



KINGDOM OF CAMBODIA

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Asia and Pacific Region
Programme Management Department

Project for Agricultural Development and Economic Empowerment (PADEE)

Mid-Term Review

Main report and appendices

Contents

Appendices

Abbreviations and acronyms

CARDI	Cambodia Agricultural Research and Development Institute
CEDAC	Cambodian Centre for Study and Development in Agriculture
CEW	Commune Extension Worker
CIG	Common Interest Group
CWCFP	Commune Women and Children Focal Point
DST	District Support Team
FAO	Food and Agriculture Organization of the United Nations
FBA	Farm Business Advisor
FFS	Farmer Field School
GCCT	Group Conditional Capital Transfer
GDA	General Directorate of Agriculture
GRF	Group Revolving Fund
ID Poor	Identification of Poor Household Programme, Ministry of Planning
IFAD	International Fund for Agricultural Development
IGRF	Improved Group Revolving Fund
IRR	Internal Rate of Return
IPM	Integrated Pest Management
ISU	Implementation Support Unit, MOWA
MAFF	Ministry of Agriculture, Forestry and Fisheries
MBWin	Microbanking System for Windows (banking software)
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finance
MFA	Mobile Field Agent
MFI	Micro-finance Intermediary
MIS	Management Information System
MoWA	Ministry of Women's Affairs
MST	Mobile Support Team
NCDD	National Committee for Sub-National Democratic Development
NCDDSD	NCDD Secretariat
NGO	Non-Governmental Organization
NIPMP	National Integrated Pest Management Programme
NLB	Non- Land Based Livelihood Activities
O&M	Operation and Maintenance
PADEE	Project for Agricultural Development and Economic Empowerment
PAR	Portfolio at risk
PIM	Project Implementation Manual
PDA	Provincial Department of Agriculture
PDOWA	Provincial Department for Women's Affairs
PM	Procurement Management
PSU	Project Support Unit
RIMS	Results and Impact Management System
RULIP	Rural Livelihoods Improvement Programme in Kratie, Preah Vihear and Ratanakiri
TA	Technical Assistance
TOT	Training of Trainers
VAHW	Village Animal Health Worker

A. Introduction¹

1. The goal of the Project for Agricultural Development and Economic Empowerment (PADEE) is to improve the livelihoods for poor people in the targeted communes in the project area of Kampot, Kandal, Prey Veng, Svay Rieng and Takeo. The Project Development Objective (PDO) is to improve agricultural productivity and to diversify income sources for rural households living in poverty in the project area. The project aims to reach 246 communes in 33 districts in the five provinces and 90,000² beneficiary households in total (approx. 450 000 people) of which 49,000 households that are expected to benefit from all project key interventions as part of the IGRF groups.
2. An IFAD Loan of SDR 11.3 million (equivalent to approximately USD 17.5 million) (IFAD Loan 870-KH) and an IFAD Grant of SDR 11.3 million under the Debt Sustainability Framework (IFAD DSF Grant No. DSF-8101-KH) were approved by the Executive Board of IFAD in April 2012 for financing PADEE. The Project Financing Agreement was signed and became effective on 8 June 2012. The Project Completion Date is 30th June 2018 and the Financing Closing Date is 31 December 2018.
3. The Mid Term Review follows on the Supervision Mission of May 2014 and the subsequent Implementation Support Mission of October 2014. The MTR has also been informed by the recent COSOP progress review of February 2015. The objectives of the MTR mission are to assess project performance at mid-point in implementation and propose project refinement and reorientation for the remaining of the period. MTR is a joint exercise by Government and IFAD. The purpose of the Mid-term Review is to assess the operational aspects of the project such as project management and implementation of activities, financial management and disbursement arrangements, monitoring and evaluation arrangements and the extent to which project objectives are being fulfilled.
4. The Mid-Term review focuses on corrective actions needed for the project to achieve its potential outputs, outcomes and impact. To this extent the Mid-Term Review team, jointly with RGC, spent 7 days in the field and examined progress of each component, identifying progress and any constraints that have hindered project progress and identified lessons learnt. The mission is required to make recommendations for the future strategy and directions of the project proposing any necessary adjustments in project design and the institutional and implementation arrangements. Any subsequent reallocation of the financing proceeds and amendments to the Project Financing Agreement will be made accordingly.
5. The mission acknowledge with thanks the support of RGC and MAFF PSU for facilitating meetings and field visits. The findings of the mission were presented at the Wrap-up Meeting of project stakeholders on 03 Apr 2015 chaired by H.E. Mam Amnot, Secretary of State, MAFF and PADEE Project Director.

1 Mission composition: Mission Leader (Benoit Thierry, CPM), Team Leader (Nigel Smith, Consultant), Agricultural and Rural Development Specialist (Brett Ballard, Consultant), Procurement Specialist (Shankar Achuthan Kutty, IFAD), Financial Management Specialist (Claudio Mainella, IFAD), Economist and Monitoring & Evaluation Specialist (Meng Sakphouseth, CPO), Rural Finance Specialist (Michael Marx, FAO Senior Credit & Rural Finance Officer) and IFAD PA, Yvonne Diethelm, to support work related to M&E and RIMS. Representatives of MAFF, MOWA, MEF, FAO, SNV, iDE and SNV joined the mission team in all provinces as well as numerous joint working meetings in Phnom Penh.

2 Target drop down to 68,200 at MTR as initial target to support existing group under PRPR was unrealistically high and the recent survey of these groups indicate a target of around 3,000 households from about 125 GRF group is more realistic. The new target includes 49,000 IGRF members; RPRP existing group member 3,000; outstanding farmer of iDE 6,000; additional household supported by MoWA 700; Small Rural Business Development 1500; and demonstration on crop diversify 8,000.

B. Overall assessment of project implementation

Overall implementation progress

6. Overall implementation progress is **satisfactory (5)**. The level of physical progress across the project remains strong and the project management has continued to maintain the paces and overall quality of activities. By MTR, 772 IGRF groups have been formed covering 39,398 member households (63% women, 78% of full project target) with the remaining balance of groups (212 IGRFs, 10,600 households) already in the process of mobilization. The project is well on track to have completed all its group mobilization by end 2015 as planned. All groups formed to date have met the specified conditions and received their first tranche of grant funds from the project (called Group Conditional Cash Transfer - GCCT) and 225 have also received their second tranche. Similarly on the technology training on land and non-land based economic activities, all existing groups have completed their basic package training and have progressed to demand driven training and support activities. To date 1142 Common Interest Groups on agricultural products (covering approximately 15,500 members, 55% women) have been identified from among the 772 IGRFs of which 853 CIGs have received training on their chosen products. Technology adoption rates reported for these CIGs are on average around 65% based on data compiled during the mission, though this data could not be to be verified by the mission. Similarly, at least 89 non land based groups, predominantly with women members, were formed and have received training on 25 different economic activities and products.
7. Component 1 activities have progressed well in terms of group mobilization and internal group operation. However, some problems have been encountered in the last year as the project begins the transition towards payment by the IGRFs of the MFAs which is critical to group sustainability. The temporary solution being developed by the project linking this to the creation of a new farmer networks is not likely to solve the underlying issues. However, a series of clear actions have been identified by the project and MTR team that are expected to make a significant improvement in this respect over the next 12 months. Sustainability of the large number of IGRFs, and the associated MFA system of service provision, will be a critical issue to be followed closely for the remainder of the project.
8. Component 2 technical training to households on land based and non-land based activities appears to be to a reasonably good standard, especially for the voluntary CIG and non-land based training. However, more systematic supervision of training would enhance consistency and quality. One issues arising from the design is that the strong conditionality of all IGRF members having to complete a pre-set FFS basic training package as a first activity has significantly contributed to the exclusion of many poor households interested in joining the project. The mutual guarantee approach to the IGRFs is also likely to have contributed to this partial exclusion of poorer households. There is also a need to strengthen the market orientation in most trainings and mainstream the basic financial literacy training related to farming as a business into technical training activities. Biodigester activities are significantly behind schedule and need to be refocused.
9. One area of project management that does require greater focus as the project moves into its second half, is the attention to managing the project more explicitly towards its development objectives rather than principally being managed towards outputs and activities as has most often been the case to date. This includes the measurement of impact at household level and livelihood improvement. Within the province, project management would also be strengthened by clearer processes and accountability for routine supervision and follow-up by senior district and provincial staff of all training and field activities in the communes and village level. The M&E and MIS, with the exception of Micro Banking software (MBWin) for the IGRFs, have so far not consistently delivered meaningful data to project managers at central or provincial level on progress towards project development objectives and the effectiveness of different activities in this regard. With the exception of the MBWin financial data on the IGRFs, reliable data on

these critical measures is not being collected systematically across the project into the MIS. This is hampering project managers in their efforts to manage the project for results.

