different sources of funds, locations and disbursement categories of the Project. The COA and system upgrade will be prepared with assistance of a Financial Management consultant.

395. The Project uses appropriate internal control mechanisms relating to fuel, training, per diems etc. For national level activities, the SOP procedures will apply. For activities funded through the Provincial Administration (including the sub-accounts operated by PDA) the NCDDS Finance and Administration Manual procedures apply. The purpose is to ensure that all such expenses are properly authorized and that appropriate documentary evidence is available to support the expenditures.

7.7 AUDITING

396. The Project audit will follow the IFAD Guidelines on Project Audits. An independent external auditor, acceptable to IFAD will audit the Project accounts annually, including the IFAD and government contribution to the Project, in accordance with International Standards on Auditing.

397. As soon as practicable, but no later than 120 days after entry into force of the Financing Agreement, the MAFF-PSU will appoint independent auditors, selected in accordance with the procedures and criteria set forth in the IFAD Guidelines on Project Audits (for Borrowers' Use) as may be amended from time to time, and acceptable to the IFAD, to audit the financial statements relating to the Project for the first fiscal period. Thereafter, as soon as practicable, but not later than 120 days after the beginning of each succeeding fiscal year, the Borrower/Recipient shall either confirm the appointment of the same independent auditor, subject to satisfactory performance, or shall follow the same procedure to appoint new independent auditors for the successive fiscal year.

398. The audited accounts and the audit report, in a format agreed with IFAD and including separate opinions on the SOEs and the operations of the Designated and Project accounts and the Special Advance Account held by PAD, will be submitted to IFAD no later than six months after the

close of each government fiscal year (by 30th June of the following year), until closing of the Loan and Grant Account.

399. The audit report will be in a Long Form audit and will contain a separate management letter, which will include a report on the efficiency of the flow of funds procedures. The reply by the MAFF-SPU to the management letter will be submitted to IFAD within one month of the receipt of the audited accounts.

400. In addition to the external independent audits required by IFAD, the MEF will conduct its own audits of the Designated Account and the Project Accounts from time to time.

7.8 Contractual Arrangements and Fund Transfers to Project Implementing Partners

401. Activities of GDA and CARDI will be implemented through the performance based contractual agreement between GDA and MAFF-PSU based on the Approved AWPB. The lump sum contract with detail breakdown budget will be submitted by MAFF PSU to IFAD for NoL prior signing. The payment from MAFF PSU to GDA will be divided into maximum four steps in line with specific performance milestone to be defined in the contract.

402. Each PA will manage the contracts between the PA and the PDA and PDoWA. Contracts arrangements for the PDA and PDoWA and PA will be based on approved AWPB and will follow the established NCDD line department contract template. The NCDD Provincial Advisor Team especially the Provincial Programme Advisor and the Provincial Finance Advisor will provide technical support to PA for these contracting arrangements.

403. The release of funds by Provincial Administration to the Provincial Department of Agriculture (PDA) and Provincial Department of Women Affairs (PDOWA) shall be subject to the signature of annual contracts between the Provincial Administration with PDA and PDOWA.

404. The contracts will stipulate that the implementing agency will follow the Procurement Guideline provided for the purchase of materials, equipment etc. Payments to suppliers will be made directly by the PA and not by the implementing agency except where Petty Cash or the Special Advances Facilities procedure is used.

405. To avoid unnecessary complications to the implementation of the Multi-Location Trials and produce the foundation rice seed of improved varieties needed for IGRF group trainings and demonstrations; GDA will have a direct contract with CARDI to implement these activities. The preparation of the contract will be based on a simple contract template to be provided by MAFF – PSU.

406. The three Project Implementing Partners (PIP), FAO, SNV and iDE, implement PADEE activities supported by a mix of their own funds and IFAD loan or grant funds. The details of the arrangement with each PIP are set out in a Contribution/UTF Agreement signed by MEF, MAFF and the PIP.

407. No RGC counterpart funds are paid to the PIP except in the case that it is necessary to reimburse taxes that are not payable by IFAD or PIP funds.

408. IFAD loan or grant funds are transferred to the PIPs directly from IFAD, upon request from MEF. Fund transfers to the PIPs become due upon the achievement of the project deliverables under the responsibility of each PIP. Specific milestones at which fund transfers become due in relation to each project deliverable are specified in the Contribution/UTF Agreement between the PIP, MAFF and MEF.

409. When the PIP considers that a fund transfer is due it must submit a Request for Funds Transfer to MAFF-PSU. MAFF-PSU is responsible to check that the deliverable milestones have been achieved as stated in the Request for Funds Transfer. When MAFF-PSU has confirmed this it

endorses the request and submits it to MEF. In turn, MEF through it MEF-DIC checks the request and submits the request to IFAD to effect the funds transfer. The Contribution Agreement will contain, for each PIP, overall deliverables and associated payments from the cost tables. Detailed deliverables will appear in AWPB and approved through PIM procedure.

8 Procurement

410. Procurement under the project is carried out in accordance with Borrower/Recipient's procurement regulation; to the extent such are consistent with the IFAD's Procurement Guidelines and Procurement Handbook of September 2010. For each contract to be financed by IFAD proceeds, the types of procurement methods, the need for pre or post-qualification, estimated cost, prior review requirements and time-frame are agreed between the Project and IFAD respectively in the Procurement Plan. The IFAD prior review threshold for goods, equipment and works is USD 100,000, while the threshold for consultancy services is USD 50,000. The aforementioned thresholds may be modified by IFAD during the course of project implementation. The following stages of the procurement shall be subjected to IFAD Prior Review:

- A. Procurement of goods and civil works:
 - (i) Prequalification documents and shortlist when prequalification is undertaken;
 - (ii) Bid Documents for goods and civil works;
 - (iii) Evaluation Reports and Recommendations for Award; and
 - (iv) Draft contracts and contract amendments.
- B. Procurement of consultancy services and other services:
 - (v) Prequalification documents and shortlist when prequalification is undertaken;
 - (vi) Request for Proposal (RFP);
 - (vii) Technical Evaluation Report;
 - (viii) Combined (technical and financial) evaluation report and the recommendation for award; and
 - (ix) Draft contracts and contract amendments.

411. Procurement under the Project which would be carried out by the Implementing Partners under this Project would be undertaken in accordance with the procurement rules, regulation and guidelines of the IFAD Procurement Guidelines and Procurement Handbook of September 2010 and SOP/PM.

412. Overall procurement responsibility is retained by MAFF-PSU, with the following exceptions:
- MOWA-ISU will procure consulting services with the support and guidance of the MAFF-PSU for (1) studies and development of training packages on non land-based livelihood activities; (2) specialist service providers to train Interest Groups in non land-based livelihood activities; (3) consultant services for studies and development of training materials for gender mainstreaming;
 - FAO will undertake to provide its technical assistance as required for its area responsibilities and also procures (i) specialist service providers for the Service Provider (Accounts), (ii) hardware and software and (iii) consultant services for the conduct of the three studies under the UTF Agreement;
 - SNV will undertake to provide its technical assistance as required for its areas of responsibilities as outlined in the contract of services;
 - IDE will undertake to provide its technical assistance as required for its areas of responsibilities as outlined in the contract of services;
 - Provincial Administrations will procure supplies of recurrent cost items such as fuel and stationery under NCDDS Finance and Administration Manual procedures.

413. All procurement would be undertaken in accordance with an approved annual procurement plan. The procurement plan would provide all required details of each procurement activity to be undertaken by each Implementing Agency and Project Implementation Partner and consolidated by the MAFF-PSU. MAFF-PSU would submit the Consolidated Project Procurement Plan for IFAD's approval.

414. Changes to the procurement plans should be communicated by the Implementing Agencies and Project Implementation Partners to MAFF-PSU and to IFAD for its approval. Deviations from the approved annual procurement plans would be treated as mis-procurement and expenditures would be deemed as ineligible for financing under the IFAD Loan and Grant resources.

415. For purposes of procurement planning, the following general guide of applicable procurement methods would apply:

- International Competitive Bidding and Limited International Bidding. This would be the mandatory procurement method for goods, materials, equipment valued more than USD 200,000, works valued more than USD 1,000,000 and services valued more than USD 100,000. Any exceptions would require adequate and valid justifications to be made available by the MAFF-PSU and approved on a case by case basis by IFAD. This is not be applicable for agreements and contracts to be awarded to Project Implementation Partners (FAO, SNV and IDE), Provincial Department Agriculture and Provincial Department of Women Affairs.
- National Competitive Bidding would be applicable for goods, materials and equipment valued USD 200,000 or less but more than USD 20,000; while for works the established threshold would be USD 1,000,000 or less but more than USD 20,000.
- National Shopping would be applicable for goods, materials, equipment and works valued USD 20,000 or less but more than USD 1,000.00
- Direct contracting would be applicable for low value items for goods, materials and works valued USD 1,000 or less.

416. For purposes of procurement planning, the following the general guide of applicable selection methods would apply:

- The selection method for services and consultancy services valued more than USD 20,000 shall be undertaken in accordance with the any of the following competitive methods
 - a) Quality and Cost Based Selection
 - b) Least Cost Selection
 - c) Fixed Budget Selection
- The selection method for services and consultancy services valued less than USD 20,000 but more than USD 5,000 shall be undertaken in accordance with a selection criteria based on the consultants or service providers qualifications noting for example the data to establish the legal status and general experience of the consultant; any specific skills, knowledge or experience required for the assignment and the minimum expected qualification and experience of the key staff proposed. Any selection based on consultants or service providers qualification should be advertised.
- The selection method for individual consultants valued more than USD 5,000 would be based on selection criteria of the individual consultant skills, knowledge, experience and other core values required for the assignment. Any selection based on the individual consultant qualification should be advertised.
- The selection method for services, consultancy services and individual consultant valued less than USD 5,000 shall be undertaken through sole source selection.

417. Vehicles and motorcycles may be procured through the use of a UN Agency based on the needs of the programme. Procurement through the participation of the community would be undertaken applying the principles of community procurement as outlined in the IFAD Procurement Guidelines and Handbook.

418. The administration of contract would be the responsibility of the Implementing Agencies as such the monitoring of the contracts and the implementation of the contract would be the responsibility of the Implementing Agencies. MAFF – PSU shall ensure the consolidations all contract information and its performances and follow up on delayed activities ensuing the provisions of the contractual obligation are adhered to. All procurement documentation must be filed under the respective contract folders.

419. All contracts should be listed in the Register of Contracts or the in Peachtree accounting software with the dates of approval as provided by IFAD if applicable. The report will facilitate the review and approval of payment requests on contracts. The Register will be updated and submitted to the IFAD country programme manager on a monthly basis.

8.1 Capacity Building for Procurement

420. The MAFF-PSU contracts a Procurement Adviser who complements the functions of the Project Procurement staff in managing Project procurement. In addition to this the MAFF PSU and MoWA ISU benefit from the technical assistance extended by the Implementation Partners through various aspects of the procurement which enhance the quality of the identification, selection and management of the service providers. This enables procurement staff to build their capacities through on the job learning. Adequate resources are allocated for staff capacity building initiatives.

9 Administration

9.1 Recruitment and Management of Staff

421. Project staffs are recruited either:

- as civil servants seconded work full time to the Project and remunerated under the POC scheme;
- as contracted staff. Civil servants may be recruited as contracted staff if he/she takes leave without pay.
- Effort shall be made to increase number of female staff and to ensure gender balance in the recruitment process

422. For recruitment of POC staff, the provisions of the POC scheme administered by the Council for Administrative Reform (CAR) apply. For recruitment of contracted staff at national level, the Standard Operating Procedures for Externally Assisted Projects (SOP) manuals apply. For recruitment of contracted staff at sub-national level, the provisions of the NCDDS Finance and Administration Manual apply.

9.2 Management of Project Assets, Ownership, Inventory and Allocation

9.2.1 Ownership and Inventory

423. Unless otherwise agreed in writing, all equipment purchased by the project funds is the property of the Project during its implementation. All project equipment is under the custody and management of MAFF-PSU. At the end of the project ownership of the equipment will be transferred to the Royal Government.

424. All project equipment must be clearly marked as the property of the Project and must be bear an individually coded tag.

425. MAFF-PSU maintains an inventory (Non-Expendable Equipment Register) of all project equipment with a purchase prices of more than USD XXX.

426. Each implementing agency must maintain its own records. Each month, each implementing

agency must provide an updated Register to MAFF-PSU. For sub-national agencies, the equipment Register is consolidated at the Provincial Administration for forwarding to MAFF-PSU.

427. The Register should include the following details:

- Date of acquisition
- Detailed description, including model numbers where appropriate
- Serial number
- Identification code
- Location
- Purchase cost
- Payment reference
- User of the equipment

428. After preparing or updating, the Register shall be approved by Provincial Project Coordinator (sub-national level) and by the Project Manager (MAFF-PSU).

9.2.2 Project Vehicles and Motorcycles

429. The following cars and motorcycles are procured and allocated under the project:

- MEF – DIC/WBD: One car
- MAFF-PSU: Two cars
- M&E Unit: One car
- IFAD supervision: One car
- MoWA-ISU: One car
- Provincial Administration: two motorcycles per Provincial Administration, for use of the officials assigned to PADEE;
- Each PDA has one car and four or five motorcycles assigned. Two motorcycles are reserved for use of the technical advisers and the others are assigned to PDA technical staff. Motorcycles procured under previous IFAD projects are also to be used in implementation of PADEE.
- Each District Agriculture Office has 3 motorcycles. One motorcycle is to be used by the District Planning and Monitoring Officer and the other two are for use of District technical staff.
- Each PDoWA has two motorcycles, for use of the Provincial Gender Officer and the Provincial Women's Empowerment Officer.

Table 9 : Summary Allocation of Cars and Motorcycles													
	Nat'l	Kampot		Kandal		Prey Veng		Svay Rieng		Takeo		Total	
	Car	Car	M/c	Car	m/c	Car	m/c	Car	m/c	Car	m/c	Car	m/c
MAFF-PSU	2											2	
MAFF-PSU M&E	1											1	
MoWA-ISU	1											1	
MEF- DIC/WBD	1											1	

IFAD	1											1	
ProvAdmin.			2		2		2		2		2		10
PDA		1	4	1	4	1	5	1	4	1	5	5	22
DOA			10		10		22		8		16		66
PDoWA			2		2		2		2		2		10
DOWA			5		5		11		4		8		
TOTALS	6	1	23	1	23	1	32	1	20	1	33	11	141

10 Integrated Project Implementation Schedule

10.1 Principles of Implementation Scheduling

430. PADEE activities are scheduled to ensure efficient and effective implementation and to ensure that project beneficiaries (IGRF group members) receive maximum benefit. For example, funds are made available through the Group Conditional Cash Transfers (Component 1) so that beneficiaries can invest in technologies they have learned under trainings in Component 2.

431. For some project activities, particularly the service provider (Accounts) support to the IGRF groups, it is necessary to have a large number of IGRF groups active in the same area (e.g. about 30 IGRF groups in a District) so that one service provider agent can assist many groups without spending a lot of time travelling.

432. It is not possible to form and train all IGRF groups at the same time because there would not be enough trainers or other staff to support the groups.

433. Therefore, after initial preparation activities, PADEE starts implementation in some Districts in the first year of implementation (PY1) then adds more districts in PY2 and PY3. In each District, all Communes, start at the same time and each Commune forms four IGRF groups when PADEE implementation starts in the Commune.

10.2 Critical Activities in First Year of Project Implementation

10.2.1 Component 1.1

434. The following activities are critical activities that must be completed in Project Year 1 (PY1); i.e. before formation of IGRF groups starts:

- In Component 1.1:
 1. Hardware and Software for the [CCGT Database] procured;
 2. [CCGT Database] designed and operational;
 3. Service Provider (Accounts) procured and first group of agents trained.
- In Component 1.2:
 4. Service Provider (Capacity Building) procured;
 5. Training materials in financial literacy developed, tested and revised;
 6. Training of Trainers (service provider staff).

10.2.2 Component 2

435. The critical project start-up activities in Component 2 are mainly in sub-component 2.1. The training packages to be delivered in PY2 must be ready by the end of PY1 and preparations for training of trainers must be complete.

436. Therefore, the critical activities to be completed in PY1 are:
- Development and validation of training modules;
 - Study of opportunities for non land-based livelihood activities;
 - Selection and training of Master Trainers;
 - Mapping of existing GRF Groups;
 - Agriculture Situation Analysis in target communes including existing groups, CEW, VAHW, existence of Agro-Ecosystems Analysis plans etc and general characterisation of agriculture in Commune (e.g. main rice growing season, major non-rice crops and livestock activities); and
 - GDA and CARDI prepare an outline plan for on-farm research and demonstrations, indicating type of activity, District and year.
437. Training of Interest Groups in land-based and non land-based livelihood activities starts in PY3. Therefore, by the end of PY2 the following must be achieved:
- Development and validation of Common Interest Group training packages in land-based livelihood activities;
 - Development and validation of Common Interest Group training packages in non land-based livelihood activities;
438. The Rural Business Stimulus Facility (Sub-Component 2.3) is expected to begin operations in PY3 (after formation and training of Interest Groups).
439. Therefore, the necessary studies and other preparatory work for detailed design of the Rural Business Stimulus Facility must be completed in PY1 and PY2.
440. Preparation for the pro-poor bio-digester activity includes development of the appropriate technology; training of masons; development of training materials for users and a carbon baseline study. These activities should begin in PY1 so that construction of bio-digesters can begin in PY2.

10.3 Component 3

441. In order to facilitate coordination and management of the project and to establish the M&E and gender mainstreaming systems, the following activities must be completed in the first year of project operations (PY1):
- Selection of villages in PY1 by the Commune Councils. This information is required by Component-1, to test the quality of the internet connection in the village and to liaise with AMK so that this MFI can roll out its pilot village-agent scheme in time for the arrival of the project.
 - Establishment of offices and systems:
 - i. Recruitment of national and Provincial project staff;
 - ii. Recruitment of international TA for financial management and procurement systems;
 - iii. Establishment of financial management and procurement systems at MAFF-PSU, MoWA-ISU and Provincial Administrations.
 - iv. Procurement of vehicles and equipment;
 - Establishment of Monitoring and Evaluation Systems:
 - i. Design and baseline survey for major impact study;
 - ii. Management Information System (MIS) designed and operationalised;
 - iii. Design of methodology for training impact studies and case studies (non-critical).

- Establishment of Gender Mainstreaming Systems
 - i. Stocktaking Study on Gender in Agriculture completed;
 - ii. Gender Action Plan prepared and adopted;
 - iii. Gender mainstreaming training materials developed.