10. Financial management and audit have improved. Procurement has worsened due to administrative and operational inefficiencies and exclusion of procurement packages from the procurement plan.

Likelihood of achieving the development objectives

11. Rated as **satisfactory (5)**, the strong foundation of the project in terms of both scale and also core quality of activities outlined above provides confidence that the project is on track to achieve its main development objectives.
12. The two areas where this now appears unlikely are i) the rollout of 4000 biodigesters - as R&D on low cost designs has not yet produced a sufficiently affordable design that would enable large scale rollout), and ii) providing support to the target 25,000 households within pre-existing GRF groups from the former RPRP project - this initial target was unrealistically high and the recent survey of these groups indicate a target of around 3,000 households from about 125 GRF group is more realistic..
13. However, the total outreach and impacts from the project are likely to be substantially increased if the project is able to successfully implement the range of agreed actions from the MTR and expand its i) greater market orientation across project activities and inclusive development of value chain for selected growth products, ii) continuing with the successful PPP model of the Farm Business Advisors delivering good quality market-oriented agriculture advice, inputs and services, iii) a more systematic approach to facilitated farmer to farmer knowledge sharing to compliment expert led technology transfer and amplify the impacts, and iv) progressing the promising low cost social marketing approaches to try to tackle the high levels of child malnutrition in project areas, in the wider commune and not just among IGRF members.

Agreed action	Responsibility	Agreed date
Major actions		
<u>Result focus</u> of project management to move to maximizing impacts for target households from available public sector investment enabled through routine tracking of impacts vs cost for all main activities.	All managers / PIPs	Ongoing from 4 Apr 2015
<u>M&E system</u> - compatible with needs of ASPIRE, refine M&E and MIS definition of critical information, reporting and analysis requirements. Then streamline core MIS and M&E processes accordingly to deliver the necessary management information and reduce burden of data collection to facilitate management focus on maximizing impacts. Consider use ASPIRE "Provincial Performance Scorecard" as starting point for defining critical data requirements.	MAFF PSU ASPIRE SSU	Begin process by 30 Apr Live test new system by 31 Jul 2015 Rollout 31 Aug 2015
<u>GEF grant</u> of USD 5 m to be embedded within overall PADEE framework. PADEE team to contribute to design activities (via design mission mid 2015) and ensure PADEE project systems and networks support implementation in project areas.	IFAD / MAFF	Jun 2015 onwards
<u>Top-up funding</u> of the order of USD 3m to be provided by IFAD through increased PBAS allocation. Additional funds to be used to further raise the quality and economic impact of PADEE operations and facilitate stronger linkage between GEF activities and PADEE operations. MEF is considering raising RGC contribution levels to be in line with ASPIRE.	IFAD / MEF	31 May 2015
<u>Poverty & inclusion:</u> Promote more participation of poor and vulnerable households in the development of new IGRFs, using more poverty sensitive mobilization and engagement process.	MAFF PSU / PDAs	Ongoing from 4 Apr 2015
<u>CEWs</u> - new communes to have 2 CEWs as planned and all other communes to maintain 1 CEW through to the end of project with revised role/ToR (see Annex).	MAFF PSU / PDAs	Ongoing from 4 Apr 2015

C. Outputs and outcomes

Component 1 - Improved Access to Financial Services

14. Progress is rated as ***moderately satisfactory*** (4) recognizing the strong progress in initial group mobilization and internal operation of groups and the good operations of the MFA/MBWin services to date but also reflecting the emerging issues related to group sustainability that are yet to be resolved.
15. At the time of the MTR, a total of 772 groups have been formed under the project, compared with an end of project target of 984. Of these, group members of all 772 groups received the Basic Financial Literacy Training (BFLT) and more than 200 the Advanced Financial Literacy Training (AFLT). Furthermore, all 772 groups have completed the Farmer Field Schools (see component 2). Of the total groups, 772 have received the first and 225 groups the second Group Conditional Grant Transfer (GCCT)³, thus a total of 749 groups. However, this was not done in accordance with the set condition that groups are to pay for 33% of the costs of the ESP prior to the transfer, driven by the desire to meet the demand for seasonal inputs

3 With amounts of KHR 16 million for each transfer.

purchase. All groups have been trained to assist members with their household business plans and on gender and nutrition. All groups have 50 members, and have a committee of seven in charge of running the business. As at 29 Mar 2015, the groups had a total membership of 39,398, of which 62.9% were females⁴.

16. In terms of financial management, most groups appear to do well. Groups charge an average interest of 24.7%⁵. Groups are profitable, as they are able to earn a significant income from their lending activities, keep expenses under control and have near zero loan losses and cost of funds. Savings activities are not important yet, with withdrawable shares equivalent to about 4% of total grants received.
17. In the past months, the PDAs have facilitated the creation of networks of IGRF groups at provincial level, which are intended to sign the contracts with the ESP, collect payments from groups in a central account and make the required payments to the ESP. By the end of 2014, 212 of the 216 groups with 2nd GCCT had paid each an amount of KHR 158,300 into the provincial accounts, representing 42% of the amount they were principally due to pay at that time. The collection and payment system so far are not up to the standard required. All conditions remaining the same, groups are and will be able to make such payments from their profits, consuming about 12% of interest income.
18. Generally, the component has been implemented in a moderately satisfactory manner so far, with a good level of outputs achieved so far, a good level of interaction between actors, and sensible reactions of the ESP and FAO to requests, suggestions or criticisms. The component has helped many people to access credit who were afraid of MFIs or banks, and helped many inexperienced people to borrow from the IGRFs with what they perceived as lesser risk. The MBWin/MFA system contributes to confidence of IGRF members into the accuracy of the system and that things are generally done well, and is thus a constitutive element for the success. Apart from the professionals using MBWIN regularly, only 11% of provincial staff involved in IGRF group support stated they were using MBWIN in the past two months in 2 provinces.
19. The major concern is the sustainability of the groups. There are clear signals that many groups are making payments for the MFA service so far only because they are required by the conditions, and that not all groups are willing to pay for the services of the ESP after the end of the project. The dependency of groups on the MFA support is still significant. Grievances expressed by groups so far mainly relate to the cost of the services, the quality of support by the mobile agents, their punctuality and compliance with the visiting schedule. Groups have so far also not been able to provide more than rudimentary services to members, in the form of share savings that can be redeemed only after the end of the year, and relatively small short term working capital loans. The average and maximum loan amounts are often insufficient to make any significant and lasting impact into the businesses of the members, and the available funds are much below the existing demand. The interest rates charged by the groups are mostly 30-40% higher than those charged by MFIs. While those of the MFIs are likely to decrease further over time, the chances for reducing them in IGRFs are low as committee members expect fees, members expect a dividend and, as groups, IGRF's can achieve no significant economies of scale.

Component 2 - Improved Access to Technology and Markets

20. Progress remains **satisfactory (5)** driven by the increasingly effective activities related to land based CIG training and non-land based training on economic activities through the substantial effort delivered by GDA and MoWA as well as the good progress and impacts being delivered through the iDE PPP model of Farm Business Advisors. The success of the component demonstrates the value of the increasingly productive partnerships within the project.

4 Kampot province stood out here with 74.8% of female members.

5 Groups charge interest in the range of 24-26% p.a., with an average of 24.7%. 81% use the simple 2% per month rate.

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21. For example, GDA and SNV have developed 5 new land-based CIG training packages in direct response to farmer demand and collaborated closely on various activities such as adoption studies, extension workshops and FFS training reviews. This partnership has undoubtedly contributed to the quality of farmer training delivered by the PDAs that has been generally witnessed in the field. Similarly, MOWA and SNV have developed 4 new non land based training packages in response to household demand and market opportunity scan. Training on non-land based groups has been provided on 25 different topics in response to demand and has typically been well oriented to economic impacts and market requirements.
 22. SNV has also completed a range of value chain and market opportunity studies and hands on training to provincial teams in VC topics. These are considered by the mission to have been a useful input into developing suitable topics for land and non-land based activities. 34 small grants have also been provided to recipients under the Stimulus Facility for Rural Business Development. However, in view of the substantial transaction cost related to the Stimulus Facility for Rural Business Development and to reduce complexity, no further new grants should be approved except where specific commitments have already been made to grantees.
 23. A total of 175 Farm Business Advisors (135% of target of 130 FBAs) have been recruited by iDE as of Dec 2014 who have provide quality agricultural inputs and advice to 6218 farmers (40% women) as well as conducting 831 training events on farming as a business with 15,931 farmers (63% women).
 24. In other aspects, efforts to support the development of VAHW have been rather limited and have not incorporated current best practice from within Cambodia itself - in the initial selection of VAHW, the training and coaching process or the development of district VAHW associations to improve the sustainability of the system. Given the relatively limited prospect for sustainability under the current approach the project may need to consider either reorienting the activities if time and resources permit or reducing activities to enable a great focus on other more sustainable area.
 25. In contrast to the generally strong progress elsewhere in the component, progress on the R&D and rollout of low cost biodigesters has been much slower than planned. The work is now only just approaching the later stages of the R&D. SNV have completed their technical support to the National Biodigester Programme to develop and test several candidate designs for low cost biodigesters as well as completing a feasibility study which identified a price target of \$300 (\$200 sales price to farmers with \$100 subsidy) as the critical levels to reach to trigger wide spread adoption. The R&D activity has not yet produced a design that achieves the required price point for rollout. However, two designs appear to be promising but still require further development to reduce costs by around 25% as well as address functional performance issues (gas leakage). There is therefore a need to refocus these activities under PADEE to more clearly focus on completing the R&D of a <\$300 design. A beneficial side effect of the R&D for a low cost design is that NBP has also done work on its own main design ("Farmers' Friend") to reduce the cost by around 10%.
 26. While progress has generally been strong there are opportunities to further increase both the outreach and impacts from the project, especially through:
 - (a) greater market orientation across project activities and inclusive development of value chain for selected growth products, and proper assessment of IGRF impact on household income
 - (b) continuing with the successful PPP model of the Farm Business Advisor's delivery good quality market-oriented agriculture advice, inputs and services and raise the economic impacts of the project,
 - (c) a more systematic approach to facilitated farmer to farmer knowledge sharing to compliment expert led technology transfer and amplify the impacts, with a clearer engagement with the commune council, and

- (d) Progressing the promising low cost social marketing approaches to try to tackle the high levels of child malnutrition in project areas.
- 27. To take advantage of these opportunities as well as support the activities with the IGRFs under Component 1 it will be necessary to sustain at least 1 CEW per commune through to the end of the project.

Agreed action	Responsibility	Agreed date
Component 1		
With a view to prepare for post-project sustainability, to assess constantly the willingness of IGRF groups to avail of, and pay for the services of the ESP and the use of WBWIN; and to introduce where feasible measures to reduce the cost of service provision through efficiency gains; options for cost reduction may include mergers of groups at commune level, arranging for MFA visits at commune level only as against village level on the same banking day, conversion into agricultural cooperatives, and others.	MAFF PSU / FAO / ESP	Ongoing from 4 Apr 2015
With a view to improve the responsiveness of the ESP to complaints and suggestions of the IGRF groups, develop a system log and address such complaints and suggestions within a reasonable time.	MAFF PSU / FAO / ESP	Ongoing from May 2015
To conduct an independent satisfaction survey among IGRF groups on their satisfaction with the services received from MFAs and their willingness to pay for the full costs of the ESP; in case the extent of satisfaction of groups would not exceed 75%, and if the payments due by the groups to the ESP would not exceed 90%, to consider a simplified record keeping system combined with external quarterly audit as alternative to the MBWIN system.	MAFF PSU / PDAs / FAO	From Jun 2015
Conditionality for new IGRFs to be revised to be related only to aspects concerned with the functioning of the IGRF as a savings & credit entity and members roles related to that (see guidance in MTR report).	MAFF PSU / PDAs	Ongoing from 4 Apr 2015
For existing and new groups, to offer the following options on a voluntary basis and then supported to implement their chosen route: 1. Merge or not merge with other groups in the commune 2. Introduce new savings products beyond the withdrawable shares 3. Convert to AC or remain as IGRF	MAFF PSU / FAO	Jun 2015
All IGRFs to be provided with self-assessment tools and training for continuous ongoing performance improvement by the groups themselves.	MAFF PSU / FAO	Jun 2015
With a view to facilitate access to a wider range of savings products, and satisfy the demand for higher working capital and investment loans, to pilot and test with defined triggers/review points linkages between IGRF groups and banks/microfinance institutions (MFIs) in selected districts on a voluntary basis; the two provinces of Kampot and Takeo indicated their interest to start a pilot test; and to conduct a first assessment nine months after the first loan disbursement.	MAFF PSU / PDAs / FAO	Ongoing from May 2015
Engage local staff under FAO to facilitate pilot linkages with banks/MFI.	MAFF PSU / FAO	Jun 2015
To offer to all viable functioning GRF groups (formed under RPRP) on a voluntary basis the available support options listed above (same as for IGRF, in particular access to MBWIN and MFA support) on condition that they pay the	MAFF PSU / FAO	Sep 2015

KINGDOM OF CAMBODIA

Project for Agriculture Development and Economic Empowerment (PADEE)

Mid-Term review report - Mission dates: 15 Mar - 3 Apr 2015

Agreed action	Responsibility	Agreed date
full costs of the MFA support from the start.		
To conduct an impact survey of existing community based savings schemes in the country to complement the peer review that will be conducted immediately after MTR by FAO	FAO	Jul 2015