10.4 Summary Schedule of Critical Project Start-Up Actions

442. Table 10.1 shows a summary schedule of start-up actions in the first two years of project implementation.

TABLE 10.1: SCHEDULE OF CRITICAL PROJECT START-UP ACTIONS PY1 - PY2									
Component / Action		2013				2014			
Com	Description	1	2	3	4	1	2	3	4
1	Improved Access To Financial Services								
1.1	Group Conditional Transfer Scheme								
	Hardware and software for the GCCT database								
	GCCT database designed and operational								
	Service Provider (Accounts) Procured								
	SP Accounts Field Agents Trained								
	First GCCT Transfers								
1.2	Capacity Building in Financial Literacy								
	Service Provider (Cap Building) procured								
	Training materials in financial literacy								
	SP (Cap Building) trained (ToT)								
	Financial Literacy Training of first IGRF groups								
1.3	Support to Existing GRF Groups								
	Mapping of Existing GRF Groups								
	Selection of 500 Groups for Support								
2	Improved Access to Technology and Markets								
2.1	Support to Innovation in Capacity Building								
	Development and Validation of Training Modules								
	Study of Opportunities for non land-based livelihoods								
	Selection and training of Master Trainers								
	Situation Analysis in Target Communes								
	GDA/CARDI outline plan for on-farm demos								

TABLE 10.1: SCHEDULE OF CRITICAL PROJECT START-UP ACTIONS PY1 - PY2									
Component / Action		2013				2014			
Development Interest Group Trainings									
	• Land Based Activities								
	• Non Land Based Activities								
2.2	Applied Training and Capacity Building								
	Selection of Target Villages								
	Recruitment of District Staff								
	Recruitment of CEW								
	Recruitment of Mobile Support Teams								
	Training of CEW and MST								
	IGRF Groups Formed and Orientated								
	Basic Training and "Plus One" Training								
	Formation of Interest Groups and Selection of Topics								
2.3	Small Rural Business Development								
	Studies and Preparatory work for RBSF								
	Pro-poor bio-digester research and development								
	Pro-poor bio-digester capacity development								
	Pro-poor bio-digester promotion and marketing								
	Carbon baseline study								
	Agreement with MFIs on financing								
	Roll-out of pro-poor bio-digester activity								
3	Project Coordination and Management								
	Establishment of Offices and Systems								
	Recruitment of Project Staff								
	Recruitment of Project TA								
	Establishment of FM systems								
	Procurement of equipment								
	Establishment of M&E systems								
	Design of Major Impact Study								

TABLE 10.1: SCHEDULE OF CRITICAL PROJECT START-UP ACTIONS PY1 - PY2									
Component / Action				2013				2014	
	Baseline of Major Impact Study								
	MIS Designed and Operational								
	Methodology for Training Impact Studies								
	Establishment of Gender Mainstreaming System								
	Stocktaking of GM in Agriculture								
	Gender Action Plan								
	GM Training Materials								

10.5 Schedule of District Start-Up and Build-Up of Mobile Support Teams

443. Formation and training of an IGRF group takes 2 years. The first IGRF groups are formed in PY2 and complete training in PY3. The last IGRF groups are formed in PY4 and complete training in PY5.

444. Start of operations at District level is in the second half of the year before group formation, to allow time for recruitment and training of CEWs and other preparatory activities. Therefore, some Districts start operations in PY1, some in PY2 and the rest in PY3.

445. The planned rollout of PADEE operations by District and Commune is shown in Annex II. Table 10.2 summarises the number of Districts and Communes starting operations in each province in PY1, PY2 and PY3.

TABLE 10.2: SCHEDULE FOR DISTRICT ROLL-OUT															
OVERALL PROJECT PLAN				START OF PROJECT OPERATIONS											
				2012				2013				2015			
Province	Dist	Com	IGRF	Dist	Com	village	IGRF	Dist	Com	village	IGRF	Dist	Com	village	IGRF
Kampot	5	36	144	2	14	56	56	2	14	56	56	1	8	32	32
Kandal	5	36	144	2	14	56	56	2	14	56	56	1	8	32	32
Prey Veng	11	86	344	4	30	120	120	5	40	160	160	2	16	64	64
Svay Rieng	4	30	120	1	8	32	32	2	16	64	64	1	6	24	24
Takeo	8	58	232	3	23	92	92	3	20	80	80	2	15	60	60
ALL PROVINCES	33	246	984	12	89	356	356	14	104	416	416	7	53	212	212
HH/Group:	50														
Village/Commune:	4														

446. There are four IGRF groups in each Commune. Normally, there will be one group in each of four villages. Villages are selected by the Commune Councils in discussion with PDA and according to the village selection criteria. However, in some Communes there are less than four villages, so some villages will have more than one IGRF group.

447. Mobile support teams must be recruited and trained in sufficient numbers to conduct the trainings under Component 2.1. Each pair of trainer is assigned [4] IGRF groups for which he or she is primarily responsible. However there is some flexibility for trainers to move between groups so that trainers can be matched to specialist subjects, particularly for the Interest Group trainings.

10.6 District Level Implementation Schedule

10.6.1 General

448. In each District, project start-up activities begin in the second half of the year before IGRF group formation (the “Start-Up Year” for the District). IGRF groups are then formed and receive basic training under Components 1 and 2, as well as the first GCCT transfers. This is referred to as “IGRF Group Year 1” below. In “IGRF Group Year 2” beneficiaries receive further support including interest group trainings. After training is completed, groups continue to receive support and are eligible to apply for support under the Rural Business Stimulus Facility (Sub-Component 2.3). The years after Group Year 2 can be referred to as “Follow Up Years.”

10.6.2 Start-Up Year

449. During the second half of the year before IGRF group formation (that is, PY1 for the first group of Districts starting project operations); the following activities must be completed:

- Planning activities, conducted at the time of Commune Investment Programme formulation, consisting of:
 - i. Commune Start-Up Workshop including Agriculture Situation Analysis;
 - ii. Commune Council, in consultation with PDA, selects the target villages;
 - iii. Identification, through the Commune Investment Programme formulation, of suitable sites for on-farm adaptive research and demonstrations; and
 - iv. PADEE activities integrated in the Commune Investment Programme;
- CEW Recruited and Trained;
- Farm Business Adviser network established; and
- VAHW selected;

10.6.3 IGRF Group Year 1

450. In the first full year of operations in the District, the key activities to be completed are:

- Formation of 4 IGRF groups per commune, including initial orientation of group members, election of group leaders, selection of the “Plus One” package from a menu of options and selection by the group members of “Outstanding Farmers” in the village who are invited to participate in trainings;
- Financial Literacy Training, followed by financial literacy tests. At least 60% of the group members must pass the financial literacy tests in order for the group to qualify for the first GCCT transfer;
- Gender and Nutrition trainings of IGRF group members.
- CEW to assess and report on whether the group has fulfilled all criteria to qualify for the GCCT (see Monitoring Sheet, Annex IX);
- Basic Training of IGRF Group members: 8 trainings of 25 participants in each Commune (this training is conducted during the rice-growing season in the Commune);
- “Plus One” Training of IGRF Group members: 8 trainings of 25 participants in each Commune (this training may be conducted before or after the Basic Training, as suitable);
- First GCCT Transfer
- Accounting support to the IGRF groups begins;
- Farmer Awards [NB if only one per group should delay this until PY2 or PY3];

- Implementation of on-farm adaptive research and demonstration activities (approximately 1 activity per Commune);
- Planning activities, conducted at the time of Commune Investment Programme formulation, consisting of:
 - i. Formation of Interest Groups and selection of training packages for land-based and non-land based livelihood activities (this should be done at the time of Commune Investment Programme formulation and the planned activities should be included in the CIP);
 - ii. Identification, through the Commune Investment Programme formulation, of suitable sites for on-farm adaptive research and demonstrations for the following year.]
 - iii. PADEE activities integrated in the Commune Investment Programme.

10.6.4 IGRF Group Year 2

451. The critical activities to be completed in the second year of IGRF group training are:
- Financial Literacy Refresher Training, followed by financial literacy tests. At least 60% of the group members must pass the financial literacy tests in order for the group to qualify for the first GCCT transfer;
 - CEW to assess and report on whether the group has fulfilled all criteria to qualify for the GCCT
 - Training of 8 Interest Groups per Commune (25 IGRF members per group) in land-based livelihood activities. Interest Group trainings may occur at any time of year, depending on the subject matter;
 - Training of 4 Interest Groups per Commune (10-15 IGRF members per group) in non land-based livelihood activities. Interest Group trainings may occur at any time of year, or in some cases may be delayed until the Follow-Up Year;
 - Second GCCT Transfer
 - Exposure Visits;
 - Implementation of on-farm adaptive research and demonstration activities (approximately 1 activity per Commune);
 - First applications for the Rural Business Stimulus Facility;
 - Planning activities (to be conducted at the time of Commune Investment Program Formulation). In Group Year 2 the main planning activity will be identification of candidate sites for on-farm adaptive research and demonstration activities.
452. The following activities will continue from Group Year 1:
- Accounting Support to the IGRF groups from the service provider (accounts); and
 - Support to the Farm Business Adviser network (IDE).

10.6.5 Follow-Up Years

453. The main activities in the year (one to three years, depending on the time of IGRF group formation) after completion of IGRF group training, are:
- In the first follow-up year, CEW to assess and report on whether the group has fulfilled all criteria to qualify for the Third GCCT Transfer (see Monitoring Sheet, Annex IX);
 - In the first follow-up year, Third GCCT Transfer [timed for after completion of Interest Group training??];

- Implementation of on-farm adaptive research and demonstration activities (approximately 1 activity per Commune per year);
 - Applications for the Rural Business Stimulus Facility;
 - Planning activities (to be conducted at the time of Commune Investment Program Formulation). In Follow Up years the main planning activity will be identification of candidate sites for on-farm adaptive research and demonstration activities.
454. The following activities continue from Group Years 1 and 2:
- Accounting Support to the IGRF groups from the service provider (accounts); and
 - Support to the Farm Business Adviser network (IDE).
455. Table 10.2 is a summary District Work Plan for a District starting operations in PY1 and having 8 target communes, showing the activities to be completed each year.

Table 10.2: PADEE TYPICAL DISTRICT WORK PLAN (8 COMMUNES) FOR DISTRICT STARTING IN PY1							
Activity	Unit	PY1	PY2	PY3	PY4	PY5	Responsibilities
Integration of PADEE in Commune / District Plans							DAdm and CC
Selection of Target Villages	Village	32					CC, DAdm, PDA
Selection of CEW	CEW	2					PDA +CC
Selection of VAHW	VAHW	32					PDA / DoA
Selection of FBA	FBA	6					IDE / CC
Village AEA / Agricultural Plan	Village	32					
Set-Up and Support FBA Network							IDE
IGRF Group Formation Process	IGRF		32				CEW + CC, Village
IGRF Orientation and Plus-One Package Selection	IGRF		32				CEW
Selection of Outstanding Farmers	Farmer		32				CEW/IGRF Groups
Financial Literacy Training	IGRF		32				SP (Training)
Financial Literacy Refresher Training	IGRF			32			SP (Training)
Tests in Financial Literacy	IGRF		32	32			????
Gender Training	IGRF		32				DOWA / CC WCFP / CEW
Nutrition Training for women	IGRF		32				DOWA / CC WCFP CEW
Assess against qualification criteria and report to MAFF-PSU	IGRF		32	32	32		????
Loans and repayments from IGRF	IGRF		32	32	32	32	IGRF leaders
Bookeeping and reporting assistance	IGRF		32	32	32	32	SP (Accounts)
Basic Training Package	Training		64				MST + CEW

Table 10.2: PADEE TYPICAL DISTRICT WORK PLAN (8 COMMUNES) FOR DISTRICT STARTING IN PY1							
Plus One Training Package	Training		64				MST + CEW
Formation of Interest Groups	Group						CEW
Interest Group Formation (Land-Based)	Group		64				CEW
Interest Group Formation (non-Land Based)	Group		32				CEW (+DoWA?)
Interest Group Training (Land-Based)	Group			64			MST +CEW
Interest Group Training (non-Land Based)	Group			32			SP (NLB Activities)
Farmer Awards			32				CEW + ?
Exposure Visits				32			PDA/DOA/CEW
On-Farm Adaptive Research	Site			1		1	GDA
Diversification Demonstrations	Site		3	3	3	3	GDA
Improved Seed Variety Demonstrations	Site		3	3	3	3	CARDI
Applications for Rural Business Stimulus Facility	Business Plan			1	1	1	SNV

10.7 Staffing Plan and Technical Assistance Plan

456. Table 10.3 summarises the number of project staff (including senior positions that are not supported by salaries, POC positions, Mobile Support Teams and Commune Extension Workers. A tick in the final column indicates that a Terms of Reference has been included in Annex IV.

TABLE 10.3 Project Staff Positions (Tentative)									
Comp	Position	#	Pers-Mths Salary Funded By Year						TOR
			PY1	PY2	PY3	PY4	PY5	PY6	
2.2	Mobile Support Teams			960	2208	2208	1248		
2.2	Provincial Project Director	5	60	60	60	60	60	60	
2.2	Provincial Project Manager	5	60	60	60	60	60	60	✓
2.2	PDA Technical Officer	12	108	144	144	144	144	144	
2.2	Planning and M&E Officer	5	60	60	60	60	60	60	
2.2	PDA Finance Officer	5	60	60	60	60	60	60	
2.2	PDA Administration Officer	5	60	60	60	60	60	60	
2.2	District Planning and Monitoring Officer	33	?	96	252	396	300	144	
2.2	Commune Extension Worker		744	2652	4860	5160	3252	1044	
2.2	PDoWA Gender Staff	10	120	120	120	120	120	120	
2.2	District PDoWA Focal Point	33	0	96	252	396	300	144	
3	Project Director	1	12	12	12	12	12	12	
3	Project Manager	1	12	12	12	12	12	12	
3	Procurement Officer	1	12	12	12	12	12	12	
3	Financial Management Officer	2	24	24	24	24	24	24	

TABLE 10.3 Project Staff Positions (Tentative)									
Comp	Position	#	Pers-Mths Salary Funded By Year						TOR
			PY1	PY2	PY3	PY4	PY5	PY6	
3	Planning Officer	1	12	12	12	12	12	12	
3	Administrative Officer	1	12	12	12	12	12	12	
3	Support Staff	3	36	36	36	36	36	36	
3	IFAD Liaison Officer (MEF)	1	?	6	12	12	12	12	
3	Project Officer (MEF)	1	12	12	12	12	12	12	
3	Finance Assistant (MEF)	1	?	6	12	12	12	12	
3	Driver (MEF)	1	12	12	12	12	12	12	
3	M&E Lead Officer	1	12	12	12	12	12	12	
3	M&E Planning Officer	1	12	12	12	12	12	12	
3	MIS Database and Web Page Mgr	1	12	12	12	12	12	12	
3	ISU Director[] (MoWA)	1	12	12	12	12	12	12	
3	Project Manager (MoWA)	1	12	12	12	12	12	12	
3	Finance Officer (MoWA)	1	12	12	12	12	12	12	
3	Gender Officer (MoWA)	2	24	24	24	24	24	24	
3	Economic Empowerment (MoWA)	2	24	24	24	24	24	24	
3	Provincial Project Coordinator	5	5	5	5	5	5	5	
3	Planning and Investment Officer	5	60	60	60	60	60	60	
3	Finance Officer	5	60	60	60	60	60	60	
3	District Project Director	33	144	312	396	396	396	396	

457. Table 10.4 summarises the individual technical advisory positions (not including MST and CEW) with budget assigned in the Cost Tables (Annex III). A tick in the final column indicates that a Terms of Reference has been included in Annex IV.

TABLE 10.4: Advisory Positions (Tentative)									
Comp.	Position	No.	Person-Months By Year						TOR
			PY1	PY2	PY3	PY4	PY5	PY6	
1.1	International Procurement Adviser (FAO)	1	3						
1.1	National Rural Finance Adviser (FAO)	1	12	12	12	12	12		✓
1.1	Int. TA for support to SSP (accounts)	1	7	1.5	1.5	1	1	1	
1.1	Int. TA for customisation of MBWin (FAO)	1	5						
2.1	International consultancy for training and extension (SNV)	1	2	4	4	4	4	4	✓
2.1	National consultancy for training and extension (SNV)	1	6	8	8	8	8	8	
2.1	International consultancy for capacity building on non land-based activities (SNV)	1	2	4	4	4	4	4	✓
2.1	National consultancy for capacity building on non land-based activities	1	6	8	8	8	8	8	

TABLE 10.4: Advisory Positions (Tentative)									
Comp.	Position	No.	Person-Months By Year						TOR
			PY1	PY2	PY3	PY4	PY5	PY6	
	(SNV)								
2.2	National M&E Specialist	1		12	12	12	12	12	
2.2	Provincial project coordination adviser	5	60	60	60	60	60	60	
2.2	Provincial M&E adviser	5	40	60	60	60	60	40	✓
2.3	Intl. Integrated Value Chain Specialist (SNV)	1	2	4	4	4	4	4	✓
2.3	Ntl. Integrated Value Chain Specialist (SNV)	1	6	8	8	8	8	8	
2.3	NBP Programme Int. TA (SNV)	1	12	4	2				✓
2.3	NBP Programme National TA (SNV)	1		12	12				✓
3	Intl. Procurement and Fiduciary Specialist	1	12	3	3	3	3		
3	National Finance Adviser	1	6	6	6				
3	International MIS Specialist	7							✓
3	National MIS Specialist	12							✓
3	International M&E Adviser	15	3	3	3	2	2	2	✓

Project Staffs

MoWA ISU

ISU Director: 1
ISU Manager: 1
Gender Officer: 2
Economic Empowerment Officer: 2
Finance Officer: 1

MAFF – PSU

Project Director: **1**
Project Manager: **1**
Procurement Officer: **1**
Financial Management Officer: **2**

Local M&E Specialist: 1

M&E Planning Officer: **2**
Database and Webpage Manager: **1**
Administration Officer: **1**
Procurement and Fiduciary Specialist: Short term

NCDDS

IFAD Focal Point: 1

MEF

IFAD Liaison Officer: 1
Project Officer: 1
Finance Assistance: 1

PDoWA

Provincial Gender Coordinator: 1
Provincial Women's Economic Empowerment Officer

PDA

Provincial Project Director: 1
Provincial Project Manager: 1
Planning and M&E Officer: 1
Finance and Accounting Officer: 1
Administration Officer: 1
Agriculture Technical Officer: 2-3
Provincial Project Coordination Advisor: 1
Provincial M&E advisor: 1
Provincial Mobile Support Team: Short term
CEW: 2 per commune

Provincial Administrations

Provincial Project Coordinator: 1
Provincial Planning and Investment Officer: 1
Provincial Finance Officer: 1

DoWA

District Gender Officer: 1

DoA

District Planning M&E Officer: 1

DA

District Project Coordinator: 1
CCs Focal Point: 1
CWCFP: 1

10.8 Service Provider Tasks and Studies Plan

458. Table 10.5 summarises the contracts for consulting and technical services for which budget is provided in the Project Cost Tables (Annex III). A tick in the final column indicates that a Terms of Reference for the task has been included in Annex IV.