Component 2

<u>Demand driven training:</u> All land based and non-land based technical training only to be delivered in response to specific demand from farmers for training on the topics of interest.	PSU / PDA MOWA ISU / PDOWA	Ongoing from 4 Apr 2015
<u>Sequencing of training / new group mobilization / poverty focus:</u> To increase poor participation in new IGRFs, sequencing and arrangement of training to be restructured, along the following lines (or similar):	MAFF PSU / PDAs	Ongoing from 4 Apr 2015
<ul style="list-style-type: none"> ID1 and ID2 HH expressing possible interest in joining PADEE after initial village meetings to participate in exposure visits and then offered CIG-style technical training on 1-2 topics of their choice, focus on products that are likely to give quick cash returns, have low investment and are suited to labour and other resources of poor households. PADEE to provide a partial compensation to all IDP1/2 course participants in this initial training equal to approximately 50% of prevailing unskilled labour rate. Final group membership to be determined only after at least 50% of initial CIG-style training for IDP1-2 is completed 		
<u>Financial literacy:</u> all aspects of FL related to farming as a business and simple household financial record keeping to be mainstreamed as part of <u>all</u> technical training (land based or non-land based). SNV and CEDAC to support GDA and MOWA to updated training modules to reflect this.	MAFF PSU / GDA / MOWA	May 2015
<u>Field Coordination Further Strengthening</u> iDE CA to have standing invitation to all regular planning meetings (weekly / monthly, etc.) at provincial and district levels of PDA/MST/CEW team (as is already practiced in many cases).	PDAs / iDE	Ongoing from 4 Apr 2015
iDE CA/FBA to run at least part of one session of every training course related to rice, vegetables or other crops/technologies covered by FBA based on a training schedule to be agreed by PDA and iDE at least 1 week in advance.	iDE and PDAs	Ongoing from 4 Apr 2015
Drum seeders - the planned provision of drum seeders to all IGRFs in AWPB 2015 should only go ahead if as a promotional activity accompanied by a training session delivered by iDE CA and/or FBA (training not to be delivered by MST or PDA staff).	PSU / PDAs / iDE	Ongoing from 4 Apr 2015
<u>Commune Council collaboration</u> - Strengthen program collaboration with Commune Councils through:	PDA / PDOWA	Ongoing from Jun 2015
<ul style="list-style-type: none"> Role of CEW to be expanded to formally include support to CC related to design/planning/delivery of agriculture and nutrition related activities in the CIP. Making "empty places" on farmer training course for IGRFs open to non-IGRF member who are interested. CCs to publish/promote these opportunities to other households in the village CC to be actively engaged in activities related to F2F knowledge sharing CWCFP to take leading role in coordinating mother to mother (M2M) support networks and other related early childhood nutrition activities which should be open to all families with young children and recently married couples 		

including non-IGRF members

Farmer 2 Farmer knowledge sharing

Develop/facilitate [non-formal] farmer-to-farmer learning activities to complement expert-led extension training activities. Tools may include:

- Commune/village farmer congress
- Facilitated comparison between farmers of production practices and results
- Facilitated support to farmers to keep basic records of production activities, costs and incomes as basis for self-review, self-learning and knowledge sharing with other farmers.
- Increase/better focused exposure/exchange visits outside commune/districts to bring in new ideas
- Identification of Outstanding Farmers with awards and link to knowledge sharing processes to other farmers
- Inclusion of Outstanding Farmers as resource during farmer training and follow-up
- Pilot (with evaluation) Farmer Community Learning Centre in about 15 communes in total across the five provinces and then complete feasibility assessment based on experiences of pilots before scaling up. (with PROCASUR)
- any other good ideas from the PDA/DOA and other stakeholders

PDA w/ SNV support

Ongoing from Jun 2015

Farmer network development at provincial level should be supported in more systematic process with 3 year overall action plan/strategy (including milestones) to be prepared for each province. PADEE should learn from MTCP programme (mtcp2.com). First step is to develop a vision and a business model and promotional strategy for the Farmer Network to guide the support/development process with the role of the network focussed on:

- Better linkage of farmers and representing interests/voice in discussion with PDA and other stakeholders.
- Facilitating access to good quality service providers related to agriculture.
- Mentoring and support to management committees of ACs/IGRFs

PDAs / PSU / IGRFs/ ACs

Jun 2015 onwards

Farm Business Advisor - Public Private Partnership. Contract with iDE on PPP to be extend to the end of the project based on satisfactory EIRR (subject to budget availability) Clear performance milestones to be agreed, including overview of main technologies to be promoted.

MAFF PSU / iDE

Jun 2015

Market and value chains: Prioritise four "growth products" to develop through inclusive market development process with main role of PADEE teams as value chain facilitators. Two VC teams to be establish of 2 fulltime staff per team - with one team in each of MAFF (GDA, PSU or DPS) and MOWA ISU. Senior technical guidance and coaching to be provided by SNV drawing on approaches and experience from Nepal High Value Agriculture Project and other SNV worldwide experience. Four growth products most likely to be: for MAFF: 1) vegetables 2) Mushrooms, for MOWA 3) free range chicken (based on intensive

SNV / MAFF / MOWA

Ongoing from May 2015

HH production/hatching system, 4) woven basket or other stronger candidate VC to be decided by MOWA in consultation with SNV and MAFF.

<u>Market and value chains:</u> Exposure visit to be arranged for key PADEE staff from MAFF and MOWA accompanied by SNV to visit HVAP sites in Nepal to better understand real practice of the approach and particular methods for achieving inclusive value chain development around vegetables, small livestock and other high value ag products.	SNV / MAFF / MOWA	30 Jun 2015
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<u>Biogas</u> activities should be re-focused only on development and initial market testing of viable <USD300 design. Activities to be managed directly by NBP. Specific management arrangements to be determined in coordination with GEF design mission.	MAFF PSU / NBP	Ongoing from 30 Jun 2015
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<u>Gender:</u> focus of gender activities from now on to be on institutional mainstreaming among project partners and monitoring of key gender related performance indicators. IGRFs/household level gender training to be suspended.	MOWA	Ongoing from May 2015
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<u>Nutrition:</u> Focusing exclusively on early childhood nutrition (<24months) and ante natal (pregnancy) period. MOWA/PDOWA to develop, test and evaluate a social marketing approach to improving early childhood and ante-natal nutrition. CWCFP to have important roles in activities in communes. Activities to focus on households with young children and recently married in whole commune and not general activities with all IGRF members. Commune level system should be designed to be self-sustaining without ongoing project support once established. Commune level system is expected to include, among other things:	MOWA w/ SNV support	Pilot communes begin by Aug 2015
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- Social marketing events such as cooking competitions,
- Mother to mother support networks
- Regular monitoring within the community itself of i) baby growth, ii) nutrition practices and iii) diarrhoea incidence - with possible link to commune health centres
- Provision of weighing scales, measuring equipment to each commune for use in the context of mother two mother support meetings
- Provision of household books, concluding growth charts for each child for recording progress - with possible link to established systems under and practices of Community Health Centre if possible.
- Activities to target different specific audiences involved in early childhood nutrition decision making - mothers, grandmothers, fathers - with different techniques if necessary

Initial results for review by Q1 2016

Rollout Q2 2016 onwards

Early childhood nutrition promotion systems to be developed and tested in up to 2 most interested districts in each province in 2015 and then reviewed/refined before wider roll-out in 2016. Within these districts, piloting to be done in several interested communes. Strong emphasis on rigorous evaluation of effectiveness of approaches tested, include collection of similar data in control communes under PADEE that are not involved in initial pilot. PDOWA, DOWA and CWFCP to be involved in developing approach to be tested in each pilot

district.

D. Project implementation progress

28. **Project management performance** has remained **satisfactory (5)** as evidenced by the continued overall pace and general quality of activities. However, as the project moves into its second half there is a growing urgency to shift the management focus at all levels more clearly toward delivering the project development objectives and not just delivering activities and outputs. Also there is a pressing need for systematic follow-up and supervision of activities in the communes. Coordination among PIP has been general satisfactory with minor issues at local level.
29. One issue of concern is the imminent change of key staff at the PSU and central management level, including the expected retirement of the Project Manager in Apr 2015 and the imminent transfer of the senior PSU staff (deputy manager) to the new IFAD ASPIRE project. There is therefore a heightened risk of disruption to project delivery during this transition periods which coincides with a critical time for the project in introducing a range of improvements to raise the overall performance and impact of the project following the MTR. The mission therefore recommends the hiring of additional staff to maintain and improve the project management.
30. **Planning, monitoring and evaluation** are **moderately unsatisfactory (3)** as by the time of the MTR it had so far not been able to provide consistent and meaningful data on adoption, results or impacts of different project activities that are the most critical information needed by the managers at central and provincial level in order to manage the project for results. None of the PDA Directors felt that the MIS and M&E systems were providing them with the information they required despite investments in methodology and databases. PDA Directors are instead relying on more conventional informal processes, team meetings and field visits to try to monitor progress, quality and impacts. In fact, the most common observation from teams at provincial and local level is that the data collection was complicated and a significant burden, especially for the CEWs. As little data has been collected on a consistent reliable basis, little analysis has been done for management purposes of the data collected. In some provinces, PDA teams have reverted to their own offline systems to begin to collect and analysis the impacts (increased incomes) from different combinations of training and farm investment among IGRF members.
31. There is therefore an urgent need to review the actual critical information requirements, especially of the provincial managers as well as the central managers in MAFF and MOWA. MIS need to be better connected to the project logframe. Data collection tools and procedures will need to be streamlined and better aligned to the real workflow and activities in the field so as to keep to a minimum the burden of data collection while generate reliable and timely critical information and analysis for managers. Reports will have to be generated on a regular basis with proper analysis. A far greater emphasis needs to be placed on collecting meaningful data at the household level for most activities which is likely to be most effectively accomplished if it is integrated as part of routine follow-up with farmers and built of improved record keeping by households themselves (with initial CEW support). New expertise will need to be brought in to quickly address these issues, assist in redefining the critical data requirements and most efficient collection mechanism. It is also noted that the ICT elements of the MIS are considered to function as requested (the innovative tablet system) and the support from the MIS developer has been responsive. Consequently MIS developer is not considered to be the main sources of the current problems with the system, but rather the poor definition of the monitoring methodology, the critical data requirements and a streamlined data collection process.
32. **Annual outcome survey.** A process of annual outcomes surveys has been initiated. However, given the need for more real time disaggregated data on the effectiveness of different project activities within each province and the greater need for meaningful household level data

- collection via the MIS, the ongoing need for annual outcomes surveys should be reviewed once the new streamlined MIS is operational which should include monitoring of family income.
33. **Baseline / Mid-term survey.** The MTR reiterates the recommendation of earlier missions that the mid-term survey in 2015 should be conducted as a panel survey as per the original design, re-visiting the same households as were interviewed for the baseline in all three sub-groups, i.e. treatment group, “control group 1” some of whom are expected to become IGRF group members, and “control group 2” who are outside the PADEE target area. This will ensure the highest resolution of trends over time, while data analysis techniques can be applied to overcome the difficulties of treatment/control group mismatch. Similarly, no change should be made to the questionnaire or survey methodology without prior consultation and agreement of IFAD.
34. **FAO Microbanking** system (MBWin) and its Web Based Application is functioning well and producing arguably the most complete, timely and reliable M&E data in PADEE. Red flag reports produced by this system are routinely check by provincial level management and follow-up actions taken to investigate and resolves the causes of the red flags. However, the mission noted that only around 11% of provincial and district staff who routinely deal with IGRF also regularly access the MBWin database. Also, beyond the red flag reports, there is little evidence of regular analysis and reporting for managers based on the broader set of data being collected. The mission recommends that the FAO Microbanking be linked to the PADEE MIS in order to ensure better monitoring of households income.
35. **Poverty focus** is *moderately satisfactory (4)* but could be substantial improved by adaptation to the project approach. The project benefits from focusing on poorer communes and also attempt to gain the participation of active poorer households within those communes. However, the unintended consequence of applying a conditional cash transfer mechanism combined with top-down inflexible basic package focusing heavily on rice is that the focus of the project has partly move away from the poor. At present, the project MIS only partially collects ID poor status of project households so reliable poverty data on project households is not available but only the internal relative poverty data from the wealth ranking exercise. This does not mean that the poor have been excluded from the project, but data from the baseline survey indicate that the IGRF group members, on average, are significantly less poor than a control group selected mainly from households with ID-Poor cards. A more explicit poverty focus will be required in redesigning the group mobilization for the new IGRF s to be formed in 2015.
36. **Gender focus** is *satisfactory (5)*. Project staff in MoWA and PDoWAs have been trained and aware of their responsibilities on gender related aspects of the project. Various gender awareness training and basic nutrition training have been conducted with IGRF members. All CEW teams comprise one female and one male in compliance with the project design. In terms of the IGRF membership, women’s representation is over 62% at the project level (MBWin data), and in each IGRF board committee at least 2 out of 7 members are women. Women’s participation in FFSs is also satisfactory. Women are also very well represented among the borrowers.
37. Building on the experience in the project to date as well as the evidence and experience from the recently completed RULIP project, the focus for PADEE should now be directed towards
1) institutional mainstreaming of gender within the project partners, facilitated by MOWA
2) improved monitoring of critical gender indicators identified in the gender action plans and
3) enhanced approach to early childhood nutrition improvement expanding on the ideas initial tested in RULIP applying social marketing approaches.
38. **Targeting** is *moderately satisfactory (4)*. The project targeting approach comprises geographical targeting (pre-selection of poor communes and villages according to the poverty data) and participatory selection of poor households at the village level. The project is succeeding well at selecting group members with interest in and potential for improved agriculture production, but less well at targeting the poorest households (see above). There is an opportunity to improve the targeting approach during the next round of IGRF mobilization

which could also provide a useful model to more inclusive group development to be used in ASPIRE.

39. **Innovation, Learning and Knowledge Management** is *moderately satisfactory (4)*. The project has had some success in technical knowledge management, especially through the extension workshops to which GDA and SNV have made substantial contributions. There is now a strong interest to make these an annual event. There have also been a number of useful knowledge products produced, many developed through SNV, ranging from feasibility studies and market acceptance reviews for low cost bio-digesters to reviews of FFS and farmer learning experiences, women's drudgery studies as well as many short technical leaflets and posters on particular crops and production practices. Many of these products are readily available on the PADEE website (www.padee.org). SNV have also supported the production of knowledge videos using the "Most Significant Change" methodology for capturing and sharing knowledge. These products should ideally be better internalised by MAFF.
40. To further strengthen the Knowledge Management capacity within MAFF-PSU a new KM and Communications unit will be established shortly, initially with one full time national KM & Communication officers. KM strategy will be developed by PSU and linked to the M&E system and PSU communication strategy. Case studies will be regularly produced by project staff, external consultants and interns, to be shared within the Government and Development agencies and published on PADEE websites and international networks.
41. **Partnerships** are central to the project implementation modalities with FAO, iDE and SNV as implementing partners alongside MAFF, MoWA and the sub-national agencies. The relationships among all partners have improved dramatically since a slow and somewhat bumpy start. Significant credit is due to the staff from all sides for making these partnerships such a success. Of particular note, the mission would highlight the very productive relationship between SNV and both GDA and MOWA ISU. The mission feels these partnerships have contributed substantially to raising the quality of both the land based and non-land based activities. The partnership with iDE provide a strong compliment to the MST activities and a pathway for more progressive farmers to gain more commercial advice and inputs and further the growth of their farming businesses. Initial evidence from the iDE MIS suggests that the PPP model operated by iDE provides exceptionally good value for money on public investment, providing EIRR in excess of 50%. The partnership between MAFF and FAO, as widely recognized by previous missions, has been a highlight of the project and was strong from the outset - setting the standard to which the other partnerships have now risen.
42. The clear value created by each of these partnerships demonstrates the value of well-chosen partnerships with the RGC-IFAD project modalities as well as providing many practical lessons on making such partnership work which will be extremely value to ASPIRE and future projects.
43. **Climate and environment** focus is *satisfactory (5)*. The project is supporting many rural households to diversify their farming and livelihood systems. Through agricultural training there is widespread promotion of better soil and in-field water management, for example in rice production as well as through the promotion of drip irrigation systems by iDE. Other aspect seek to improve the appropriate use of chemicals and inputs - for example through the promotion of poly ground cover sheets in vegetable production that help reduce the pest load and hence the need for using pesticides. To compliment these crop based activities, the project has had considerable success in promoting non-land based livelihoods - through more intensive chicken raising, mushroom production, as well as various handicrafts and other non-agriculture related income sources. PADEE is also investing, via the National Biodigester Programme in the development of a lower cost biodigester that, if successful, could lead to far wider adoption of this useful renewable energy technology with its added benefit of reducing GHG emissions.