TABLE 10.5: Service Provider Tasks and Studies								
Comp	Task	Budget Cost By Year (USD 1000's)						TOR
		PY1	PY2	PY3	PY4	PY5	PY6	
1.1	Specialist Service Provider (Accounts)	448	260	352	407	382	363	
1.2	Specialist Service Provider (Capacity Building)	146	347	471	461	196		
1.2	Review of Access to Rural Finance	65		30				
1.2	Survey GRFs	50						
1.2	Study on interaction of GRFs with ROCSAs	35	30	35				
2.1	Study of new opportunities on non land-based activities	20						
2.3	Mapping and Analysis of Supply Chains		39	39	39	39		
2.3	Farmer Organisation Case Studies		15	15	15	15		
2.3	Carbon Baseline Study	25	50	25				
3	Main Impact Study	155	7	135	7	7	135	
3	Additional Studies			20			20	
3	Stocktaking on Gender Mainstr. in Agr.	25						
3	Support Gender Mainstr. Action Plan	20						
3	Study of Drudgery Patterns	10						

ANNEX I: PROJECT LOGFRAME

Logical Framework			
Results hierarchy	Indicators	Means of verification	Assumptions
GOAL¹³			
Improved livelihoods for poor rural people in the target of Kampot, Kandal, Prey Veng, Svay Rieng and Takeo Provinces	<ul style="list-style-type: none"> Value of household assets owned by participating households increased on average by 25%¹⁴ Decrease in prevalence of chronic malnutrition in children under five which are part of households benefiting from the project from current baseline of 40%¹⁵ to 32%. Average annual per capita food consumption by targeted households increased by 25% from USD 299¹⁶. 	Main impact study budgeted under component three will include a baseline and two follow-up quantitative surveys and will be consistent with RIMS	
DEVELOPMENT OBJECTIVE¹			
Improved agricultural productivity and diversification of income sources for rural households living in poverty in the five provinces.	<ul style="list-style-type: none"> Around 90,000 households (49,200 member of IGRF but also includes 6,000 outstanding farmers, 25,000 members of existing GRFs, and 700 HHs benefit from NLB production training, and 8,000 farmers benefit from improved seed and crop diversification demonstrations) directly benefiting from project activities by PY6¹⁷ Average wet season paddy yield of targeted households increased by 15% from average of 2.0t/ha to average of 2.4t/ha Average dry season paddy yield of targeted households increased by 15% from average of 4.0t/ha to average of 4.6t/ha Average value of household non-rice agricultural production of 	<p>Main impact study</p> <p>Study on the impact of Applied Training Activities budgeted and scheduled for PY3-6 (including MTR and project end review)</p> <p>Qualitative Review of Applied Training budgeted and</p>	<p>No major natural or man-made disasters</p> <p>Continued economic growth at national level generating employment opportunities</p> <p>Households have access to a range of quality</p>

¹³ All targets refer to increases relative to a control group and obtained maximum three years after project intervention. Details can be found in Section II.B.

¹⁴ The value of assets is based on a household asset index as used by IFAD RIMS as a proxy for poverty, where assets and household characteristics are aggregated using principal components analysis. Detailed data available in the baseline survey report under Main Impact Study.

¹⁵ Results from the 2010 RIMS survey for RPRP have been used as baseline in design. Values updated following the baseline survey.

¹⁶ Food consumption is to be expressed in real terms. The Cambodia Socio-Economic Survey (2009) indicates that rural households on average spend USD 27 monthly on food and non-alcoholic beverages. Accurate values for the project area updated following the baseline survey.

¹⁷ As explained in the PDR, this includes 49,200 primary beneficiaries (i.e. those that benefit from all key project interventions/components).

	<p>targeted households increased by at least 20% from current average of USD 792 after three years¹⁸</p> <ul style="list-style-type: none"> • Average labour productivity of target households increases by 15% from an average of USD 4.6 per labour day across project beneficiaries¹⁹. 	<p>scheduled for PY2-3 before MTR and PY4-5 before project end</p> <p>Case studies of farmer organizations budgeted and scheduled for PY2-6</p>	<p>food products</p> <p>Efficient and equitable intra-household resource allocation towards food</p>
OUTCOMES AND OUTPUTS			
<p><i>Component 1 – Improved Access to Financial Services</i></p> <p>Targeted households improve financial literacy and increase level of investment and/or savings</p>	<p>Outcome indicators:</p> <ul style="list-style-type: none"> • 980 IGRFs established and functional by PY4 • Respectively 80%, 70% and 60% of IGRF members achieve training milestones and receive first, second and third conditional capital transfer in years 1, 2 and 3 of their operation. • At least 440 IGRFs provide co-payment for service provider in year 2 and 3 of their operation and at least 392 IGRFs provide full payment in year 4 • 785 IGRFs increase the size of their initial fund of USD 3,000 by 30% after three years²⁰ • 24,500 IGRF members have doubled their savings in their MFI/Bank account three years after initial project support • On average IGRF members report improved access to MFI credit compared to non-beneficiary comparable households two years after initial support²¹ 	<p>Main impact study</p> <p>Project database/MIS (including MicroBanking database)</p> <p>Review of Revolving Fund Approach in PY3 before MTR</p>	<p>Continued strong performance by MFI and banking sector in Cambodia</p> <p>External service providers perform satisfactorily</p> <p>Finance tools promoted are appropriate to raise savings and investments.</p> <p>Continued strong government</p>

¹⁸ Current value has been updated following the baseline survey.

¹⁹ Labour productivity is measured as return to total labour in USD terms.

²⁰ The 30% growth does not include replenishments to the fund, i.e. second and third transfers.

²¹ Qualitative indicator seeking to capture beneficiaries' experience in seeking credit services from MFIs.

	<ul style="list-style-type: none"> • Average annual number of transactions with MFIs for IGRF members is on average higher than that of non-beneficiary comparable households²² <p>Output indicators:</p> <ul style="list-style-type: none"> • Contract with specialist service provider for accounting, record keeping and reporting finalized successfully in PY1 • Contract with specialist service provider for capacity building in financial literacy and linkages to MFI finalized successfully in PY1 • 49,000 beneficiaries registered as members of an IGRF and trained in financial literacy by PY4 (of which at least 50% are women) • For each IGRF at least one woman elected as one of the three group leaders • 500 other existing GRFs are supported in project communes 		<p>commitment to agricultural development and implementation of project activities through decentralized structures</p> <p>Cambodian government continues to promote rice production and exports</p> <p>Technology adopted by farmers is appropriate to raise productivity</p>
<p><i>Component 2 – Improved Access to Technology and Markets</i></p> <p>Targeted households use improved production technologies, establish market linkages, and diversify income sources</p>	<p>Outcome indicators:</p> <ul style="list-style-type: none"> • 70% of trained farmers still adopt recommended technology and/or report increased expenditure on inputs two years after project intervention • 10% of IGRF members engaged in new or scaled-up non-land based income generating activities by PY5 • 75 small rural business matching grants approved and implemented efficiently by PY6 • Land and non-land based training packages developed (minimum 10 and 4 respectively), updated and endorsed by MAFF and MOWA by PY2 • Around 200 Farmer Business Advisors providing extension 	<p>Main impact study</p> <p>Project database/MIS (including MicroBanking database)</p> <p>Study on the impact of Applied Training Activities budgeted and scheduled for PY3-6 (including MTR and project</p>	<p>Continued economic growth in Cambodia generates appropriate market opportunities in non-rural sectors</p> <p>Continued availability of quality agricultural</p>

²² Values for current and expected number of transactions will be added following the baseline survey planned at implementation. Target and non-target households are expected to have similar number of transactions in a without-project scenario.

	<p>services and supply of farm inputs to approximately 10,000 beneficiaries in a sustainable way by PY 3</p> <ul style="list-style-type: none"> • 4,000 pro-poor bio-digesters constructed and operating by PY4 <p>Output indicators:</p> <ul style="list-style-type: none"> • 490 CEWs trained and working by PY4, of which 50% are women • 49,000 beneficiaries trained in first and second year packages by PY5 • 6,000 outstanding farmers trained in first and second year packages by PY5 • 3,800 beneficiaries trained in non-land based income generating activities, of which at least 70% are women by PY5 • 400 improved seed variety demonstrations conducted by PY5 • 400 crop diversification demonstrations conducted by PY5 	<p>end review)</p> <p>Qualitative Review of Applied Training budgeted and scheduled for PY2-3 before MTR and PY4-5 before project end</p> <p>Case studies of farmer organizations budgeted and scheduled for PY2-6</p>	<p>inputs in project area</p> <p>Absence of extreme weather events or new pests/diseases</p> <p>Women household members are able to actively participate to the extent envisaged</p>
<p><i>Component 3 – Project Coordination and Management</i></p> <p>Efficient management and coordination by MAFF and all other implementing agencies to support satisfactory project implementation</p>	<p>Output indicators:</p> <ul style="list-style-type: none"> • MAFF PSU working effectively to coordinate national and sub-national project implementation • Capable project manager appointed through transparent and competitive process • All M&E and gender activities implemented in a timely and efficient way by project implementing institutions • Project implementing institutions complete the hiring of external specialist services in a timely and effective manner as required for project execution 	<p>Observation by project national team and feedback from provincial district team</p> <p>Project progress reports</p> <p>IFAD supervision mission reports</p>	

ANNEX II: PROJECT TARGET AREA

Design report



26-7-2010



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD

LIST OF PADEE TARGET COMMUNES

Update 18 December 2013

LIST OF PADEE TARGET COMMUNES

GIS	Commune	Villages	Population	% Poor	Start Year
KAMPOT PROVINCE					
Banteay Meas					
70201	Banteay Meas Khang Kaeut	8	8,450	20	1
70209	Tnaot Chong Srang	8	7,887	25.4	1
70213	Tuk Meas Khang Lech	8	10,691	19.4	1
70206	Sdach Kong Khang Cheung	4	5,984	23.3	1
70215	Voat Angk Khang Tboung	5	5,806	19.4	1
70214	Voat Angk Khang Cheung	5	6,920	23.7	1
70207	Sdach Kong Khang Lech	5	6,258	25.2	1
07					
Chhuk					
70307	Krang Snay	6	10,254	22.2	4
70301	Baniev	5	5,606	20.1	4
70308	Lbaeuk	5	7,480	23.4	4
70313	Trapeang Bei	4	5,591	20.8	4
70306	Krang Sbov	5	5,862	19.9	4
70309	Trapeang Plang	6	9,560	31.7	4
70310	Mean Chey	5	4,397	20.4	4
70302	Ta Kaen	12	16,288	29	4
08					
Chum Kiri					
70406	Srae Samraong	5	4,499	25.3	1
70403	Snay Anhchet	5	5,616	23.7	1
70405	Srae Knong	6	6,206	26	1
70404	Srae Chaeng	5	9,574	21.3	1
70402	Chumpu Voan	7	8,190	20.8	1
70401	Chres	4	6,185	21	1
70407	Trapeang Reang	5	7,249	26.8	1

Dang Tong

70502	Dang Tong	11	10,001	23.5	2
70508	Totung	9	7,327	23.7	2
70503	Khcheay Khang Cheung	5	4,625	22.6	2
70501	Damnak Sokram	5	3,777	28	2
70505	Mean Ritth	4	5,506	26.1	2

70509	Angkor Meas	5	6,648	25.1	2
70510	L'ang	4	7,139	23	2

07

Tuek Chhu

70708	Koun Satv	4	9,010	25.5	2
70706	Trapeang Pring	4	7,090	24.8	2
70705	Kandal	5	11,978	27.2	2
70713	Prey Thnang	5	9,705	23.4	2
70716	Thmei	6	7,631	24.6	2
70712	Prey Khmum	4	8,027	19.1	2

70715	Stueng Kaev	5	6,017	35	2
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07

Total Kampot 36 Communes

GIS	Commune	Villages	Population	% Poor	Start Year
KANDAL PROVINCE					

Khsach Kandal

80306	Preah Prasab	4	8,527	19.6	1
80307	Preaek Ampil	7	10,966	21.6	1
80312	Roka Chonlueng	5	5,879	23.4	1
80302	Chey Thum	6	6,805	21.9	1
80313	Sanlung	6	7,794	21.1	1

80318	Vihear Suork	8	13,140	20.5	1
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80314	Sithor	6	7,050	25.4	1
80301	Bak Dav	4	3,956	25.5	1

08

Kaoh Thum

80401	Chheu Khmau	8	11,276	26.7	2
80408	Pouthi Ban	9	12,429	22	2
80403	Kampong Kong	11	12,929	24	2
80406	Sampov Lun	9	20,085	19.6	2
80407	Leuk Daek	11	15,485	30	2
80402	Chrouy Ta Kaev	9	9,510	21.4	2
80409	Preaek Chrey	4	12,942	28.8	2

07

Lvea Aem

80602	Barong	2	3,846	31.7	1
80603	Boeng Krum	2	4,777	22	1
80607	Peam Oknha Ong	5	7,686	22.9	1
80611	Preaek Ruessei	5	7,675	30.6	1
80612	Sambuor	3	7,430	28.7	1
80613	Sarikakaev	3	8,063	22.5	1

06

Ponhea Lueu

80911	Phsar Daek	10	8,733	22.2	4
80903	Kampong Luong	8	10,532	19.4	4
80902	Chrey Loas	15	8,093	21.6	4
80913	Tumnob Thum	19	8,179	23.9	4
80904	Kampong Os	5	9,422	29.3	4
80906	Phnum Bat	22	9,895	22.2	4
80901	Chhveang	16	8,819	20	4
80905	Kaoh Chen	11	9,763	25.4	4

08

S'ang

81014	Ta Lon	9	13,960	21.4	2
81006	Prasat	5	7,021	28.8	2
81005	Krang Yov	15	16,647	25.1	2

	81001	Khpob	10	12,124	21.1	2
	81007	Preaek Ambel	9	26,235	20.7	2
	81004	Kaoh Khsach Tonlea	5	6,120	25.6	2
	81010	S'ang Phnum	9	13,629	22.2	2
07						
Total	Kandal	36 Communes				

GIS	Commune	Villages	Population	% Poor	Start Year
PREY VENG PROVINCE					
Ba Phnum					
140108	Spueu Kha	6	7,612	32.9	1
140103	Chheu Kach	14	9,385	24.5	1
140106	Sdau Kaong	15	10,362	27.5	1
140109	Theay	18	10,752	25.8	1
140107	Spueu Ka	10	9,405	30.1	1
140104	Reaks Chey	12	8,567	26.1	1
140105	Roung Damrei	12	9,799	27.7	1
140102	Cheung Phnum	7	8,525	28.3	1
08					
Kamchay Mear					
140207	Smaong Tboung	20	12,255	33.9	1
140206	Smaong Cheung	17	16,263	27.8	1
140208	Trâbêk	13	6,038	28.3	1
140202	Doun Koeng	10	8,251	28.1	1
140203	Kranhung	19	11,964	26	1
140201	Ceach	26	12,701	27.3	1
140204	Krabau	11	9,810	28.2	1
140205	Seang Khveang	13	10,280	23.3	1
08					
Kampong Trabaek					
140301	Ansaong	8	7,906	28.1	2
140302	Cham	10	12,868	30.3	2
140306	Kou Khchak	12	16,232	31.3	2
140303	Cheang Daek	12	10,525	34.5	2
140310	Pratheath	9	10,717	28.9	2
140305	Kansaom Ak	9	10,961	30.7	2
140308	Peam Montear	11	11,876	34.1	2
140312	Prey Poun	8	7,435	29.3	2
08					

Kanhchriech

140406	Preal	16	10,513	27.2	4
140405	Kouk Kong Lech	17	6,982	22.4	4
140402	Kanhchriech	11	6,927	22.2	4
140404	Kouk Kong Kaeut	12	5,885	32.6	4
140401	Chong Ampil	7	9,267	24.6	4
140408	Tnaot	8	5,828	26	4
140403	Kdoeang Reay	17	12,461	22.8	4
140407	Thma Pun	11	9,982	26	4

08

Me Sang

140506	Prey Totueng	12	11,921	29.8	1
140503	Chi Phok	18	18,086	24.7	1
140505	Prey Rumdeng	8	9,874	26.3	1
140502	Chres	19	16,196	24.6	1
140501	Angkor Sar	9	11,754	30.8	1
140507	Svay Chrum	18	14,994	26.4	1
140504	Prey Khnes	22	14,651	26.1	1
140508	Trapeang Srae	12	16,760	33	1

08

Peam Chor

140604	Kaoh Roka	4	5,771	29.3	4
140606	Krang Ta Yang	8	8,761	36.9	4
140608	Preaek Sambuor	3	4,247	29.6	4
140602	Kampong Prasat	5	5,114	32.2	4
140601	Angkor Angk	4	5,528	33.8	4
140609	Ruessei Srok	11	9,547	32.2	4
140603	Kaoh Chek	4	6,653	31.9	4
140605	Kaoh Sampov	5	8,282	27.4	4

08

Peam Ro

140703	Neak Loeang	5	7,526	28.3	1
140701	Ba Baong	4	7,661	28.8	1
140708	Prey Kandieng	7	10,516	32	1
140704	Peam Mean Chey	5	6,363	30.9	1
140702	Banlich Prasat	6	6,698	30.4	1
140705	Peam Ro	5	6,970	27.9	1

06

Pea Reang

140801	Kampong Popil	10	15,544	25.4	2
140805	Mesa Prachan	7	10,356	25.6	2

	140803	Kampong Prang	6	7,207	29	2
	140802	Kanhcham	9	15,650	25.3	2
	140807	Prey Pnov	10	22,075	25.9	2
	140811	Roka	9	15510	22.8	2
	140808	Prey Sniet	4	7492	22.1	2
	140809	Prey Sralet	12	14,099	24.8	2
08						
Preah Sdach						
	140901	Angkor Reach	17	11,788	30.2	2
	140902	Banteay Chakrei	20	14,716	30.2	2
	140910	Rumchek	16	15,387	28.5	2
	140909	Reathor	5	6,922	33.1	2
	140911	Seena Reach Otdam	18	12,405	34.9	2
	140906	Krang Svay	10	8,682	30.2	2
	140908	Preah Sdach	13	12,083	31.8	2
	140903	Boeng Daol	11	12,945	34.7	2
08						
Svay Antor						
	141009	Samraong	14	9,558	27	2
	141001	Angkor Tret	13	9,602	23.8	2
	141011	Tuek Thla	18	9,712	30.6	2
	141005	Me Bon	7	6,960	25.9	2
	141008	Prey Khla	13	9,211	25.4	2
	141004	Damrei Puon	17	10,195	25.2	2
	141007	Popueus	4	5,996	27.3	2
	141006	Pean ROUNG	21	15,772	30	2
08						
Sithor Kandal						
	141205	Pnov Ti Pir	4	4,102	30.6	2
	141209	Prey Tueng	5	9,599	27.1	2
	141206	Pou Ti	6	5,487	24.5	2
	141202	Chrey Khmum	8	7,789	29.1	2
	141201	Ampil Krau	5	6,406	27.2	2
	141204	Pnov Ti Muoy	7	6,604	26.5	2
	141211	Ruessei Sanh	4	8,838	31.4	2
	141210	Rumlech	6	8,464	22.7	2
08						
Total	Prey Veng	86 Communes				
Svay Rieng						
Kampong Rou						
	200207	Samlei	8	7,678	22.3	4

	200206	Reach Montir	4	3,346	24.5	4
	200203	Ksetr	14	11,251	22.3	4
	200210	Tnaot	11	7,536	29.3	4
	200204	Preah Ponlea	8	5,096	21.3	4
	200209	Svay Ta Yean	10	9 887	15.2	4
	06					
Rumduol						
	200310	Thna Thnong	7	6,636	27.7	2
	200308	Sangkae	8	4,919	20.9	2
	200304	Chrung Popel	7	6,287	25.3	2
	200306	Meun Chey	10	7,277	23.7	2
	200305	Kampong Ampil	7	4,232	29.5	2
				3,679		2
	200302	Thmea	9		23.6	
	200301	Bos Mon	7	5,349	22.4	2
	200307	Pong Tuek	9	6,614	23.1	2
	08					
Romeas Haek						
	200415	Trapeang Sdau	20	9,696	25.9	2
	200414	Sambatt Mean Chey	13	7,266	30.8	2
	200407	Doung	22	11,997	26.3	2
	200416	Tras	13	6,214	32	2
	200412	Mream	20	10,748	25.2	2
	200401	Ampil	10	6,295	26	2
	200410	Krasang	10	5,684	29.1	2
	200413	Sambuor	11	5,322	30.1	2
	08					
Svay Chrum						
	200515	Svay Thum	12	11,852	27.3	1
	200505	Ta Suos	8	12,172	26	1
	200513	Svay Ang	9	5,519	23.5	1
	200503	Chambak	7	10,144	29.1	1
	200507	Chheu Teal	12	10,316	27	1
	200516	Svay Yea	15	11,436	26.3	1
	200512	Pouthi Reach	11	8,236	27.4	1
	200511	Kruos	11	11,835	27.3	1
	08					
Total	Svag Reing	30 Communes				