Agreed action	Responsibility	Agreed date
Project management		
<u>Logframe</u> : To be updated and approved based on recommendations of MTR	IFAD / MAFF	31 May 2015
<u>AWPB 2015</u> to be revised and updated to reflect agreed actions from MTR	MAFF PSU	31 May 2015
New costab to be developed by MTR for remaining period of the project	MTR team	Apr 2015
<u>GEF proposal</u> to be jointly developed	IFAD/MAFF	Jun 2015
Knowledge management & communication		
KM: <u>Establish KM and communication unit</u> within MAFF PSU including recruitment of one fulltime KN & Communication officer (national)	MAFF PSU	31 May 2015
KM: <u>Develop clear KM plan for 2015</u> with list of specific KM products and outputs to be developed, organised around major KM themes to be defined joint by all main project partners.	MAFF PSU	30 Jun 2015
KM: <u>Document and disseminate all PADEE research</u> activities, knowledge products, and lessons learned in an accessible format for program partners and external stakeholders.	MAFF PSU	Ongoing from 30 Jun 2015
KM: <u>Produce a series of short videos</u> and clips on PADEE, GEF, nutrition etc. activities aimed at different audiences.	MAFF PSU	Ongoing from 30 Jun 2015
<u>Submit quarterly reports on the IGRF development to the PSU</u>	ESP/FAO	Ongoing from Apr 2015

E. Fiduciary aspects

44. **Financial Management** is **satisfactory (5)**. The results of the mission confirmed the good level of financial management (FM) performance assessed during the last supervision in October 2014. FM arrangements of PADEE are overall solid with a good correlation between budgeting, accounting and reporting, flow of funds and audit. The internal control environment is adequate with well-established segregation of duties applied in conformity with PIM provisions and few areas in need of further improvements (such as the recording of contribution from beneficiaries and improvement in the maintenance of the audit log). Expenditures are in line with AWPB. Financial transactions are recorded in a timely manner and the established chart of accounts allows adequate detail for correct exposure of information in financial reports. The only shortfalls are in relation to the recording of beneficiaries' contribution to the project as well as financial analysis. The mission recommends to collect relevant information from SNV and FAO for beneficiaries' contributions; evaluate these and input into the accounting software accordingly. Relevant records should be updated on a quarterly basis. The system has been largely customized to support IFAD and PADEE management reporting requirements with a few additional customization needed, such as the pilot SOEs generation and the enhancement of the consolidation module to allow the automatic generation of consolidated reports. The mission recommends regular analytical reports from the financial unit to better monitor the AWPB execution as well as links to the physical indicators (cost analysis).
45. **Fund Flow**: The Fund flow mechanism in the project is efficient, including funds made available at provincial level. The procedure of justification of 50% of previous advances to obtain additional ones, is now consistently applied both for provincial administrations and for PIPs.
46. **AWPB**: 2015 budget has been submitted to IFAD on time for an amount of approx. USD 13 Million. IFAD granted no objection to it in the tone of USD 10 million with the residual part to be determined during the MTR. However, in 2014 the project disbursed only 82% of the

- AWPB allocated budget. The AWPB 2015 will be reviewed in light of the MTR recommendations and resubmitted to IFAD for no-objection.
47. **Designated Accounts and Smart SoE review.** Bank reconciliations are prepared regularly. DAs management is **satisfactory** despite the fact that Peachtree customization for DA management is not yet finalized. The limited amount of transactions facilitates DAs control and minimizes risks. The mission picked the last 2 WAs (43 and 44 for both the Loan and the DSF Grant) for justification of PSU advance and advances to provinces. These were the first 2 WAs submitted to IFAD using the Smart SOEs methodology (e-transfers). Tests were executed in accordance with CFS procedures, with no issues to report. Documentation was readily available, complete and treated in accordance with relevant procedures both at PSU and in the 2 provinces visited. The new methodology is appreciated at project level in terms of efficiency. The smart SOEs are currently prepared manually based on data and references retrieved from the system. The mission invites the finance team to explore the possibility for the automatic production of smart SOEs using the accounting software which should be duly customized. This would increase reliability of reports reducing the risk of errors.
48. **2014 Financial Statements:** The mission reviewed the financial statements prepared for the FY 2014 which have been submitted to IFAD within the stipulated dates. The financial statements will need to be audited and submitted by 30 Jun 2015. The report is informative, segregates receipt and use of IFAD funds as well RGC funds and compares budget and actual expenses. The report is accompanied by a cumulative report showing data since project's inception in line with loan covenants.
49. **Assets Management.** Fixed assets register is maintained at both national and provincial level using an excel file printed and signed. The MAFF PSU should periodically verify these assets during field visits and document the verification in a dedicated folder.
50. **Status of last SM recommendations** (October 2014): Issues identified by previous missions have been mainly resolved. The residual ones include a few Peachtree software customizations and monitoring activities of assets deployed at provincial level.
51. **Disbursement** is **satisfactory (5)**. Based on project disbursement as at 26 Mar 2015, the actual disbursement from the Loan account is SDR 5,918,946.48. This is 52.38% of total loan financing. Similarly, the categories disbursement status of IFAD Grant I-DSF-8101-KH as at 26 Mar 2015 is SDR 8,717,269.68. This is 77.14% of total Grant financing.
52. **Counterpart funds.** Disbursement of counterpart funds from RGC is **satisfactory**. The RGC contribution to the project amounts to USD 4.7 million of which USD 2.16 million (46%) has been disbursed as at Mar 2015 after less than 3 years of implementation out of 6. The 2015 annual budgeted contribution to the project stands at USD 474,962 not yet released. The RGC is invited to promptly release its yearly contribution. Counterpart fund disbursement status of SNV, FAO and iDE is well above 90%. Additional counterpart funds will be committed to scale up PADEE models and finance the additional GEF (USD 5 millions)/PBAS (USD 3 million) allocation to PADEE.
53. **Compliance with loan covenants** is **satisfactory (5)**. All loan covenants are being complied with.
54. **Audit** is **satisfactory (5)**. The first audit covering the period from Jun 2012 to 31 Dec 2013 has been submitted to IFAD on time. The audit package was complete and included the audit of the PSU, the 5 provinces, MoWA, SNV and iDE. The only missing report was the one from FAO which has been submitted during the mission. Auditors expressed unqualified opinions on all the reports. The assessment of the financial reports was satisfactory as well as the assessment of the audit work which was done in accordance with the approved TORs. Auditors identified a series of internal control issues, especially at provincial level, most of which have been resolved as at the date of the MTR. The procurement process for 2014 audit services has been concluded and the submission of 2014 audit report should be timely.

55. **Mid Term Review adjustment to project design – Financial Management.** The overall finance function of the project is performing well with few shortfall to be addressed as highlighted in the recommendations. The main adjustment required is in relation to the allocation of financial resources for PIPs. Considering the movement in the SDR/USD exchange rate, the rationale which brought to the allocation for PIPs activities and the size of PIPs contracts, it is necessary to use unallocated funds to finance a forecasted excess cost for PIPs contracts of approximately SDR 1 million. This shall have a material impact on the overall level of unallocated resources now set at SDR 2, 26 million (SDR 1.13 million for the loan and SDR 1.13 million for the DSF grant). Details in the table below. This will be presented in the new costab which will also accommodate the GEF contribution and IFAD top-up allocation.

56.

	contracts	
	USD	SDR equivalent
Total value of PIPs contracts	6 220 476	

Procurement rating is lowered to *moderately unsatisfactory (3)*. While procurement under PADEE is largely undertaken consistent with the provisions of the Law on Public Procurement No.

NS/RKM/0112/004, dated 14 Jan 2012 and its updated/revised Standard Procedures (SP), the mission has observed several lapses and inefficiencies identified in the following paragraphs.

57. A review of the procurement plan against actual procurement and the contract logs identified several minor procurement cases which have not been clearly updated nor included in the procurement plan. While the detailed AWPB includes a budget for these activities, these small value procurement undertaken in accordance with the Standard Procedures were not included/updated or omitted from Procurement Plan, resulting in several cases assets such as mobile phones and air conditioners omitted in the asset registers. This may have a material impact on the Project Financial Statement as the assets are underrepresented in the 2014 Financial Statements. The MAFF PSU shall review its procurement plans for 2014 and 2015 for omissions and ensure an updated procurement plan is submitted to MAFF management and IFAD for no objection. Post MTR, any procurement undertaken which is not found in the procurement plan and register of contracts would be declared as in-eligible expenditure by IFAD in accordance with the provisions of its General Conditions and its Procurement Guidelines.
58. **PIP Procurement:** A review of the agreements dated 29/01/2013 between RGOC and SNV and 16/12/2012 between RGOC and IDE identifies the extension of RGOC's SOP, FMM and PM based on the Sub-Decree 74 dated 22 May 2012 to these service providers. The RGOC's SOP, FMM and PM based on sub-decree 74 dated 22 May 2012 are only applicable to Government Ministries and Agencies of RGOC and it cannot be extended to private sector, non-government organisation and external institutions which operate under different rules and regulations. As an example, SNV is currently subjected to review of all its procurement by the CEC and PRC. While the prior review of procurement by the CEC and PRC has strengthened the partnership between SNV and MAFF/MEF creating inclusiveness, combining opinions from MAFF, MEF and SNV, the process is time-consuming and not cost effective due to numerous meeting requirement between the two committees, constant non-availability of the committee members to meet, non-value additional inputs from MEF and MAFF other than on procedural aspects which is more administrative and not content-driven. The mission recommends a revision of the Agreement to remove the inclusion of RGOC's SOP, FMM and PM requirement based on sub-decree 74 dated 22 May 2012 however requiring the organisation to apply their own rules and regulation in the processes. The involvement of MEF and MAFF should be on the content rather than on the administrative aspect of the processes which is still subject to Audits and regular oversight by MEF and MAFF through quarterly reviews and meetings.
59. **Performance Securities:** A review of several large contracts for the procurement of motorcycles and office equipment identifies that the project has failed to secure and maintain performance securities as mandated by the contract provisions. The final payments have been processed without securing adequate performance securities outlined in the contract which are risk mitigation measures against non-performance by the contractor or vendor which include their warranty obligations.

60. **Capacity of Procurement staff:** The mission values the commitment by MAFF to support knowledge and skill development of its Procurement Officer in the PSU. The mission thus encourages MAFF PSU to continue its efforts in supporting the Procurement Officer through internal or external procurement training contributing positively towards the officer's professional development.
61. **Financing agreement amendment:** MEF will submit to IFAD by June a proposed amendment to be prepared by MAFF based on MTR recommendations, updated logframe and costab.

Agreed action	Responsibility	Agreed date
<u>Procurement</u>		
Update and submit 2014 and 2015 procurement plans clearly identifying all procurement packages reconciling the procured items with the contract log and asset inventory.	MAFF PSU	30 Apr 2015
Assess and undertake amendments to the current agreements with SNV and IDE to remove/modify the requirement to extend RGOC's SOP, FMM and PM to improve operational and cost efficiency of the Project.	MAFF PSU	30 Apr 2015
Ensure all performance securities are obtained from the contractor/vendors covering the period of services and warranty obligations	MAFF PSU	30 Apr 2015
<u>Financial management</u>		
Prepare a request for reallocation of financing resources, including SDR 440 000 under the Loan and SDR 560 000 under the DSF Grant from the "unallocated" to the "Activities implemented by PIPs" category	MAFF PSU	11 Apr 2015
Collect relevant information from SNV and FAO for beneficiaries' contributions. Evaluate these and record in the accounting software. Update relevant records on a quarterly basis.	MAFF PSU	Ongoing from 4 Apr 2015
Complete customization of Peachtree including the following items: - Consolidation company to include all relevant reports for financial statements preparation - Include DA management in Peachtree - Feasibility study for the automatic generation of smart SOEs	MAFF PSU	July 2015
Execute periodic verification of assets deployed at provincial level during field visits – to document activities performed in a proper file at PSU	MAFF PSU	Ongoing from 4 Apr 2015
Financing agreement amendment: MEF to submit to IFAD a proposed amendment to be prepared by MAFF based on MTR recommendations, updated logframe and costab.	IFAD/MEF/MAFF	Jun 2015

F. Sustainability

62. **Institution Building** is *moderately satisfactory (4)*. Arguably the most important issue for institutional sustainability is the sustainability of the IGRF groups. The initial mobilization and

development of the groups has resulted in relative cohesive and internal strong groups in many cases. A critical issues for the sustainability of the IGRFs to the sustainability of the accounting and record keeping, currently based around the MFAs and MBWin system. Further work is still needed to ensure that this approach is acceptable to IGRFs and sustainable over the longer terms through a renewed focus on lowering the costs to IGRFs, improving the quality and responsiveness of the services and raising the perceived value for money to IGRF members of these services. The project is broadly moving in the right direction on these issues, but a series of specific actions (see Component 1) have been identified during the MTR to more specifically tackle them and raise the overall sustainability of the IGRF groups.

63. In terms of agricultural service delivery, the FBA system appears to be proving itself as an effective and efficient PPP model for agricultural extension delivery. It is not, at this stage, a fully private model as it attempt to provide services to smaller and poorer farmers than most private agents. However, as a PPP model it is technically and institutionally sustainable, but it requires some ongoing public funding to continue at its current level of coverage and activity. The level of public funding required is expected to decrease over the coming years and will also fall faster if the FBA network can successfully expand into the ASPIRE and other provinces and distribute the fixed costs over a greater number of FBA and clients. However over the next 3-5 years public funding is likely to be required to support part of the costs of the system, though not the costs of the FBAs themselves who work as private agents.
64. **Empowerment is satisfactory (5).** As the project has progressed to increasingly demand driven activities through the CIGs and NLB activities, these are empowering households to choose the opportunities they want to pursue. The growing maturity of the existing IGRFs is also financially empowering the members through greater confidence in using loans to invest, but within the safe context of their own groups without the needs to deal with external institutions with which they may feel less empowered until they gain more confidence in the process.
65. **Quality of beneficiary participation is moderately satisfactory (4)** but is expected to improve with changes being introduced following the MTR. The project design adopted an inflexible approach to numerous different types of training covering production, financial literacy, gender awareness, IGRF functioning and more. Households had little or no input into the choice of these topics and the strong conditionality within the design meant that they were forced to attend these training even if they were of little relevance - for example with very little rice production or living in a commune without sufficient water for fish pond production. Consequently this inflexible approach was also a significant disincentive for many poor households to join. The quality of participation has increased dramatically as the project has moved to its second and third stages of training based around common interest groups in which households decide for themselves what training they want and whether or not to attend. The mobilization process for the new IGRF's to be formed in 2015 will need to be revised to ensure strong beneficiary participation in determining activities from the outset as well as facilitating greater participation of poorer households in the new IGRFs.
66. **Responsiveness of service providers is satisfactory (5).** As mentioned above, partnerships with external institutions are of good added value to PADEE. The iDE FBA are extremely responsive to farmer requirements - as it is the basis for the FBA's own livelihoods. More generally, the various trainers and service providers supporting the groups on non-land based activities also appear to have been highly responsive from the outset as the whole process has been far more demand driven throughout compared to the basic agricultural training. The MST are becoming increasingly responsive as the project moves toward demand driven agricultural extension around the common Interest Groups but was not very responsive in the first years of the project.
67. In terms of the service linked to IGRFs and the fund management FAO, as the provider of the MBWin system has been very responsive to the needs of the project. Some of the Mobile Field

Agents working with the IGRFs are reported to be providing a very good service, while other IGRFs are not satisfied with the service they receive from their MFA. The mission estimates that around half of the IGRF groups met during the mission expressed some degree of dissatisfaction with the MFA service, mostly in terms of the quality, timeliness or value for money of the service. This is a concern given the inherent dependency that the project has created for the IGRF groups on the MFA system which is provided by a single service provider.