GIS	Commune	Villages	Population	% Poor	Start Year
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TAKEO PROVINCE

Angkor Borei

210103	Kouk Thlok	4	2,830	33.9	2
210104	Ponley	6	7,183	22.7	2
210105	Preaek Phtoul	4	8,450	30.6	2
210102	Ba Srae	8	10,717	27	2
210106	Prey Phkoam	6	13,134	30.4	2
210101	Angkor Borei	6	15,608	29.3	2

06

Bati

210214	Trapeang Krasang	17	11,705	24.6	4
210212	Tang Doung	10	5,271	28.1	4
210208	Lumpong	12	7,515	24.6	4
210206	Krang Leav	23	14,899	27.3	4
210203	Doung	8	11,360	26	4
210205	Komar Reachea	13	11,235	25.5	4
210215	Trapeang Sab	15	18,745	26.2	4

07

Kiri Vong

210411	Saom	12	9,347	30.5	4
210412	Ta Ou	9	10,241	29	4
	Preah Bat Choan				4
210402	Chum	8	20,844	24.9	
210409	Prey Rumdeng	11	10,219	25.3	4
210406	Kouk Prech	13	13,607	28.8	4
210404	Kampeaeng	13	7,494	27.9	4
210410	Ream Andaeuk	8	5,423	26.1	4
210401	Angk Prasat	10	11,041	29.7	4

08

Kaoh Andalet

210503	Prey Khla	15	11,115	24.9	2
210506	Thlea Prachum	7	6,179	30.1	2
210502	Pech Sar	17	9,028	27.5	2
210505	Romenh	10	12,439	25.4	2
210504	Prey Yuthka	6	4,216	28.6	2
210501	Krapum Chhuk	13	9,958	29.4	2

06

Prey Kabbas

210607	Kdanh	7	7,224	21.4	2
210602	Ban Kam	7	7,383	23	2
210608	Pou Rumchak	11	8,578	24.1	2
210605	Kampeaeng	9	10,060	23.8	2

	210612	Snao	6	6,562	23.9	2
	210603	Champa	9	7,443	25.5	2
	210601	Angkanh	6	6,864	22.5	2
	210606	Kampong Reab	7	7,059	29.2	2
08						
Samraong						
	210706	Lumchang	10	6,750	24.1	1
	210708	Samraong	9	7,508	23.2	1
	210709	Soeng	14	11,621	25.4	1
	210704	Chumreah Pen	19	15,487	26.9	1
	210703	Cheung Kuon	11	9,543	24.8	1
		Boeng Tranh Khang				1
	210702	Tboung	10	13,291	24.5	
	210705	Khvav	18	15,801	24	1
	210711	Trea	11	10,500	25.5	1
08						
Tram Kak						
	210906	Ou Saray	12	12,882	30.3	1
		Trapeang Thum				
	210915	Khang Tboung	13	8,625	27.1	1
	210908	Otdam Souriya	14	12,451	30.5	1
	210907	Trapeang Kranhung	7	7,410	32.3	1
	210910	Samraong	16	6,604	29	1
	210902	Cheang Tong	16	11,735	27.2	1
	210909	Popel	12	8,707	27.3	1
07						
Treang						
	211005	Prambei Mom	12	8,757	25.6	1
	211010	Sanlung	12	6,476	26.5	1
	211013	Thlok	18	13,856	29.9	1
	211004	Khvav	11	10,873	28.8	1
	211007	Prey Sloek	17	12,684	28.9	1
	211008	Roneam	11	9,609	31.2	1
	211002	Angk Khnaor	7	4,640	27.6	1
	211014	Tralach	10	5,422	25.5	1
08						
Total	Takeo Pro.	58 Communes				
Grand Total: 246 Communes						

ANNEX III: PROJECT COST TABLES

ANNEX IV: TERMS OF REFERENCE OF PROJECT STAFF AND ADVISERS

Project for Agriculture Development and Economic Empowerment

Terms of Reference

Job Title:	Provincial Project Manager
Type of Contract:	Priority Operating Cost (POC) Position
Duty Station:	Provincial Department of Agriculture
Duration:	One Year (Renewable During Project Implementation Period)

A. Background

The Project for Agriculture Development and Economic Empowerment (PADEE) is a project of the Royal Government of Cambodia supported by loan and grant finance from the International Fund for Agriculture Development (IFAD). Implementing partners include FAO, SNV and IDE. PADEE is implemented at national level by the Ministry of Agriculture, Forests and Fisheries (MAFF) and the Ministry of Women's Affairs (MOWA). At sub-national level, PADEE is implemented through the Provincial Administrations and the Provincial Departments of Agriculture and Women's Affairs. PADEE supports poor rural people through three components: (1) Improved Access to Finance; (2) Improved Access to Technology and Markets; and (3) Project Coordination and Management.

B. Purpose

The Provincial Project Manager leads the Provincial Department of Agriculture (PDA) staff in implementation of PADEE activities and also assists the Provincial Project Coordinator to prepare the draft Provincial Annual Work-Plan and Budget, to prepare the Mid-Year and Annual Reports, and to prepare project coordination meetings of all implementing agencies at Provincial level.

C. Institutional Location and Reporting Line

The Provincial Project Manager is selected from amongst the senior staff of the Provincial Department of Agriculture. For project management and coordination purposes, the Provincial Project Manager reports to the Provincial Project Coordinator who is an official of the Provincial Administration. For technical purposes, the Provincial Project Manager communicates directly with the General Directorate of Agriculture (GDA) of MAFF and with MAFF-PSU.

D. Specific Responsibilities

The specific responsibilities of the Provincial Project Manager are:

1. Manage all staff of the Provincial Department of Agriculture in their assigned responsibilities for implementation of the PADEE project;
2. Maintain good communication with the Provincial Project Coordinator and support the Provincial Project Coordinator in management and coordination of the PADEE project in the province;
3. Maintain good communication and coordination with the General Directorate of Agriculture and MAFF-PSU on technical matters;
4. Ensure the timely preparation and submission to the Provincial Project Coordinator of the draft Annual Work Plan and Budget (AWPB) for PDA activities;

5. Ensure the timely preparation and submission to the Provincial Project Coordinator of the Mid-Year and Annual Report on PADEE implementation;
6. Ensure the efficient implementation of PDA responsibilities under the approved PADEE AWPB;
7. Ensure the technical quality of trainings delivered by the Mobile Support Teams;
8. Coordinate, support and ensure the technical quality of the work of the District Agriculture Offices and Commune Extension Workers in implementation of PADEE;
9. Ensure the proper and transparent use of all project funds and equipment under the management of the PDA; and
10. Other tasks as required for the efficient, effective, transparent and accountable implementation of PADEE.

E. Qualifications

1. The Provincial Project Manager must be a senior staff member of the Provincial Department of Agriculture; and
2. The Provincial Project Manager must have a bachelor's degree (minimum) in agriculture or a closely related subject; and
3. The Provincial Project Manager must have a minimum seven years' experience in implementation of agriculture support activities at local level.

F. Annual Performance Review

The Annual Performance Review of the Provincial Project Manager performance will be conducted by representatives of the national project management team (MAFF-PSU) and the Provincial Administration. The APR will focus on:

1. Timely and efficient execution of the PADEE AWPB in the previous year;
2. Transparency and accountability of PADEE operations in PDA;
3. The quality of coordination between all implementing agencies at the Provincial level; and
4. The technical quality of PADEE activities implemented by PDA.

Project for Agriculture Development and Economic Empowerment

Terms of Reference

Job Title: **National Rural Finance Adviser**

Type of Contract: **National Consultant contract**

Duty Station: **MAFF-PSU**

Duration: **One Year (Renewable During Project Implementation Period)**

One local expert will be recruited as *National Rural Finance Adviser*. The consultant will work under the direct supervision of the FAO rural finance officer who will backstop the project from FAO RAP in Bangkok, and in close collaboration with the MAFF PSU. (S)he will act as coordinator for all the microfinance related activities of the project and (s)he will be located at the MAFF PSU office.

More specifically her/his tasks will include the following:

- Participate in the selection of two service providers (i) for the microfinance training component and (ii) for the recordkeeping, accounting and reporting;
- Coordinate all the microfinance related activities, including training, surveys and studies, with the project partners and collaborators including MAFF, FAO, Oxfam, SNV, MFIs and the two external service providers;
- Lead and supervise the translation of training materials, documentation and software from English into Khmer language;
- Act as a trainer of trainers in the training activities for the two external service providers;
- Prepare a quarterly report to project partners and financiers, detailing progress, identifying issues and highlighting outcomes;
- Any other duties as required.

Terms of Reference

M&E Specialist (International Consultant)

Post title: International M&E Specialist

Duty station: Ministry of Agriculture, Forestry and Fisheries, Project Support Unit (MAFF-PSU) with regular travel to project field sites as required

Starting date: As soon as possible

Duration: 10 months, covering a six-month period in project year 1 and two 2 month periods in project years 2 and 3.

I. Background

The RGC is seeking a consultant to assist with the implementation of an M&E system for a project known as the Project for Agricultural Development and Economic Empowerment (PADEE). PADEE is a project that is to be implemented over a maximum 6 year period and is expected to start implementation in 2012. It is co-financed by the International Fund for Agriculture Development (IFAD), the Royal Government of Cambodia, SNV, iDE and the Food and Agriculture Organization of the United Nations. The project will be implemented in five provinces in South-Eastern Cambodia, namely: Kampot, Kandal, Prey Veng, Svay Rieng and Takeo and has total estimated costs of around USD 38 million. In the five provinces, the project will target overall 246 communes in 33 districts.

The overall development objective of the proposed project is to *improve agricultural productivity and diversification of income sources for poor rural households in the selected provinces*. The specific objective related to IFAD's country strategy as agreed with the government is the "sustainable improvement of the livelihoods of the rural poor in the project areas through community empowerment, productivity improvement and improved access to assets, productive resources, rural services, rural infrastructure and markets".

II. Objective

This TOR are for a consultant to assist the PSU of the Ministry of Agriculture, Forestry and Fisheries of the Royal Government of Cambodia in setting up an M&E system for the Project for Agricultural Development and Economic Empowerment and providing ongoing support for implementing the M&E system.

III. Scope of Work

The consultant will in year 1:

- Define the detailed responsibilities of the M&E unit staff.
- At start-up, use the project design report, logframe and project budget to help the M&E unit finalize the design of the M&E system. This will include identifying information needs, methods, sampling procedure and reporting formats and procedures. The consultant will also work with implementing partners to ensure that the above supplement and link to their existing M&E processes.

- Finalize the TORs for the main impact study, including methodology preparation, sample selection and staff training if required.
- Assist in the selection of contractor for the main impact study
- Recommend suitable professional M&E training for staff, and provide this training where possible.
- Revise the information needs of all key stakeholders that need to be integrated into the MIS database, in collaboration with MAFF PSU and the consultant for MIS.
- Reach agreement on where data will be entered, who will have access and who will provide statistical analysis (where and when).
- Oversee the finalization of the MIS, refine reporting requirements and define formats for standard reports (e.g., quarterly and annual reports) based on the requirements of implementing partners and IFAD. This includes final selection of outputs to be monitored, frequency of data entry and reporting, and data entry methodology. The consultant will work in close collaboration with the Consultant for MIS and mobile phone applications. The consultant shall refer to the Working Paper on M&E for details.
- Review the specific M&E studies budgeted under the project and provide guidance on methodology and analysis to implementing partners overseeing the studies, as necessary.
- Define how often and how the M&E system will be revised and improved, as well as whose responsibility this is.
- If necessary, help identify agencies in the public and private sectors with the capabilities and experience relevant for implementing specific ad-hoc M&E studies.
- Ensure that the M&E system is based on a learning orientation and is focused around the needs of the decision-makers to manage for impact. Reach agreement on when reflections and information analysis will take place and with whom.

The consultant will in intermediate year(s)

- Ensure that M&E activities continue to be appropriate and take account of the evolution of the project and of stakeholders' needs and capacities.
- Together with those implementing it, identify problems with the M&E system and modify the system, as necessary.
- Provide refresher training on M&E, as necessary.
- Assess if M&E findings are being used to make decisions and increase project impact. If necessary, identify what can be undertaken to ensure this happens.
- Review the results of completed surveys and assist in report preparation, as necessary.
- Ensure that staff and implementing partners are receiving adequate support to be able to implement their M&E functions and that data collection and analysis is on schedule and proving useful to the end-users. In consultation with the users, make recommendations for adaptation, if needed.

IV. Reporting Requirements

The consultant will report to the project director at MAFF PSU, with tasks to be undertaken with relevant implementing partners including GDA, MoWA, MEF, SNV, FAO and iDE, and project staff – particularly those with M&E functions. The consultant will be expected to work closely with the MAFF PSU M&E unit and the consultant for MIS. The Consultant will have an advisory role, and is not expected to carry out supervisory tasks.

V. Services and Facilities

The PSU of MAFF will provide an office space with administrative and secretarial support including making appointments and travel arrangements, organizing meetings, training and workshops, distributing documents, and other provisions necessary to facilitate the work of the Specialist.

VI. Qualifications and Experience

The candidate must possess the following qualifications and experience:

- A graduate degree in relevant subjects, such as agricultural economics, statistics, rural development management; and preferably post-graduate specialization in one of the above stated subjects;
- A minimum of ten years of professional experience in developing and implementing M&E systems in similar projects, including multilaterally funded development projects;
- Proven experience with the logical framework approach and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory and specifically the design and implementation of surveys), training in M&E development and implementation, information analysis and report writing.
- Needs to be fluent in English. Knowledge of Khmer is an advantage.

The candidate should also have:

- A solid understanding of agriculture, rural development and food security issues;
- Familiarity with and a supportive attitude towards processes of strengthening local organizations and building local capacities for self-management;
- Willingness to undertake regular field visits and interact with different stakeholders, especially primary stakeholders;
- Strong computer skills, including experience with common database software
- Leadership qualities and personnel and team management skills (including mediation and conflict resolution).

Project for Agriculture Development and Economic Empowerment

Terms of Reference (TOR)

Job Title	: Provincial M&E Adviser (PMEA)
Type of Contract	: Time Based
Duration	: One Year (renewable during project implementation period)
Number of post	: 5 (five).
Duty Station	: Provincial Department of Agriculture at Prey Veng, Kampot, Kandal, Svay Rieng and Takeo

A. Background

The Project for Agriculture Development and Economic Empowerment (PADEE) is a project of the Royal Government of Cambodia supported by loan and grant finance from the International Fund for Agriculture Development (IFAD). Implementing partners include FAO, SNV and iDE. PADEE is implemented at national level by the Ministry of Agriculture, Forests and Fisheries (MAFF) and the Ministry of Women's Affairs (MOWA). PADEE supports poor rural people through three components: (1) Improved Access to Finance; (2) Improved Access to Technology and Markets; and (3) Project Coordination and Management.

The implementation period for PADEE is six years, beginning in 2012 and ending in 2017. MAFF assigns the overall responsibilities for project coordination and management to its Project Support Unit (MAFF-PSU). The MoWA through its Implementing Support Unit (ISU) and the National Committee for Sub-National Democratic Development Secretariat (NCDDS) are Project Implementing and Coordinating Agencies at national level. At sub-national level, PADEE is implemented through the Provincial Administrations and the Provincial Departments of Agriculture and Women's Affairs. The Provincial Administrations of Prey Veng, Kampot, Kandal, Svay Rieng and Takeo provinces, are the Project Implementing Agencies to manage and coordinate sub-national level project activities. The MAFF-PSU is seeking to recruit five (5) Provincial M&E Advisers (PMEA), based in PDA of those five target provinces.

B. Objective/ Purpose

The key objective of Provincial Monitoring and Evaluation Adviser (PMEA) is to support implementation of the PADEE monitoring and evaluation system primarily at sub-national level and secondarily at national level. The main purposes of this position are to ensure that all levels of project management and coordination have immediate access to information about the progress of project implementation at the respective province; and to allow all levels of project management and coordination to make informed decisions about any action or intervention needed to ensure smooth implementation of the project.

C. Scope of Work (SOW)

C1. Institutional Location and Reporting Line

The Provincial M&E Adviser (PMEA) will be amongst the senior project staff at the Provincial Department of Agriculture. For project management and coordination purposes, the PMEA will directly report to the Provincial Project Manager/Provincial Project Director and to the Provincial Project Coordinator who is an official of the Provincial Administration. For technical purposes, the PMEA will directly report to the Project Manager-M&E at MAFF-PSU.

C.2 Roles and Responsibilities

The role of PMEA includes specific technical skills that may be beyond the capacity of the PDA staff. He/she will support the implementation of PADEE M&E plan and MIS activities at their respective province, and to support the Provincial Department of Agriculture (PDA), Provincial Department of Women affair and Provincial Administration to prepare and follow-up the Provincial Annual Work-Plan, to prepare regular reports, especially the Mid-Year and Annual Reports, and coordinate with Provincial Project Coordinator to support the project coordination meetings of all implementing agencies at the sub-national level.

The specific roles and responsibilities of the PMEA position are:

1. Ensure coordination among all project implementing agencies and partners at provincial level on all matters related to project M&E;
2. Ensure timely completion with technical assistance to PDA, PDoWA and the Provincial Administration in preparation of the Quarter, semiannual and annual reports;
3. Ensure required capacity by providing training to the relevant staff of all implementing agencies and partners to input data to the MIS;
4. Ensure that all implementing agencies and partners are generating regular reports from the MIS on the project activities;
5. Ensure implementation of the periodic surveys of project beneficiaries;
6. Effective communication with the National/International M&E Adviser(s), Manager at MAFF-PSU and the Provincial Project Coordinator and support the management of the PADEE project in the province;

7. Ensure the technical support for quality of trainings delivered by the Mobile Support Teams (MST), Commune Extension Workers (CEW) and others;
8. Ensure the technical quality of the work of the Provincial M&E officers (PMEO), District M&E Offices (DMEO) and CEWs in implementation of PADEE;
9. Responsible for other M&E tasks as planned and agreed for the efficient, effective, transparent, sustainable, accountable, gender balanced implementation of PADEE.

C.3 Specific Tasks

C.3.1 Capacity Development

1. Raise awareness of the Planning, Monitoring and Evaluation at Provincial and District level with collaboration with the implementing partners and private sector.
2. Develop the capacity of and assist the PMEO, District M&E officers and CEWs based on the expected results of a Capacity Development Needs Assessments, through formal and on-the-job training.
3. Provide capacity development and supervise the provision of capacity development by CEW to the private sector partners to improve their working practices, contract management procedures and technical understanding.
4. Develop the capacity of and assist DMEO to collaborate with CEW to monitor the progress of farmer group members and to conduct on-site evaluations of projects ensuring that adequate and reliable data are collected for evaluation of the technical and cost-efficiency aspects of the projects.

C.3.2 Technical Cooperation

1. Technically support the respective PDA and PDoWa management in regular works, monitoring and reporting.
2. Technically support the PMEO, DMEO and CEWs:
 - in supporting local agricultural and economic development funded by the project.
 - on day-to-day MIS data collection and report preparation of project implementing and monitoring.
 - in cooperating with other project partner agencies that have to work with or in cooperation with the target beneficiaries.
3. Collaborate with PPCA, technical staff of relevant provincial level to prepare and implement investments following the Project Implementation Manual (PIM) and Annual Work Plan and Budget (AWPB). This may include feasibility studies, design works, cost estimation, budgeting, and contract supervision, to ensure the quality and cost-effectiveness.
4. Collaborate with other Project Advisors to conduct capacity development on safeguard particularly the gender and environment impact assessment to the focal persons at provincial and district level.
5. Participate and provide technical inputs in project planning, budgeting and project meetings and workshop, as applicable.

C.3.3 Specific to M&E

1. Carry out selective field monitoring of the periodic progress of projects as they are implemented at the district, commune and village level.
2. Lead in the Annual surveys at provincial level of project beneficiaries, using a short and simple survey format, implemented by the PDA and PDoWA.
3. Field monitor the M&E staff in conducting on-site visit of selected project activities and M&E indicators ensuring that adequate and reliable data is collected for evaluation of the technical and economic-efficiency aspects of the project.
4. Monitor the project cost estimations and contracts implementation of Commune as well as Districts so as to ensure its transparency and accountability.

5. Review project progress, completion and evaluation reports prepared by the, PMEOs, DMEOs, CEWs and other stakeholders.
6. Join with MAFF-PSU M&E team to monitor the performance of contractors in order to be able to advise the partner organization and contractual private sectors on the quality of their work.
7. Conduct independent quarterly technical M&E visits to the sample IGRF groups at the village level either in the duty station province or adjacent provinces.
8. Assist in measuring the progress towards the project objectives by measuring the indicators defined in the M&E framework and the additional indicators needed for the IFAD Results and Impacts Management System (RIMS);
9. As part of M&E, provide technical assistance in conducting gender studies to assess impact on gender relations and women's empowerment
10. Draw lessons learned from the field and keep regularly informed the M&E at MAFF-PSU.
11. Feedback on top priority to MAFF-PSU on any M&E related queries from the province.
12. Maintain the M&E system up and running at the province. Ensure timely entering data and quality check in the Project MIS and M&E database.

C.3.4 Reporting

1. Develop the capacity of and assist the project staff and other stakeholders to prepare reports as required by the project for submission to the MAFF-PSU.
2. Prepare field monitoring reports and submit to PDA, PM-M&E, MAFF PSU and National/International M&E Advisors for information and action.
3. Prepare quarterly, semester and annual work-plans and reports of the project.
4. Any other report as will be specified and agreed in the M&E plan.

C.3.5 Other Duties

1. Provide assistance as requested to monitoring missions and field visits from MAFF-PSU, IFAD and other mission on provincial visits.
2. Any other tasks as assigned by the PM-M&E and the Provincial line management.
3. Perform other duties as required by the Project M&E Advisor.
4. Assist with the studies, design work, cost estimation and contract supervision, to ensure the quality and cost-effectiveness of the project at provincial level.

C.4 Work Relationships

The PMEA will have time to time working interactions with different stakeholders as listed below:

- MAFF-PSU, MEF, MoWA, NCDDS, GDA, CARDI, The Provincial Administration and District Administration, PDA, PDoWA, DOA, DoWA;
- IFAD country team,
- Implementing partners (FAO, SNV and iDE) and service providers,
- IGRF Group Members, Local Administration at village and commune levels.

D. Person Specifications:

D.1 Educational Qualification, Skills and Experience:

1. Bachelor's degree in a relevant field (management, business, information technology, agriculture and social science) with professional trainings in monitoring and evaluation. Master degree will be preferred.
2. At least five years experiences and evident knowledge of the design, implementation and supervision of M&E system in rural projects.
3. At least two years of project management experience. Preferable areas are agriculture, gender, economic and microfinance.
4. Strong in spoken and written Khmer and English is a must.
5. Training, facilitation, coaching and presentation skills in both Khmer and English.

6. Proven reporting skills in Khmer and English. Inclination to learn new technique and coach officials rather than do the work for them.
7. Experienced working in collaboration with government officials and a clear ability to work cooperatively with people of differing positions in society.
8. Previous and relevant experience working with the IFAD support project is an added advantage.
9. Experience in the usage of computers and office software packages, (including, but not limited to WORD, EXCEL and PowerPoint), and mobile applications will be considered very important.
10. Proven skills in the use of M&E and MIS software. A good knowledge and experience in handling of web-based management systems and micro-banking system also an advantage.

D.2 Competencies and attitude:

- Willingness to stay in the province and ability to transfer knowledge and skills to build capacity of local people.
- Displays gender, religion, race, nationality and age sensitivity and adaptability.
- Ability to establish and maintain effective rapport with civil servants, other advisers and with all the key stakeholders of the project.
- Ability to apply insights gained from PADEE implementation to development of practical guidelines for climate change adaptation in sub-national planning.
- Ability to work with senior government officials, other advisers and consultants
- Understanding of, and ability to work within government systems, especially at sub-national level.
- Understanding of Development Partner systems such as IFAD, INGO, LINGOs and the Grassroots.
- Ability to identify and manage priorities under tight resource constraints
- Focused on results for the PADEE and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Proven ability to work as part of interdisciplinary teams
- Demonstrated capacity for leadership and management

E. Key Performance Indicators (KPIs) of the post

The Annual Performance Review (APR) of the PMEA performance will be conducted by representatives of the national project management team (MAFF-PSU) and the line Provincial Administration. The APR will be focused on the following Key Performance Indicators (KPIs):

1. Timely and efficient execution of the PADEE M&E system in the province;
2. Timely and quality M&E reporting to the MAFF-PSU from the province;
3. Timely and quality of M&E and MIS data from the province;
4. Timely and quality of M&E surveys at beneficiary level at the province;
5. Timely and quality of coordination between all implementing agencies at provincial level; and
6. The technical quality of PADEE activities implemented at the province.

Project for Agriculture Development and Economic Empowerment

Terms of Reference (TOR)

Job Title : **National MIS Specialist (NMISS)**

Type of Contract : Time Based

Duration : One Year (renewable during project implementation period)

Number of post : One.

Duty Station : MAFF-PSU, Phnom Penh

A. Background

The Project for Agriculture Development and Economic Empowerment (PADEE) is a project of the Royal Government of Cambodia supported by loan and grant finance from the International Fund for Agriculture Development (IFAD). Implementing partners include FAO, SNV and iDE. PADEE is implemented at national level by the Ministry of Agriculture, Forests and Fisheries (MAFF) and the Ministry of Women's Affairs (MOWA). PADEE supports poor rural people through three components: (1) Improved Access to Finance; (2) Improved Access to Technology and Markets; and (3) Project Coordination and Management.

The implementation period for PADEE is six years, beginning in 2012 and ending in 2017. The MoWA through its Implementing Support Unit (ISU) and the National Committee for Sub-National Democratic Development Secretariat (NCDDS) are Project Implementing and Coordinating Agencies at national level. At sub-national level, PADEE is implemented through the Provincial Administrations and the Provincial Departments of Agriculture and Women's Affairs. The Provincial Administrations of Prey Veng, Kampot, Kandal, Svay Rieng and Takeo provinces, are the Project Implementing Agencies to manage and coordinate sub-national level project activities. MAFF assigns the overall responsibilities for project coordination and management to its Project Support Unit (MAFF-PSU). As per the project implementation plan (PIM), the MAFF-PSU will have to recruit one National MIS Specialist (NMISS) for the project M&E unit based in Phnom Penh.

B. Objective/ Purpose

The key objective of NMISS is to support implementation of the PADEE M&E and MIS primarily at national level and secondarily at sub-national level. The main purposes of this position are to ensure that all levels of project management and coordination have immediate access to information about the progress of project implementation with the use of information technology; and to allow all levels of project management and coordination to make informed decisions about any action or intervention needed to ensure smooth implementation of the project.

C. Scope of Work (SOW)

C1. Institutional Location and Reporting Line

The NMISS will be amongst the team of PADEE M&E unit at MAFF-PSU. For project management and coordination purposes, NMISS will directly report to the Project Manager, and to the Project Manager in charge of Planning and M&E who are officials of MAFF-PSU. For technical issues, this position will work closely with International MIS Specialist, International/National M&E Specialists of MAFF-PSU, and Provincial M&E Advisers and Officers at the target PDAs, Commune Extension Workers (CEWs) and the relevant technical IT staff of other implementing agencies (e.g. FAO) and contractual service providers for the project.

C.2 Roles and Responsibilities

The role of NMISS includes specific technical MIS and IT skills that may be beyond the capacity of other project staff at MAFF-PSU. He/she will technically support the implementation of PADEE MIS activities in relation with monitoring and evaluation (M&E) at both national and sub-national levels.

The specific roles and responsibilities of the position are:

10. Ensure the timely development, maintenance and administer the PADEE MIS and intervene effectively to resolve any technical difficulties experienced by implementing agencies or partners in use of the MIS;
11. Ensure the timely and professional development, maintenance and update the PADEE web-page in both English and Khmer language, as appropriate;
12. Ensure coordination among all project implementing agencies and partners on all matters related to project MIS;
13. Ensure that all implementing agencies and partners are able to generate real-time data queries and reports from the MIS on the project activities. This includes timely completion with technical assistance in providing MIS data in preparation of the monthly, quarterly, semiannual and annual reports;
14. Ensure required capacity by providing training to the relevant staff of all implementing agencies and partners to input data to the MIS;
15. Ensure providing required IT supports in implementation of the periodic surveys of project beneficiaries. This will include the mobile applications.
16. Effective communication with the National/International M&E Adviser(s), Manager at MAFF-PSU and the Provincial Project Coordinator and support the management of the PADEE project in the province;
17. Ensure the technical quality of the information/data into the MIS database from the Provincial M&E Advisers and Officers (PMEA/O), District M&E Offices (DMEO) and CEWs on project beneficiaries and of implementation of PADEE.
18. Ensure technical supports in related to computer and information technology, such as preparation of hardware specifications, server administration, outsourcing management, as when and where required.
19. Responsible for other MIS and IT tasks as planned and agreed for the efficient, effective, transparent, sustainable, accountable, gender balanced implementation of PADEE.

C.3 Specific Tasks

C.3.1 Capacity Development

5. Develop the capacity of and assist the project staff and other stakeholders to prepare reports as required by the project.
6. Develop MIS capacity of and assist the PMEA/O, DMEO and CEWs through formal and on-the-job training.
7. Provide capacity development and supervise the provision of capacity development by CEW to the private sector partners to improve their working practices, contract management procedures and technical understanding related to MIS.
8. Develop the relevant staff capacity of monitoring the progress of farmer group members and to ensuring that adequate and reliable data are collected for evaluation of the technical and cost-efficiency aspects of the projects.

C.3.2 Technical Inputs

6. Technically support the project management with MIS for monitoring, decision making and reporting.
7. Technically develop, maintain and update the project MIS in line with the M&E system with possible technical collaboration of International M&E and MIS specialists.
8. Technically develop, maintain and update the project web-site and blogs in line with MAFF and IFAD.

9. Technically support on day-to-day MIS data collection and report preparation of project implementing and monitoring.
10. Collaborate with technical staff of both national and provincial levels to prepare and implement investments following the Project Implementation Manual (PIM) and Annual Work Plan and Budget (AWPB).
11. Assist in measuring the progress towards the project objectives by measuring the indicators defined in the M&E framework and the additional indicators needed for the IFAD Results and Impacts Management System (RIMS);
12. Assist the project with technical supports in related to computer and information technology, such as preparation of hardware specifications, server administration, outsourcing management, as when and where required.
13. MIS and IT assistance to other project partner agencies and cooperation with the technical service providers that have to work with or in cooperation with the beneficiaries.
14. Participate and provide technical inputs in project planning, budgeting and project meetings and workshop, as applicable.

C.3.3 Work-plan and Reporting

5. Prepare quarterly, semester and annual MIS work-plans and reports of the project and submit to the line management and International Advisors at MAFF PSU for information and action.
6. Any other report as will be specified and agreed in the M&E plan.

C.3.5 Other Duties

5. Provide assistance as requested for field monitoring from MAFF-PSU, IFAD and other supervision missions.
6. Perform other duties as required by the International MIS and M&E Advisors.
7. Any other tasks as assigned by the line management.

C.4 Work Relationships

The SMISS will have time to time working interactions with different stakeholders as listed below:

- MAFF-PSU, MEF, MoWA, NCDD, GDA, CARDI, The Provincial Administration and District Administration, PDA, PDoWA, DOA, DoWA;
- IFAD country team,
- Implementing partners (FAO, SNV and iDE) and contractual service providers,
- IT and MIS outsourcing agencies.

D. Person Specifications:

D.1 Educational Qualification, Skills and Experience:

1. Bachelor's degree in a relevant field (computer science, information technology, agriculture and social science) with professional trainings in software/database development. Master degree will be preferred.
2. At least five years experiences and evident knowledge of the design, development and maintenance of large or medium scale database and server systems. Should be highly skilled in (but not limited to) DBMS, PHP, MySQL, Java scripts, SQL server, VB.net, any Content Management System (CMS) and the office software packages on stand-alone, web-based and mobile platforms.

3. At least two years of proven skills on IT/network administration and use of customized M&E and MIS software. A good knowledge and experience in software debugging, handling of micro-banking system also preferred.
4. Experienced working in collaboration with government officials and a clear ability to work cooperatively with people from different nations and societies. Previously working with any IFAD support project, especially RIMS application is not required but will be an added advantage.
5. Strong in spoken and written Khmer and English is important.
6. Training, facilitation, coaching and presentation skills in both Khmer and English.
7. Proven reporting skills in Khmer and English. Inclination to learn new technique and coach officials rather than do the work for them.

D.2 Competencies and attitude:

- Willingness to stay in the province and ability to transfer knowledge and skills to build capacity of local people.
- Displays gender, religion, race, nationality and age sensitivity and adaptability.
- Ability to establish and maintain effective rapport with civil servants, other advisers and with all the key stakeholders of the project.
- Ability to work with senior government officials, other advisers and consultants
- Understanding of and ability to work within government systems.
- Understanding of development partner systems such as IFAD, INGO, LNGOs, UN and the Grassroots organizations.
- Ability to identify and manage priorities under tight resource constraints
- Focused on results for the PADEE and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive and can-do attitude.
- Proven ability to work as part of interdisciplinary teams.
- Demonstrated capacity for leadership and management.

E. Key Performance Indicators (KPIs) of the post

The Annual Performance Review (APR) of the SMISS performance will be conducted by representatives of the national project management team (MAFF-PSU). The APR will be focused on the following Key Performance Indicators (KPIs):

1. Timely development of PADEE MIS database;
2. PADEE MIS database is effective to all stakeholders;
3. Efficient development and running of PADEE website;
4. Timely updates of PADEE website;
5. Timely and quality of M&E and MIS data from the province;
6. Timely and quality of required information support for M&E and decision making;
7. Timely and quality of IS support in M&E surveys at beneficiary level;
8. Timely and effective MIS work-plan and progress reports to project management.

ANNEX V: CRITERIA FOR AWARD OF GRANTS FOR INNOVATION IN CAPACITY BUILDING

GRANT FACILITY FOR INNOVATIONS IN CAPACITY BUILDING

Under component 2.1 of the PADEE project there is a facility for grants for innovation in Capacity Building. The objective of this grant facility is to stimulate new ways of capacity development that can reach the poor in a better and more efficient way.

Capacity Development is often understood (or better mis-understood) in a very narrow way of training people to improve their skills or knowledge. Especially in transfer of knowledge there are many different ways people learn or access knowledge than formal training or farmer field schools as they are often tried in agricultural projects.

In a recent study on what influences farmer behaviour change done by SNV in Svay Rieng province, farmers were also asked how they learn or access new ways of knowledge. A multitude of answers was given by farmers ranging from (Vietnamese) media to looking over the fence of the neighbours. This was a clear indication that also in the delivery of extension and the method of transfer of knowledge there is significant room for improvement.

The work done by project partner IDE on the development of farm business advisers (FBA) and the support company shows that in Cambodia there is good scope for a more private enterprise led way of delivery of extension services, and that these can reach the poor very well.

In a similar way the work done by for instance the AusAID CAVAC and USAID HARVEST and MSME projects show that combining transfer of knowledge with existing entrepreneurs can not only improve the access to knowledge but also push for a more reliable access to inputs and their quality.

The grants for innovation in capacity building will make an effort to try out, through a number of pilots, different ways of capacity building that can be beneficial to the poor directly or to service providers who work with the poor.

From the SNV study there are already a number of ideas coming from farmers that could be tried in the project provinces. These include extension message broadcast via television, information through retailer networks and information from traders and collectors. Many farmers living in the border areas indicated that they often watch Vietnamese television because there are good extension programmes on it.

Important elements to take note of as well are issues around trust and willingness to share information, which will influence the success of capacity development. It is often assumed that farmers will pass on information from one to another (from model farmers to households living around etc.) The SNV study found that this is often not the case. People are reluctant to share knowledge as they see each other primarily as competitors. This also has to do with a limited view on markets and marketing. Women often indicated that men only share when they are drunk.

From field experience of SNV it is becoming clear that other ways of bringing farmers together often result in a better transfer of knowledge than formal training. Focus group discussions or small presentations of input suppliers or traders and collectors are good examples of this.

Eligibility for a grant for innovation in Capacity Building

The grant facility is open to Cambodian organisations (public and private), enterprises or individuals who have an innovative idea to capacity building that suits the needs of poor households. The proposed approach of capacity building should be based on market principles and fit within existing budgets of the providers. The development of the approach and pilot testing of it can be sponsored from the grant.

Selection Criteria

Proposals and ideas can either be submitted through open calls for which a number of rounds will be organised or through targeted interventions initiated by the MAFF PSU, MOWAS SU, provincial and district project stakeholders or partners.

The proposed idea should clearly indicate what the innovation is, how poor people (PADEE beneficiaries in particular) will benefit from it, and how the action can be sustained after project life.

The proposed idea should connect to the extension modules that are being developed by the project and focus on a different way of transfer of knowledge for the same topic.

Maximum 60% of the grant will be in support of on-farm capacity building activities and a minimum of 40% for non-land based activities.

Special attention will be given to access of women to capacity building activities.

Decision mode

The decision for the awarding of the grants will be jointly taken by MAFF PSU, MOWA ISU and the SNV advisory team.

Conditions for Financing

The pilot will be up to 100% financed by the project. Co-financing, especially with a view to future sustaining of the action, will be welcomed. Proposals with co-financing will be given preference for selection, provided they score equally high on the selection criteria for innovation, pro-poor access and support to women.

Financing Window

The Grant Facility for Innovation in Capacity Building will award grants totalling up to about USD 40,000 each year from PY2 to PY5. The maximum amount of any one grant award will be determined by the Project Management in consultation with MAFF-PSU and IFAD in-country team.

Documentation

Grants for innovation in capacity building are intended to finance development and piloting costs. All pilots must include suitable arrangements for monitoring and evaluation. Results will be presented, reviewed and discussed in the national workshops. If suitable innovations are identified they may be scaled up through integration into the project activities during the Mid-Term Review of the project.

ANNEX VI: PROCEDURE FOR FORMATION OF IGRF GROUPS

FORMATION OF IGRF GROUPS^[23]

Household target selection process

The four stages in choosing the IGRF farmers are as follows which is assisted by CEWs:

- The first village meeting to explain the objectives and components of the project, and carryout the participatory wealth ranking;
- Home-based observation of the temporary group members to compare the actual situation with the selection criteria;
- The second village meeting to agree the final membership of the IGRF Group; and
- First meeting of the IGRF group.

FIRST VILLAGE MEETING

The Preparation of the First Village Meeting: The meeting will be chaired by the Commune Chief with the participation from Village Chief, CEWs, District Planning and Monitoring Officer and Commune Technical Support Team. The objective of the meeting is oriented the villagers about the project, their participation, conduct wealth ranking exercise, forming temporally list of the target group. At least 60% of the village HHs should be present in the first village meeting.

The meeting agenda should cover at least:

- Project intervention include project component and activity
- Role of CCs, Village Chief, CEW, and service provider
- Participation of the farmer and their benefit
- Clarification on HH selection process with include wealth ranking and group formation
- Wealth ranking exercise
- Temporally list of the IGRF group membership.

At least five days before the meeting, Commune Chief should discuss with village chief, CEWs and DFT on: 1. agenda of the meeting, 2. facilitator of each session, 3. invitation to all village Headed HH to make sure that most of them will come to the meeting, 4. complete list of the village HH, 5. meeting venue, 6. logistic support such as snack, flipchart, marker, amplifier & speaker, adhesive tape, clips, scissors, etc. 6. cash availability to support the meeting.

Wealth ranking exercise. The wealth ranking is intended to raise awareness of the genuine livelihood status of people in different levels in order to allow the project intervention to help improve the living standard. Wealth ranking exercise is facilitate solely by the CEWs. Commune authority, which includes Commune Chief, CCs and Village Chief, will not interfere the process. The decision will be made by the villager themselves. CEWs will start the process of classification of HHs by asking the villagers to divide the entire village into four groups by perceived level of wealth. Then CEWs will ask the meeting to list key characteristics of the HHs belonging to each group (housing conditions, landholdings, animals, means of transport and ownership of agricultural equipment). Other characteristics such as access to off farm jobs and remittances may be considered. . Table below

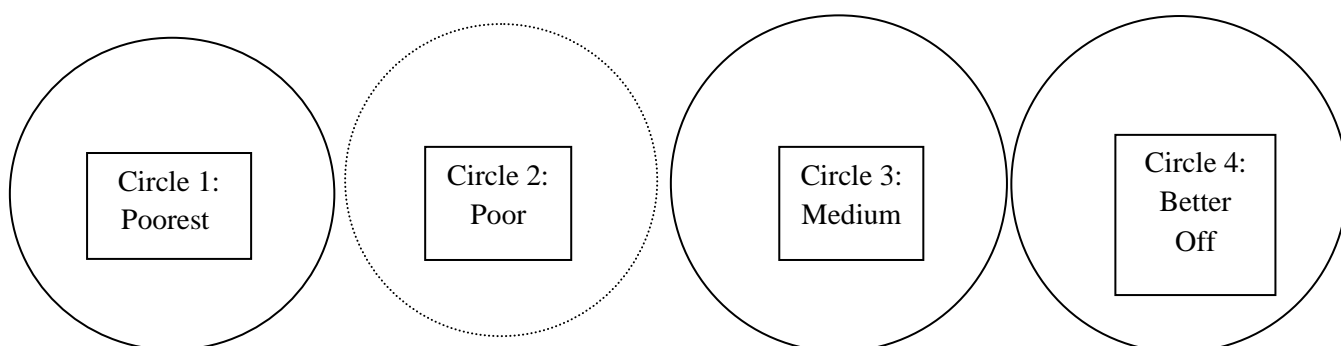
²³ THIS IS ADAPTED FROM THE PROCEDURE IN THE TONLE SAP SMALLHOLDER PROJECT PAM

shows an example. Specific characteristics of each indicator should reflect the conditions of the village and may differ from one place to another. :

Example of Characteristics of Different Wealth Groups

Indicator	Poorest	Poor	Medium	Better Off
Houses	Thatch-roofed houses, with thatch- or straw-insulated walls	Thatch- or zinc-roofed houses, with bamboo- or wood-insulated walls	Tile-roofed houses, with wood-insulated walls	Tile-roofed houses, with concrete-insulated walls (from 3 or more than 3 wings)
Plots of Land	0-0.2 hectares	0.2-0.5 hectares	0.5-1.5 hectares	1.5 or more than 1.5 hectares
Animals	No cows or buffalos	1-2 cows	2- 4 cattle	more than 4 cattle
Transport	No bicycles or motorbikes	1-2 bicycles	bicycles and motorbikes	modern bicycles and motorbikes
Agricultural Equipments	Ploughs, rakes or ox carts.	Plows, rakes or other small tools	1 plowing motor vehicle or tractor and other domestically used tools	Plowing motor vehicles or tractors for domestic use or hire

Upon the agreement on the HH living standards classification and its criteria, the CEW should write down and stick it in front of the participants. Then the CEW has to read the names of village HH from the complete list of the village HH in chronological order, and ask the meeting to classify each HH into the HH living standards classification according to the agreed criteria by using following circles:



Temporally list of IGRF group. This is the follow step from the wealth ranking exercise. The CEWs will facilitate the process with no interference by Commune authority, which includes Commune Chief, CCs and Village Chief. The meeting will discuss which HH could be the potential HH for IGRF group based on the list of HH in the overlapping circle 1 and 2.

The following criteria are used to form the IGRF group:

- Priorities should be given to those belonging to the poorest and the poor categories. HHs belonging to the medium category may be included if there are not enough HHs from the two categories who meet the below criteria. HHs from better-off category cannot be the members of IGRF, but may participate in FFS as outstanding farmers. ;
- Live mainly by agriculture;
- Have sufficient labour for crop and/or animal husbandry: households receive priority, if they contain members who are widowed, handicapped, elderly or from an ethnic minority or are responsible for many children;
- Have some land for cultivation, or at least the land surrounding their houses can be used either for growing crops and/or for raising animals;
- Are permanently resident in the village;
- Not too busy with other livelihood activities to participate in IGRF group trainings;
- Families that are honest and industrious, in compliance with the laws, have responsibility, and have good relations with other residents in the village;
- Families that are determined to make regular savings, in accordance with the decisions of the group; and

Families that are not members of an existing revolving fund group set up with support from the RPRP project.

CEWs will inform the meeting that this is a temporally list which will be subjected for verification through Home-Based Observation Study and approval from the CCs based on the same criteria.

HOME-BASED OBSERVATION

The observation study must be undertaken by CEWs, without informing the inhabitants or competent authority, commune or village chief in advance, in order to avoid the pre-arrangement that may make everything vary from its normality. The study will be carried out at all HH in the temporally list of the target groups. They need to meet with Head of HH who has not attended the village meeting to discuss their commitment to join the group.

During the visit, the CEW must:

- Compare the actual situation of the household with the selection criteria;
- Explain carefully the obligations of being an IGRF group member, and especially, the need to commit time to joining trainings and other group activities;
- Verify that the family is genuinely committed to becoming an active member of an IGRF group.

If the study could not confirm, Commune Chief and the Village Chief will discuss to replace non-conformity HH other HH from the list HH living standards classification. CEW will conduct home base observation again to these new HH. After finalization the home base observation process, the Commune Chief will organize the CCs meeting to approve the list.

SECOND VILLAGE MEETING

Second Village Meeting. At this meeting, the proposed membership of the IGRF group is announced and agreed by all the villagers. The meeting also included dissemination on the work plan of activities in the village and opportunities for non-IGRF group members to take part.

GROUP FORMATION

Group formation. The next step is for each group to elect the group leaders (three people for an LIG, a chief, a deputy chief and bookkeeper). One of these three should be a woman. The CEW has to motivate more than three people, both men and women, to stand for election the vote. Voting should be carried out in two stages; the first vote for choosing the chief and deputy chief of each group; and the second one for selecting the LIG bookkeeper. When looking for candidates, the CEW has to explain the roles and responsibilities of the group leaders. These tasks involve: (i) managing and leading all activities of the group; (ii) facilitating the implementation of the group plans; (iii) building relationships with others to reinforce the quality of leadership; (iv) coordinating and tackling all problems, with a high degree of accountability; (v) conducting regular group meetings; and (vi) acting as a model for the other members when undertaking project activities. An additional task is to manage the LIG revolving fund, the expenses and income, and ensuring that all members make regular savings and repay their loans punctually.

The first group meeting will approve the internal group regulation through the facilitation support from CEW. These include the following main points:

- The roles of leaders and group members;
- Criteria and processes for selecting the group members;
- Decision-making principles of the group e.g. interest rates, size of loans and loan period, use of loans, amount of money to be saved by each member, and sanctions against members who contravene the regulations;
- Good record keeping;
- Regular meetings to ensure that management of the group is transparent and that the leaders are accountable to the membership.

The CCs will issue a letter to officially recognize the group. Commune Chief will request the list of the group farmer to DoA for recognition as Farmer Association.

ANNEX VII: RURAL BUSINESS STIMULUS FACILITY

Concept Note for Rural Business Stimulus Facility

Objectives

The objectives of Rural Business Stimulus Facility is to support new business ideas that will help the members of the PADEE IGRF groups to produce and sell outputs from either land-based or non-land-based activities. The RBSF can be used to pay for investment, supplies of inputs, operating costs and capacity building in the start-up phase of a business.

However, there must be a clear business plan showing how the business will become sustainable without more support in the further.

The grants

The total amount of grant available for RBSF is USD 50,000 in project year 3 and USD 87,000 in each of PY4 and PY5. Funds that are not awarded in one year can be rolled over to the next. It is expected that RBSF will support 3 or 4 businesses in each province in PY3 and 5 or 6 businesses in each province in PY4 and PY5. However, amount of grants received per province need to be based on a principle of fair shares between the provinces, meaning that the amount of grants received by each province should be based on the number of PADEE target communes in each province.

In most cases, the applicant for RBSF funding must also invest the applicant's own money (including money from the PADEE IGRF) and / or money from a commercial bank loan. It is expected that the average size of business investment will be about USD 12,000 and that 25% (i.e. average USD 3,000) of this will be the amount of grant from RBSF. The maximum size of grant from RBSF depends on the type of applicant and the type of activity.

Payments from the RBSF are transferred from the MAFF-PSU Project Account into the bank account of the applicant. No cash payments can be made from the RBSF and payments cannot be made to anybody except the applicant.

The maximum length of time that a business can receive support from RBSF is three years. The RBSF cannot be used to support a business idea if the same kind of business is already operating successfully in the same commune.

There are three types of grant that will be awarded, and each eligible applicant can only apply for one type of grant.

1. **Investment Grant.** An Investment Grant can be used to purchase equipment needed to operate the business or to construct buildings. The business plan must show how the operation and maintenance costs of the equipment will be paid; how many years the equipment can be used for and how it will be replaced after it is worn out.
2. **Working Capital Grant.** A Working Capital Grant can be used to cover operating costs (for example, staff costs, rent, water and electricity charges) and to buy inputs needed during the start-up phase of the business operations. Working Capital Grant can be paid in one, two or maximum three annual instalments. The business plan must show how, after not more than three years, all the operating costs and input costs will be paid from income from the business.

3. **Capacity Development Grant.** A Capacity Development Grant can be used to pay the costs of training in the skills needed to manage and operate the business. A capacity development grant must NOT be used to pay trainees to attend the training, and it must NOT be used to pay the same trainers (Mobile Support Teams, CEWs and service providers) that provide trainings funded under PADEE Component 2.2.

Note that at least 50% of grants awarded each year must be awarded to women entrepreneurs or women group members. Furthermore, at least 35% of the value of the awards will go to non-land-based business activities proposed from each PADEE province.

In 2014, the grants will be distributed based on the following quota:

- Percentage of grants goes to each province
 - Kampot – 16%
 - Takeo – 24%
 - Kandal – 16%
 - Svay Rieng – 12%
 - Prey Veng – 32%
- Percentage of grants goes to value chain gap (value chains that are not covered in the study, but later on emerged for some reasons as a potential business opportunity for the IGRF groups) – 10%

Eligibility

Three types of applicants are eligible for a grant from RBSF:

1. **PADEE Groups.** The application may be submitted by an IGRF group or Interest Group supported by PADEE, or by more than one group that plan to cooperate together. The application must show that all members of the group will benefit from the business activity. The application must show why the business idea cannot be fully funded by a loan from the IGRF.
2. **Individual members of the groups supported by PADEE.** Individual members of PADEE supported groups who want to start up or develop their own business are eligible to apply for a grant from the rural business stimulus facility. The application must show why the business idea cannot be fully funded by a loan from the IGRF.
3. **Investor that is not a PADEE group member.** Business owners or groups that are not members of PADEE groups are eligible to apply for a grant from the rural business stimulus facility. The application must show how PADEE group members will benefit from the business idea through gaining an opportunity to sell their products or to purchase inputs. The application must clearly state who will benefit and how. It must also state if the application is to start a new business or to expand an existing business.
It is important to note that as the applicants in this group are not PADEE beneficiaries, it is crucial to make sure that their business activities prove benefits to PADEE group members. In case the benefits are not observed, the RBSF Grants Committee has the rights to claim back all the funding awarded to applicants.

Note that CEWs will not be eligible for a grant from the facility, unless they are a group member and have shared some capital with the group they belong to.

Selection criteria

Applications thought to provide the most valuable contribution to the achievement of the RBSF objectives will be awarded grants.

The selection criteria are as follows:

Criteria	Score
Be one of the three types of the eligible applicants	5 points
Be able to demonstrate the benefit that all members in the group would receive from the business activity	15 points
Be able to explain clearly how the grant from the RBSF will be used	10 points
Be able to explain clearly where other investment money needed from the business will come from	10 points
Be able to explain clearly why it is not possible for the applicant to implement the business plan without help from the RBSF	10 points
Applications that will benefit large number of PADEE IGRF group members, such as getting an improved opportunity to produce or market outputs, as a result of business investment	20 points
Business ideas that do not exist in the same area	10 points
Be able to demonstrate how business will become sustainable without additional help in the future after the end of grant funding	20 points
Total	100 points

The total score for the selection criteria is 100 points. Applications need to receive at least 70 points in order to be pre-selected in the screening at the provincial level.

The process

In order for an applicant to submit their application form to RBSF there is a number of steps involved:

Step1: Stimulating business ideas

In this step, information about the RBSF will be disseminated to PADEE IGRF group members and other through the district level with support from Commune Extension Workers. SNV will provide training to CEWs so that they understand clearly about the RBSF including the purpose, who is eligible to apply, what kind of activities can be supported and the criteria for eligibility. After the training, and with support from SNV, CEW will meet with groups she or he is responsible to support to stimulate their ideas about business opportunities that could be supported by an RBSF grant.

Besides their own ideas, results from value chain studies will also be communicated to CEWs and introduced to PADEE IGRF group members to see if they are interested and would like to develop business plans out of those.

There will be a refresher training each year to ensure that any changes to the criteria are disseminated. The Grant Committee will be responsible for organising this refresher training and all the DSA and

travel costs for participants from the provinces, districts and communes (only CEWs). SNV can only act as a training facilitator, but will not be responsible for all related costs for this training.

There will be a simple format for the initial application. The CEW will assist the applicants to complete the application form.

Step2: screening of applications and possible improvements

The provincial Screening Committee, chaired by the PADEE Provincial Project Managers, is responsible for screening the applications. The districts and CEWs must submit the completed applications in step 1 to the Screening Committee. The Screening Committee will then assign an entry number to each application and send the original forms to the Grants Committee (Approval Committee).

It is also possible that some applications have very good business ideas and do not need investment fund, but only want to access to the RBSF services in terms of technical advice as to how to develop a good business plan and to successfully implement the business plan. The applications in this case will be selected by RBSF, and be supported by the facility for necessary technical advice, but not for funding.

The screening process has a number of sub-steps as follows:

1. After the applications are submitted in the first step, the district and CEWs must submit the completed applications to the provincial Screening Committee.
2. The provincial Screening Committee will then check the quality of the applications and assign an entry number to each application. During this quality check if the Screening Committee can see very good ideas put in the applications, but they are not so clear for committee, then it can ask those groups/applicants to rework on their ideas and resubmit their applications.
3. All the checked applications, along with a report on the screening process will then be sent to the Grants Committee for selection and approval.
4. After approval, the Grants Committee will inform the Screening Committee within one week and then the Screening Committee will meet with the district and CEWs to inform and explain to them about the decision.
5. The districts and CEWs must then explain the decisions of the RBSF Grants Committee to the applicants.

Step3: Developing full business plans

For the applications selected for further development, SNV will work directly with the applicants to prepare full business plans and to submit detailed applications for consideration by the RBSF Grants Committee.

After completion of full business plan development, SNV will send a report to the Grants Committee on this for their decisions. The decisions will be made within two weeks after receiving the applications.

The following decision can be made by the Grants Committee:

- ▶ Approve for funding;
- ▶ Eligible for funding, but cannot be funded this time because all funds have been awarded to other applicants (the application will be considered again at the next meeting);

- ▶ The application needs to be clarified or amended;
- ▶ The application is not eligible for funding.

All decisions are final. There will be no review or appeal process.

For the successful applications, the Grants Committee will send a Notification of Grant Award to the applicant. This will include (1) the amount of the award; (2) the number of stages of payment: this can be one payment or more than one payment according to the type of activity; and (3) any conditions that the applicant must fulfill before receiving each payment.

Step 4: Implementing a business plan

For successful business plans, SNV will monitor the progress in implementing the business plan. SNV will inform MAFF-PSU when the applicant has completed any conditions for release of the payment. MAFF-PSU will make payment by direct transfer into the applicant's bank account. No cash payments from the RBSF are allowed. No payments may be made to anybody except the applicant (for example, it is not permitted to use the RBSF to make direct payment to the seller of equipment or supplies that are needed by the applicant).

The successful applicants must be able to contribute their funding of at least 75% of the average size of their business investment. The contributions need to be in the form of both cash and assets.

RBSF Grants Committee

The Rural Business Stimulus Facility will make grants in project years 3, 4 and 5 of the PADEE project. SNV provides technical assistance including screening applications together with PDAs, assisting applicants to develop their business plans and implement advisory support.

Grant awards are approved by the RBSF Grants Committee with members representing the following institutions:

- National Project Manager – Chair
- MEF – Department of Investment Cooperation – 1 member
- MAFF PSU – 2 members
- MOWA ISU – 2 members – Permanent Secretary
- GDA – 2 members
- PDA – 5 members (1 member per province)
- PDOWA – 5 members (1 member per province)

The Grants Committee has eighteen voting voice. To make a decision, the Committee needs at least 10 votes in favor. The decision makes by the Chair of the Grants Committee will be final.

PDA and PDOWA members of the Grants Committee will be PADEE Provincial Project Managers and Provincial Gender Coordinators, respectively.

IFAD is informed of meetings of the Grants Committee and may participate as a non-voting observer.

SNV acts as an adviser to the Grants Committee but does not have a vote.

Roles and responsibilities of the Grants Committee:

- (1) Launch the RBSF start-up workshops at provincial level
- (2) Organise and fund orientation workshops on the Grants Guideline for provincial and district staff, as well commune staff
- (3) Meet two times each year, starting in PY3, should be meet 2-3 times
- (4) Approve and endorse the Grants Guideline
- (5) Review the criteria for eligibility and selection
- (6) Consider and approve awards recommended by the provincial Screening Committee
- (7) Transfer payment to the bank account of the awarded applicants
- (8) Annually Organise and fund refresher training on the updated Grants Guideline
- (9) Collect relevant data related to the RBSF implementation
- (10) Monitor and evaluate the implementation of business plan activities

Screening Committee

The Screening Committee will be established at provincial level in each of the PADEE province. This committee will be chaired by the Provincial Project Manager and PDOWA will be the permanent secretary. Members of the Screening Committee are as follows:

- PDA - 2
- should 1 of PA involve in the screening committee?
- PDOWA – 2

Roles of the Screening Committee are to

- (1) Inform their IGRF groups about the RBSF
- (2) screen the business applications submitted by applicants at provincial level,
- (3) assign an entry number of each application
- (4) produce report on the application screening in their respective provinces, and
- (5) send the screened applications along with the screening report to the Grants Committee for approval.
- (6) Organize/ conduct meeting if any urgent
- (7) share all up-date information and consolidate report

To inform the IGRF groups about the RBSF, the Screening Committee may delegates this task to the district level. Then the district level, with support from CEWs in their own district, makes sure that the IGRF groups are well informed about the RBSF.

Terms and conditions

Grant recipients are required to agree with the following terms and conditions:

- ▶ Have an agreement with RBSF of PADEE for 12 months and meet agreed performance measures relating to the agreed outcomes,
- ▶ Be located within the PADEE provinces,
- ▶ Submit two reports during the period of the agreement, detailing progress against the agreed measures. The first report is to be submitted in the first six months of the business plan implementation. And the second report is to be submitted at the end of the agreement.
- ▶ Recognise and agree with the support from RBSF, including SNV,

- ▶ Participate in any public promotions organised by RBSF to promote the RBSF grants and/or products/services produced by a business,
- ▶ These terms and conditions will be used to disburse payment as approved by the Grants Committee during the Notification of the Grant Award to the applicant.

The application form

The completed application form must be sent to MAFF-PSU/Grants Committee. Please make sure that your application is complete and accurate.

If you need more space to answer questions in the application form, please attach additional sheet of A4 size by clearly mentioning the questions you have answered in that new sheet.

Please note that completed application forms and any other attached documents are non-returnable.

Communication strategies

After the grant facility has been established, one of its objectives is to spread information about the grants to as many farmers, NGOs and the private sector as possible. This will raise awareness among them; thus promoting their participation in the facility.

To achieve the above mentioned objective, RBSF Grants Committee led by MAFF-PSU, will launch a one-day facility start-up workshop in each PADEE province at provincial level, in which all stakeholders such as relevant government entities at provincial, district and commune levels, NGOs, banks, micro-finance institutions, PADEE staff from the provincial to commune levels, boards of IRGF groups as well as the PADEE PIPs are invited for this special events.

After the launching workshop, one-day orientation workshops on the Rural Business Stimulus Facility will be held for PADEE staff at provincial, district and commune levels. In the workshop, all the mentioned PADEE staff will be oriented about the RBSF, its objective and the RBSF guidelines. The workshop will be organised and funded by MAFF-PSU and the RBSF Grants Committee in each province of PADEE and facilitated by SNV.

Afterwards, PADEE staff at provincial, district and commune level will be responsible for communicating/informing IRGR groups in their respective provinces about the RBSF. The most effective and efficient people to do this are the district PADEE staff together with CEWs. The provincial PADEE staff will provide advice and monitor on this.

ANNEX – VIII: PROJECT REPORTING AND REPORTING FORMATS

10.9 Overall Progress Reportings in PADEE

10.9.1 Main Progress Reports

The main progress reports expected from each IA and the Project Coordination Office at MAFF-PSU are the following:

- A. *Monthly Progress Report (MPR)*:** All the Commune Extension Works (CEWs) will report to their respective district focal point on the Monthly District Reporting format in an agreed date within the month (fourth week of each month). District Planning and Monitoring Officers will compile the CEW monthly progress reports and send to Provincial Planning and Monitoring Officers on the agreed date (within the first week of following month). Recommended reporting format-RF.1
- b. *Quarterly Progress Report (QPR)*:** The QPR will consist of the two main sections: (I) narrative Progress Report prepared by Project Director; and (II) the attached Interim Financial Report (IFR). The first section should provide concise and factual information on progress and performance against plans and budgets, and present provisional results of the key indicators. Divergences from the AWP will be highlighted and briefly explained, and any emerging or recurrent issues and problems will be noted, and actions taken or recommended will be indicated. Performance indicators and milestones will be compiled and summarized. The report will also provide a summary of project expenditure in the quarter and cumulative expenditure to date (against budget) as recorded in the Interim Financial Report (IFR). QPRs will be compiled by each IA using the staff or TA consultants that relate to finance, procurement and contract administration and submitted to MAFF-PSU, no later than twenty days after the end of period covered by such report. Recommended reporting format-RF.2
- c. *Semi-Annual Progress Report / Mid Year Report*:** First two QPRs of the year will be compiled by each IA using the staff or TA consultants that relate to finance, procurement and contract administration and submitted to MAFF-PSU, no later than twenty days after the end of period covered by such report. All the SPR will be collected by the MAFF-PSU from PDAs of five provinces and Implementing partners and consolidated with an introductory section for the overall project, not later than forty days after the end of the period covered by such report. The draft consolidated report will be shared among all IAs and finalized and submitted to IFAD, no later than fifty days after the end of period covered. Recommended reporting format-RF.3
- d. *Annual Progress Report (APR)*:** Following the end of each project year, an APR will be prepared by each IA, PIP and MAFF-PSU for the project as a whole. The APR will collate and summarize the information on all performance indicators and milestones relevant to the IA/PIP. The report will also provide information on the outcome indicators described in the results framework and findings from evaluation studies for each IA/PIP. Progress of key activities against plan will be presented, including associated issues and problems, and actions and recommendations. A summary of annual expenditure against budget and the progress of procurement against the procurement plan will be included. RIMS report will be an Appendix

of this report. Also the AWPB for the upcoming year will be attached to the report of each IA/PIP.

- E.** APR of the year will be compiled by each IA/PIP using the project staff or TA consultants that relate to M&E, finance, procurement and contract administration and submitted to MAFF-PSU, no later than twenty five days after the end of period covered by such report. All the APRs will be collected by the MAFF-PSU from PDAs of five provinces and Implementing partners and will be consolidated with an introductory section for the overall project, not later than forty five days after the end of the period covered by such report. Recommended reporting format-RF.3
- f.** The draft consolidated report will be shared among all IAs and finalized and submitted to IFAD, no later than Sixty days after the end of period covered. Recommended reporting format-RF.3c
- g.** ***Mid-Term Review Report (MTRR):*** The MAFF PSU, in collaboration with the IAs, will organize a midterm progress review, and prepare the Mid-Term Report (MTPR) at the end of the third year of project implementation. This report will include the Midterm Main Impact Study Report. It will reflect the accumulated progress indicators and data on the agreed M&E frameworks and will form the basis for the Mid-Term Review (MTR) for the project. The MTRR will be a critical document to assess the results of the project and reflect upon whether any changes in the project design or implementation arrangements are required to ensure greater effectiveness. The draft MTRR will be thoroughly consulted among all IAs and finalized no later than December 2015) and submitted to IFAD.
- h.** ***End Project Evaluation Report (EPER):*** The Final Evaluation Report will be prepared by the MAFF-PSU, in collaboration with the individual IAs, at the end of the 6th year of project implementation (but no later than June 30th 2018) for discussion with the IFAD. It will be based on the findings of the End-line survey of the Main Impact Study and evaluations of the project components and subcomponents, and should reflect lessons regarding project design and results that will be useful for future project/ programme design and operations.

Each of the above reports will be posted on the websites of the project to ensure full transparency and disclosure. In addition to the above, each IA will also be preparing financial and audit reports, which would be compiled for the project as a whole by the MEF, MAFF-PSU and IFAD.

The proposed formats for the AWP, QPR (which will include the IFR), and the APR are attached to Annex 1. The formats for the Mid-Term Progress Report and Final Evaluation Report will be determined closer to their due dates.

The following two tables summarized the overall planning and reporting requirements and the deadlines by which these need to be submitted.

Planning and Reports	Due date and frequency	Format	Responsible for preparation
Annual Work Plan and Budget (AWP&B) for each IP	By October 15th of the year preceding the budget year		PIP Management and Finance Team (PDA, GDA, FAO, SNV, iDE) PIP Planning and M&E Team

			MAFF-PSU and MoWA-ISU
Consolidated Annual Work Plan and Budget	By October 30th of year preceding the budget year		MAFF PSU Finance Team MAFF Panning and M&E Team
Adoption of the Final AWPB for PADEE and for each IP (previously approved by the Project Management and IFAD)	November 15th of the year preceding budget year		PIPs MAFF-PSU and MoWA-ISU
Monthly Progress Report (MPR)	4th week of each reporting month. Consolidated by 1st Week of the month for previous month of reporting.	RF.1	CEWs DPMO
Quarterly Progress Report and Interim Financial Reports (IFRs) for IAs	No later than 20 days after end of each calendar quarter (IFRs very soon after end of each quarter)	RF.2	PIP Finance Team PIP Procurement Team PIP M&E Team MAFF-PSU and MoWA-ISU
Semester Progress Report and Interim Financial Reports (IFRs) for IAs and Consolidated for PADEE	PIPs to submit No later than 20 days after end of each calendar semester i.e July 20th . MAFF PSU to consolidate by August 10th and Finalization/Submission to RGC/IFAD by August 20th .	RF.3	PIP Finance Team PIP Procurement Team PIP M&E Team MAFF-PSU and MoWA-ISU
Annual Progress Report for IAs and Consolidated for PADEE including the Annual Outcome survey report including RIMS	PIPs to submit No later than 25 days after end of each calendar semester i.e January 25th . MAFF PSU to consolidate by February 15th and Finalization/Submission to RGC/IFAD by February 28/29th .	RF.3 FR.3c	PIP Finance Team PIP M&E Team MAFF-PSU and MoWA-ISU
Mid-term Review Report	By December 31st, 2015; one off	TBD	MAFF-PSU with support from PIPs
End Project Evaluation Report	By June 30th, 2018; one off	TBD	MAFF-PSU with support from PIPs

Project Implementing Agency and Partners (IA/PIPs)	No. Reports	Submission Date			Consolidation		Finalization and Presentation to RGC/IFAD	
		Quarterly	Semester	Annual	Semester	Annual		
							Semester	Annual
Provincial Authority (KDL, SVR, PV, KPT, & TKO) -	5	With in 20	July 20 th	January	August	February	August 20 th of	February 29 th of

PDA _s							each year.	each year.
GDA	1							
MoWA-ISU	1							
FAO	1							
SNV	1							
iDE	1							
MAFF-PSU	1							
Total (Reports)	11	IA/PIPs (11)			MAFF-PSU (1)		MAFF- PSU(1)	MAFF- PSU (1)

ព្រះរាជាណាចក្រកម្ពុជា

ជាតិ សាសនា ព្រះមហាក្សត្រ

RF.1



គម្រោងអភិវឌ្ឍន៍កសិកម្ម និងជម្រុញកំណើនសេដ្ឋកិច្ច

កម្មវិធី IFAD លេខ .870-KH និង ជំនួយលេខ .DSF 810-KH

ស្រុក District.....ខេត្ត Province.....

របាយការណ៍ប្រចាំខែ Monthly Report

.....

ឆ្នាំ Year.....

គោរពជូន To

ប្រធានសម្របសម្រួលគម្រោងខេត្ត Provincial Project Coordinator

កាលបរិច្ឆេទ Date.....

១. សេចក្តីផ្តើម Introduction

១.១ ស្ថានភាពការងារទូទៅក្នុងស្រុក District General Situation

ក. ចូរពិពណ៌នាអំពីលទ្ធផលដែលទទួលបាន និងបញ្ហាដែលកើតឡើងក្នុងផែនការការងារប្រចាំខែនេះ។

Describe the outputs and problems raised in this month.

ខ. ចូរពិពណ៌នាសង្ខេបពីសកម្មភាពដែលជាអាទិភាពសម្រាប់អនុវត្តក្នុងខែបន្ទាប់។ Describe summary of priority activities for next months

១.២ ការពិពណ៌នាពីស្ថានភាពនិងការរីកចម្រើនធៀបទៅនឹងលទ្ធផលនិងសកម្មភាព Describe and compare the output and activities

Output and Activities លទ្ធផលនិងសកម្មភាព	ការសម្រេចបានក្នុងខែនេះ Accomplishment	ភាពរីកចម្រើនដែលសម្រេចមកដល់បច្ចុប្បន្ន Milestone Progress	ភាគរយសម្រេចបាន Compared to planned (%)
១. សមាសភាគ១ Component លើកកម្ពស់ផ្តល់សេវាកម្មហិរញ្ញវត្ថុ			
១.១ លទ្ធផល Outputs ការបង្កើតក្រុមចំនួន៣០ក្រុម	បានបង្កើត១០ក្រុម	បានបង្កើតបាន២០ក្រុម	៦៦%
១.១.១ សកម្មភាព Activities បណ្តុះបណ្តាលសមាជិកក្រុមចំនួន១៥០០នាក់ពីផ្នែកគ្រប់គ្រងហិរញ្ញវត្ថុ	បានបណ្តុះបណ្តាលសមាជិក ៥០០នាក់	បណ្តុះបណ្តាលបាន ៥០០នាក់	៣៣%
២. សមាសភាគ២ លើកកម្ពស់ការផ្តល់សេវាបច្ចេកទេសនិងទីផ្សារគ្រួសារគោលដៅប្រើប្រាស់រច្ចេកវិទ្យាបង្កើនផលិតកម្មទំនាក់ទំនងទីផ្សារនិងពង្រីកប្រភពចំណូលផ្សេងៗ			

២.១ លទ្ធផល បានធ្វើបង្ហាញពូជស្រូវ ៤ កន្លែង			
២.១.១. សកម្មភាព បណ្តុះបណ្តាលកសិករ១០០នាក់ពីការធ្វើបង្ហាញពូជស្រូវ	បានបណ្តុះបណ្តាល៥០នាក់	បាន១០០នាក់	១០០%
៣. សមាសភាគ៣ ការងារគ្រប់គ្រងនិងសហការ			
៣.១ លទ្ធផល ជនបង្គោលឃុំចំនួន៨នាក់ត្រូវបានពង្រឹងសមត្ថភាពពីការងារតាមដានទុនក្រុមនិង.....	បាន៦នាក់	៨នាក់	១០០%
៣.១.១ សកម្មភាព បណ្តុះបណ្តាលជនបង្គោលឃុំចំនួន៨នាក់ពីការងារតាមដានទុនក្រុម	បាន៤នាក់	៨នាក់	១០០%
សរុប Total			

១.២ ទីតាំងអនុវត្តគម្រោងនិងមន្ត្រីគម្រោងថ្នាក់ស្រុក ភ្នាក់ងារផ្សព្វផ្សាយ និងជនបង្គោលឃុំ Target and Staff

ល រ No	ឈ្មោះឃុំ Commune name	ឈ្មោះភូមិ Village name	ចំនួនក្រុម No of group	ភ្នាក់ងារផ្សព្វផ្សាយ CEW name	ជនបង្គោលឃុំ CCFP name	ជនបង្គោលស្ត្រី WCFP name	ផ្សេងៗ Others

	សរុប Total						

២. លទ្ធផលសកម្មភាព Outputs

២.១ ការបណ្តុះបណ្តាលសមត្ថភាពមន្ត្រីគម្រោងស្រុក ភ្នាក់ងារផ្សព្វផ្សាយ និងជនបង្គោលឃុំ Training
monitoring results for project staff as district, CEW and CCFP

ប្រធានបទវគ្គ Topics	កាលបរិច្ឆេទ ចាប់ផ្តើម Start date	កាលបរិច្ឆេទ បញ្ចប់ End date	មន្ត្រី គម្រោងស្រុក (នាក់) District staff (person)	ភ្នាក់ងារ ផ្សព្វផ្សាយឃុំ (នាក់) CEW (person)	ជនបង្គោល ឃុំ (នាក់) CCFP (person)	កំរិតយល់ដឹង (%) Threshold (%)
១ កូនសៀវភៅគម្រោង						
២ លក្ខន្តិកៈក្រុម						
៣ ហិរញ្ញវត្ថុ ក្រុម						
៤						

៥						
ផ្សេងៗ						

២.២ ស្ថានភាពកសិករក្រុមកែលំអរទុនបង្វិល Status of IGRF

លរ No	ឈ្មោះឃុំ Commune name	ចំនួនក្រុមទុនបង្វិលដែល មានសមាជិកផ្លាស់ប្តូរ No of IGRF has replaced member	ចំនួនសមាជិកក្រុម ដែលផ្លាស់ប្តូរ No of member replaced	មូលហេតុផ្លាស់ប្តូរ Reason

២.៣ ការបណ្តុះបណ្តាលក្រុមកសិករកែលំអរទុនបង្វិល Training monitoring results for IGRF groups

ប្រធានបទវគ្គ Topics	កាលបរិច្ឆេទ ចាប់ផ្តើម Starting date	កាលបរិច្ឆេទ បញ្ចប់ End date	ចំនួនក្រុម ម No of group	កសិករ សរុប Total membe r	កសិករ ជាស្រី Female	កំរិតយល់ដឹង (%) Thresholds
១.ក្បួនអនុវត្តគម្រោង Project orientation						
២.លក្ខន្តិកៈក្រុម Group statute						
៣.ហិរញ្ញវត្ថុក្រុម Financial literacy						
៤.សាលារៀនស្រែ កសិករ Farmer field school (FFS)						
៥.យេនឌ័រ និង អាហារូបត្ថម្ភ Gender and nutrition						
៦.មុខរបរកសិកម្ម Agriculture Techniques						
៧.មុខរបរក្រៅ កសិកម្ម Off-farm activities						

៨.ទស្សនៈកិច្ច សិក្សាពីខាងក្រៅ Tour /visits						
៩.						
ផ្សេងៗ Others						

២.៤ សកម្មភាពការងារប្រជុំក្រុមកែលំអរទុនបង្វិល IGRF group meeting activities

លរ No	ឈ្មោះឃុំ Commune name	ចំនួនក្រុមទុនបង្វិលដែល បានប្រជុំក្រុមប្រចាំខែ <u>No of group has</u> <u>meeting</u>	ចំនួនក្រុមទុនបង្វិលដែល មិនបានប្រជុំក្រុមប្រចាំខែ <u>No of group has no</u> <u>meeting</u>	មូលហេតុមិនបាន ប្រជុំក្រុមប្រចាំខែ Reason

	សរុប Total			

២.៥ ដំណើរការបើកគណនីក្រុម និងសមាជិក Group and member opening bank accounts progress

ល រ No	ឈ្មោះឃុំ Commune name	ចំនួនក្រុមដែល Group			កសិករសមាជិកក្រុមដែល Member		
		បានបើក គណនី Opened	មិនទាន់ បើក គណនី Not yet	មីក្រូហិរញ្ញវត្ថុ MFI	បានបើក គណនី Opened	មិនទាន់ បើក គណនី Not yet	មីក្រូហិរញ្ញវត្ថុ MFI
	សរុប total						

២.៦ ដំណើរការប្រើប្រាស់ទុនបង្វិល និងគ្រប់គ្រងហិរញ្ញវត្ថុរបស់ក្រុម Fund and financial management progress

លរ No	ឈ្មោះឃុំ Commune name	ចំនួនក្រុមដែល បានផ្តល់កម្ចីដល់សមាជិក <u>No of group received fund</u>	ចំនួនសមាជិកដែល បានទទួលកម្ចីពីក្រុម <u>No of member received fund</u>	ចំនួនសមាជិកដែល បានសងកម្ចីដល់ក្រុម <u>No of member pay back to the group</u>
	សរុប total			

២.៧ សកម្មភាពមុខរបរបស់កសិករ ដោយប្រើប្រាស់កម្ចីពីក្រុម Type of business by groups

លរ No	ឈ្មោះឃុំ Commune name	ចំនួនកសិករប្រើប្រាស់កម្ចី ប្រកបរបរកសិកម្ម No of members used for	ចំនួនកសិករប្រើប្រាស់កម្ចី ប្រកបរបរក្រៅកសិកម្ម No of members used	ចំនួនកសិករដែល មិនខ្ចីទុនពីក្រុម No of members who
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		on-farm	for off-farm	didn't loan from the IGRF
	សរុប total			

៣. ការអនុវត្តការងារជាមួយដៃគូដទៃ និងជាមួយផែនការផ្សេងទៀត Other activities

with other partners and other planning

- ការសហការជាមួយអង្គការនានា វិស័យប័ណ្ណដទៃ Cooperation with other organizations and institutions
- ការសហការ វិស័យហិរញ្ញវត្ថុផែនការការងារជាមួយអង្គការនានា វិស័យប័ណ្ណដទៃ Cooperation and planning integration with organization and institutions

៤. មេរៀន និងទិសដៅនៃការអនុវត្តសកម្មភាពការងារ Lesson learned and experiences from project implementation

- បទពិសោធន៍ដែលមានដំណើរការល្អ និងមូលហេតុរបស់វា Good experiences and reason
- បទពិសោធន៍ដែលបង្កប់នូវការមិនអោយល្អ និងមូលហេតុរបស់វា Bad experience and reason
- គំនិតថ្មីៗដែលគួរអោយកត់សម្គាល់ក្នុងកំឡុងខែ New innovation in the month
- របៀបដែលគំនិតថ្មីៗនេះអាចត្រូវបានយកទៅអនុវត្ត New innovation that able for adaptation

៥. បញ្ហាប្រឈម និងដំណោះស្រាយ Problem and solution

ល.រ No	បញ្ហាប្រឈម Problems	ដំណោះស្រាយ Solution	ស្ថានភាព Status

៦. ផែនការខែបន្ទាប់ (ខែ.....ឆ្នាំ២០១៣) Action plan for next month

ល.រ No	កាលបរិច្ឆេទ Date	ផែនការសកម្មភាព Activity plan	លទ្ធផល(រំពឹងទុក) Expected results	ទីកន្លែង Target	អ្នកអនុវត្ត Implementer
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ថ្ងៃទី..ខែ..ឆ្នាំ២០១៣ Date

អ្នកធ្វើរបាយការណ៍ Reporter

បានឃើញនិងឯកភាព Seen and approval

ប្រធានសម្របសម្រួលគម្រោងស្រុក District
Project Coordinator

KINGDOM OF CAMBODIA

Nation Religion King

RF.2



“Project for Agricultural Development and Economic Empowerment (PADEE)”

IFAD Loan No. 870-KH and Grant No. DSF 8101-KH

QUARTERLY PROGRESS REPORT (QPR)

For

Project Implementing Partners(PIPs)

to

Ministry of Agriculture, Forestry and Fisheries (MAFF)

Project Support Unit (PSU)

for Record and Necessary Actions

Prepared by: (PIP’s Name and LOGO)

(Date Submission): mm/dd/yy

Table of Contents

Abbreviations and Acronyms

1. Introduction

2. Project Implementation Summary Compare to PIM/ AWPB

This section is aimed to highlights of accomplishments, key project activities and milestones by component and also compared to Annual Work Plan/ Project Implementation Manual (PIM). Detailed Physical Progress Against AWB&B should be attached at Annex-1.

Project Component	Description		
	Accomplishments (Completed)	Milestones Progress	Compared to AWP&B (Percentage)
Component			
Key Project Activities: 1			
Key Project Activities: 2			
Key Project Activities: 3			
Component			
Key Project Activities: 1			
Key Project Activities: 2			
Key Project Activities: 3			
Component			
Key Project Activities: 1			
Key Project Activities: 2			
Key Project Activities: 3			

3. Results and M&E Indicators and Internal Progress Monitoring Findings as of _____

(Insert the Output and Outcome indicators that are directly related the IA or the IA has the sole/ some responsibility to implement and agreed to be reported on quarterly basis)

No	Indicators	Baseline Value	Targets		Progresses		Comments or Reasons for any significant variance
			Appraisal	AWP& B	During the Reporting Period	Cumulativ e (Previous +Reporting quarter)	
		#, % or text	#, % or text	#, % or text	#, % or text	#, % or text	
I	Project Goal and Development Objective Level						
II	Intermediate Outcome and Output indicators						
	Formation of IGRF	0	144	56	0	112	

4. Financial Summary of Project Expenditure by Category as on the End of Quarter

This section is aimed to describe the financial management flows as well as project financial expenditures by category covered over the period by indicated as the following information. An Interim Financial Report (IFR) should be attached at Annex.

+ IFAD Grant

No.	Category	Allocation (AWPB)	Actual Payment (YTD)	Depletion Rate (%)	Balance	Remarks
I						
II						
III						
IV						
V						
TOTAL						

+ IFAD Loan

No.	Category	Allocation (AWPB)	Actual Payment (YTD)	Depletion Rate (%)	Balance	Remarks
I						
II						
III						
IV						
V						
TOTAL						

+ Co-financer () funding, as appropriate

No.	Category	Allocation (AWPB)	Actual Payment (YTD)	Depletion Rate (%)	Balance	Remarks
I						
II						
III						
IV						
V						
TOTAL						

+ RGC Fund

No.	Category	Allocation (AWPB)	Actual Payment (YTD)	Depletion Rate (%)	Balance	Remarks
I						
II						
III						
IV						
V						
TOTAL						

5. Procurement Summary

This part aims to have a Procurement Summary during the period that should clarify and include information on the progress of procurement against the procurement plan; A Procurement Tracking Report (PTR) should be attached at Annex.

6. Staffing

This part should update with regard to project staffing status in each IA/PIP as per the agreed staffing plan and particularly new recruitments or change (if any) during the period;

7. Updated Risk Management Matrix

(This may change after the Risk management planning and adaptation)

Risk Description	Relevant Result Indicators	Risk Impact (high/medium/low)	Risk Score/Magnitude	Risk Management Strategy (Ignore/Manage/Mitigate)	Action Agents	Progress Status (Give details of tasks completed)
Migration of IGRF members	C1.1, C1.2	3	9	Manage "1.Motivate farmer to acquire wheather forecast 2. Introduce short variety to farmers"	CC Board Members	Coou
Flood	DO.2, DO.3	1	2	Ignore "1.Promote iriigation system 2.crop diversification 3.crop resilient with water shortage 4.Non-land based income generation 5.Compost utilization comply with technique 6.apply chemical fertilizer comply to technique 7.introduce integrated farming system"	none	n/a
Drought	DO.2					

8. Gender Monitoring and Update

(This may change after the Gender mainstreaming and monitoring planning and adaptation)

No	Issue / Action to Mitigate Risk	Responsibility	Target/Monitoring	Progress
Element 1: Gender Action Plan				
Element 2: Stocktaking on Gender Mainstreaming in Agriculture in the project				

Element 3: Training on Gender Issues and Women's Empowerment at all levels				
Element 4 : Promoting Women's Membership and Leadership Positions in Group and Other				
Element 5 : Promoting Drudgery Deduction and Labour Saving Technologies (LST) for Women				
Element 6 : Promote Gender Balance and Women Representation among Project Staff				
Element 7: Brief on Other Project Specific System:				

9. Technical Activities and Results

9.1 Technical Activities

This section is aimed to describe the key technical workshop/ studies/ surveys/ demonstrations undertaken (if any) during the reporting period with brief results/ findings. Full report(s) of all those events should be attached as Appendix of this report.

9.2 Capacity Building Activities Summary (if applicable):

This section is aimed to summarize the capacity building activities including monitoring of trainings. Few examples are given in the first column that should be changed as appropriate for the reporting PIP.

Training Monitoring Summary: *(Based on TM.1 forms which should be entered into the MIS database.)*

Training Topic/ Agency	Training Date	Place (Village code)	Trainers Showed on-time (Yes/No)	Participants Threshold Met (%)	Overall Training Quality (0-4)	Remarks and Recommendation
A. Financial Literacy/FA O	20	20	80%	65%	3	
1	12-Jun	48648	Y	60	3	note
2	13-June	979839	N	70	2	note2
3						

Training Topic/ Agency	Training Date	Place (Village code)	Trainers Shown on-time (Yes/No)	Participants Threshold Met (%)	Overall Training Quality (0-4)	Remarks and Recommendation
4						
B. Basic on-farm technique						
C. Basic off-farm technique						
D. Applied farming technique						

10. Partnership and Participation Plan Implementation Summary

This section is aimed to describe the existing or new partnership and participation plan (if any) and progress of implementation during the reporting period with brief results/ findings. New partnership agreement with plan (if any) should be attached as an Appendix.

11. Lessons Learnt and Learning Activities Summary

Learning:

- *What has worked particularly well in this project during this period? What have been the reasons for this?*
- *What has not worked so well? What have been the reasons?*

Innovation:

- *Describe any interesting innovation noted during the period*

- *How might this be replicated by others, or upscaled here?*

12. Critical Issues Moving Forward

This section is aimed to describe the key issue(s), the IAs wants to notice to the project management and funding agencies for moving forward to achieve the targets of Annual Work Plan & Budget (AWP&B) or Project Implementation Manual (PIM).

Issue/problem	Recommended Actions for Moving Forward	Status/Timing

13. Conclusion and Recommendation, if any

Attachments –

1. Physical Progress against AWP&B
2. Interim Financial Reports-Quarterly (IFR-Q)
3. Procurement Tracking Report – Quarterly (PTR-Q)

Annex 1: Physical progress measured against AWP&B and Contract appraisal targets

(Note: The duly completed AWP&B Table, if used by the project, may be attached instead)

Outputs by component	(Physical) Targets				
	AWP&B (planned)	Actual (achieved)	%	Cumulative (achieved)	%
<i>Component 1 - Sub-component 1.1</i>					
<i>Output 1.1.1</i>					
<i>Output 1.1.2</i>					
<i>Output 1.1.3</i>					
<i>Etc.</i>					
<i>Component 1 - Sub-component 1.2</i>					
<i>Output 1.2.1</i>					
<i>Output 1.2.2</i>					
<i>Output 1.2.3</i>					
<i>Component 2 - Sub-component 2.1</i>					
<i>Output 2.1.1</i>					
<i>Etc.</i>					

KINGDOM OF CAMBODIA

Nation Religion King

RF.3



“Project for Agricultural Development and Economic Empowerment (PADEE)”

IFAD Loan No. 870-KH and Grant No. DSF 8101-KH

SEMESTER / ANNUAL PROGRESS REPORT

For

Project Implementing Partners(PIPs)

to

Ministry of Agriculture, Forestry and Fisheries (MAFF)

- Project Support Unit (PSU)

Prepared and submitted by: (PIP’s Name and LOGO)

(Date Submission): mm/dd/yy

Table of Contents

Abbreviations and Acronyms

Executive Summary (max 2 pages)

This section is aimed to summarize the key achievements and lessons over the reporting period of the project implementation.

1. Introduction**1.1 Project Background****1.2 Project Basic Data****1.3 Project Components****2. Overall Project Progresses by component****3. Project Implementation Summary Compare to AWPB/PIM**

This section is aimed to highlights of accomplishments, key project activities and milestones by component and also compared to Annual Work Plan and Budget (AWPB) / Project Implementation Manual (PIM). Detailed Physical Progress against AWB&B should be attached at Annex-1.

Project Component	Description		
	Accomplishments (completed)	Milestones Progress (on-going)	Compared to AWPB (Percentage)
Component			
Key Project Activities: 1			
Key Project Activities: 2			
Key Project Activities: 3			
Component			
Key Project Activities: 1			
Key Project Activities: 2			
Key Project Activities: 3			
Component			
Key Project Activities: 1			
Key Project Activities: 2			
Key Project Activities: 3			

4. Results and M&E Indicators and Internal Progress Monitoring Findings

(Insert the Output and Outcome indicators that are directly related the IA or the IA has the sole/ some responsibility to implement)

No	Indicators	Baseline Value	Targets		Progresses		Comments or Reasons for any significant variance
			End-of-Project as per RF	Reporting Year as per AWP&B	During the reporting period (YTD)	Cumulative	
		#, % or text	#, % or text	#, % or text	#, % or text	#, % or text	
I	Project Goal and Development Objective Level						
II	Intermediate Outcome and						

	Output indicators						

5. Annual Financial Summary

This section is aimed to describe the financial management flows as well as project financial expenditures by category covered over one year period by indicated as the following information:

5.1 Summary of Project Expenditure by Category as of 31 December 200X

+ IFAD Grant

No.	Category	Allocation	Actual Payment	Depletion Rate (%)	Balance	Remarks
I						
II						
III						
IV						
V						
TOTAL						

+ IFAD Loan

No.	Category	Allocation	Actual Payment	Depletion Rate (%)	Balance	Remarks
I						
II						
III						
IV						
V						
TOTAL						

+ Co-financer () funding, as appropriate

No.	Category	Allocation	Actual Payment	Depletion Rate (%)	Balance	Remarks
I						
II						
III						
IV						
V						
TOTAL						

+ RGC Fund

No.	Category	Allocation	Actual Payment	Depletion Rate (%)	Balance	Remarks
I						
II						
III						
IV						
V						
TOTAL						

5.2 Annual Disbursement

This section is aim to describe the total amount disbursement from the beginning of the year and summary of the activities which related to the amount above.

Financial performance by financier

Financier	Approval (USD ‘000)	Disbursements (USD ‘000)	Per cent disbursed
IFAD loan			
IFAD grant			
Co-financier			
Government			
Total			

5.3 Annual Audit Finding

This section is intended to have a brief of the external financial audit statements and findings of the reporting year. In semester report, this section can be dropped saying “not applicable”.

6. Annual Procurement Summary

This part aims to have a Procurement Summary of the semester/year that should clarify and include information on the progress of procurement against the procurement plan (based on information from quarterly procurement status reports); A detailed Procurement Tracking Report should be attached at Annex.

7. Staffing

The part should update with regard to project staffing in each IA/PIP as per the agreed staffing plan and particularly new recruitments or change (if any) during the period;

8. Environment Update

This part should include information on any updates with regard to implementation as well as highlight triggering of any of non-anticipated environmental or social safeguards issues under any of the project components/ activities.

9. Updated Risk Management Matrix (this part may change after completion of risk management planning)

Risk Description	Relevant Result Indicators	Risk Impact (high/medium/low)	Risk Score/ Magnitude	Mitigation Strategy	Action Agents	Progress Status (Give details of tasks completed)

10. Gender Monitoring and Update (this part may change after completion of Gender Mainstreaming Action planning)

No	Issue / Action to Mitigate Risk	Responsibility	Target/Monitoring	Progress
Element 1: Gender Action Plan				

Element 2: Stocktaking on Gender Mainstreaming in Agriculture in the project				
Element 3: Training on Gender Issues and Women's Empowerment at all levels				
Element 4 : Promoting Women's Membership and Leadership Positions in Group and Other				
Element 5 : Promoting Drudgery Deduction and Labour Saving Technologies (LST) for Women				
Element 6 : Promote Gender Balance and Women Representation among Project Staff				
Element 7: Brief on Other Project Specific System: 7.1 Implementation Support for MoWAs and PDWAs 7.2 Partnership with Gender Sensitive Service Providers 7.3 Gender Mainstreaming M&E				

11. Technical Activities and Results

11.1 Technical Activities

This section is aimed to describe the key technical workshop/ studies/ surveys/ demonstrations undertaken (if any) during the reporting period with brief results/ findings. Full report(s) of all those events should be attached as Appendix of this report.

11.2 Capacity Building Activities Summary (if applicable):

This section is aimed to summarize the capacity building activities including monitoring of trainings

11.3 Training Monitoring Summary (if applicable): *(Based on Monthly or Quarterly Reporting table #9.2. Few examples are given in the first column that should be changed as appropriate for the reporting PIP.)*

Training	Total	Total	Trainers	Participants	Overall	Remarks and
----------	-------	-------	----------	--------------	---------	-------------

Topic/ Agency	Conducted	Village Covered	Attendance on time (Yes=%)	Threshold Met (Average%)	Training Quality (Average (0-3))	Recommendation
a) Financial Literacy - IA/ESP?						
b) Basic on-farm technique- IA/ESP						
c) Basic off-farm technique- IA/ESP						
d) Applied farming technique – IA/ESP						

12. Partnership and Participation Plan Implementation Summary

This section is aimed to describe the existing or new partnership and participation plan (if any) and progress of implementation during the reporting period with brief results/ findings. New partnership agreement(s) with plan (if any) should be attached as an Appendix.

13. Lessons Learnt and Learning Activities Summary

Learning:

- *What has worked particularly well in this project during this period? What have been the reasons for this?*
- *What has not worked so well? What have been the reasons?*

Innovation:

- *Describe any interesting innovation noted during supervision*
- *How might this be replicated by others, or up-scaled within the project?*

14. Issues and Challenges:

14.1. Sectoral Issues that Emerged Over the Year/ Period

The part is focus on sectoral issues only, and particularly those that may have an impact on the implementation of that particular component.

14.2 Critical Issues Moving Forward *This section is aimed to describe the key issue(s), the IAs/PIPs wants to notice to the project management and funding agencies for moving forward to achieve the targets of Annual Work Plan & Budget (AWP&B) or overall Project Development Objectives (PDOs).*

Issue/problem	Recommended Actions for Moving Forward	Status/Timing

15. Conclusion and Recommendation

Attachments –

Annex-1: Physical progress measured against AWP&B and appraisal targets, including Indicators

Annex-2: AWP&B for Current Year (applicable only for Annual report)

Annex-3: External Audit Findings or Log (applicable only for Annual report)

Annex-4: Procurement Tracking Report

Appendix: (as appropriate)

Annex 1: Physical progress measured against AWP&B and appraisal targets

(Note: The duly completed AWP&B Table, if used by the project, may be attached instead)

Outputs by component	Relevant Indicators (PADEE and RIMS)	(Physical) Targets				
		AWP&B (planned)	Actual (achieved)	%	Cumulative (achieved)	%
<i>Component 1 - Sub-component 1.1</i>						
<i>Output 1.1.1</i>						

<i>Output 1.1.2</i>						
<i>Output 1.1.3</i>						
<i>Etc.</i>						
<i>Component 1 - Sub-component 1.2</i>						
<i>Output 1.2.1</i>						
<i>Output 1.2.2</i>						
<i>Etc.</i>						
<i>Component 2 - Sub-component 2.1</i>						
<i>Output 2.1.1</i>						
<i>Etc.</i>						