68. **Exit strategy is *moderately satisfactory* (4).** The exit strategy for the supported agriculture and non-land based economic activities of the project appears to be increasingly sound as the project move to a far more market-oriented focus and demand driven service delivery. Thus it can be reasonably expected that households will continue with their improved economic activities (which is still to be monitored by PADEE M&E and MIS systems). However, to remain competitive and prosperous farmer will need to continuously improved and adapt their farming business or other household enterprises. There is therefore a need for the project to foster the emergence of more effective farmer to farmer knowledge sharing and self-driven learning, rather than the current model of heavy reliance on only expert led training, which can only meet a small part of the demands of farmers. This is necessary at the village/commune level but similar mechanisms at the district/provincial level would also be a valuable part of the exit strategy. For some selected growth products in which there is potential for more rapid development of local value chains (VCs), the exit strategies will need to be developed in the coming years in parallel to the evolving project support to these growth VCs.
69. For the IGRFs the exit strategy still remains rather unclear. In particular questions remain about the most appropriate route in terms of accounting, recording keeping and external oversight of the savings and credit aspects of the groups. It is expected that a clearer exit strategy will emerge within the next year, allowing sufficient time for this to be properly implemented
70. **Potential for scaling-up and replication is *satisfactory* (5)** and expected to further improve through the second half of the project as refinements to the approach are introduced and more reliable evidence gathered on their relative effectiveness, efficiency and impacts. Elements which already appear ready for scaling up and replication include the IGRF model if sustainability and inclusion issues can be resolved and the iDE Farm Business Advisor PPP model for market oriented farmer service delivery. There also appears to be immediate opportunities to scale up within the project provinces activities and impacts from at least four promising growth products that have emerged through the CIG and NLB activities. This should be done through an inclusive market development approach built around the emerging cluster for these products.
71. Agreed action related to sustainability are embedded in preceding recommendations.

G. Other

72. **Physical/financial assets** is rated ***satisfactory* (5)**. While it is still too early in the project to have conclusive evidence of project impacts on households assets, a range of different pieces of data indicate that the project is already beginning to contribute to the growth of both physical and financial assets. There is not yet sufficient data from the MIS or impact survey to present a clear overall picture, but there does appear to be relatively good adoption rates and therefore likely increases in incomes across a range of land and non-land based activities. This impression is confirmed by various pieces of data, such as annual outcome surveys, SNV technologies adoption study and offline impact reviews by some PDA as well as iDE's and FAO's monitoring data and field observations during the mission. Clear evidence should emerge from the mid-term survey which is due to be completed in mid-2015.
73. **Food security** is ***moderately satisfactory* (4)**. The increases in production and incomes that are believed to be being achieved by many project households will undoubtedly have contributed to greater food security. The extent of these impacts to date will become more

apparent from the forthcoming mid- term RIMS+ survey. In the context of the project areas, where hungry seasons have all but disappeared, a greater issues is arguably the high level of child malnutrition (40. % chronic malnutrition at baseline). Given the strong evidence from RULIP and elsewhere that increases in household economic status, income and production are poorly correlated with improving child nutrition the project will need to take specific steps to try to address this difficult but important issue with specific nutrition activities.

74. **Quality of Natural Asset Improvement and Climate Resilience is *satisfactory* (5).** Climate resilience of target communities is increasingly important for sustainability of project impact. The project is supporting a number of technologies that improve environmental sustainability (e.g. natural fertilisers, integrated pest management); improve efficiency of on-farm water management (e.g. land levelling, drip irrigation promoted by iDE). Improved, diversified and environmentally sustainable agriculture and non-land based production will assist households to become more resilient - as is especially evident by the success of a high number non-land based and CIG activities. At the same time, the IGRF are building both social and financial capital which will help recovery from shocks.
75. The one area of the project that has substantially not performed as expected is the rollout of pro-poor biogas digesters. The designs being tested have not results in an affordable design that could be widely adopted by medium and poorer households. Consequently, project efforts will need to be redoubled to address these costs issues if this element of the project is to contribute as expected to lowering GHG emissions and expanding renewable rural energy supply.
76. However, despite the generally positive contribution to climate resilience, the project does not give any specific regard to how it can most effectively respond to natural disasters (storms, floods, droughts) that are almost certain to occur at some stage of the project in one or more project areas. Given the extremely high likelihood of such events, it would seem prudent for the project to give some thought and prepare some contingency plans in advance as to how it could assist in more rapid recovery.
77. Agreed action related to impacts are embedded in preceding recommendations.

H. Conclusion

78. Overall performance is ***satisfactory* (5)**. The project teams have dealt well with the very rapid start-up in the first year of the project while maintaining quality in the subsequent years. The project has therefore built a solid foundation on which to expand impacts and economic returns for project supported households and communities in the coming years.
79. Informed by the COSOP review, there are now opportunities for the project to extend its focus and activities to deliver greater impacts in several areas including: i) greater market orientation across project activities and inclusive development of value chain for selected growth products, ii) continuing with the successful PPP model of the Farm Business Advisor's delivery good quality market-oriented agriculture advice, inputs and services and raise the economic impacts of the project, iii) a more systematic approach to facilitated farmer to farmer knowledge sharing to compliment expert led technology transfer and amplify the impacts, and iv) progressing the promising low cost social marketing approaches to try to tackle the high levels of child malnutrition in project areas.
80. Action will be needed to capitalize on the strong start to the IGRF development by addressing some of the risks to the sustainability of the support service related to the Mobile Field Agents especially in terms of the cost to IGRFs as well as the consistency of quality and responsiveness of the services provided. The project should also act quickly to take the opportunity to increase the level of participation of the economically active poor in the new batch of IGRFs that are in the process of being mobilized.

81. Project managers will be better able to manage the project on a day-to-day as well as strategic basis to maximize impacts if they have access to timely and reliable information on the critical performance measures through the projects M&E and MIS system. Streamlining the MIS and M&E systems to support the project managers should therefore be a priority in the coming months.
82. The inclusion of the three main external implementation partners (FAO, iDE and SNV) alongside MAFF and MOWA have each contributed significant value to the project to date. With the relationships working well, the benefits from these partnerships are expected to grow further in the coming years - both in terms of the quality and sustainability of interventions as well as in the economic impacts and efficiency of the project.
83. There is therefore a good likelihood that the project will meet or exceed its development objectives if the agreed actions from the MTR are implemented and the existing strong commitment and energy of the project teams can be carried through the second half of the project.
84. IFAD and the Royal Government of Cambodia endorse the findings of the supervision mission.

Appendix 1: Summary of project status and ratings

Project 1559 [870, 8101] Project for Agricultural Development and Economic Empowerment - Draft

Basic Facts

Country	Cambodia			Project ID	1559	Loan/DSF Grant No.	870, 8101
Project	Project for Agricultural Development and Economic Empowerment					Top-up Grant	Loan/DSF
Date of Update	10-Apr-2015						
Supervising Inst.	IFAD/IFAD						
No. of Supervisions	3	No. of Implementation Support/Follow-up missions	2				
Last Supervision	4 Apr 2015	Last Implementation Support/Follow-up mission	Oct 2014				

					USD million	Disb. rate %
Approval	03-Apr-2012			Total financing	43.24	60
Agreement	08-Jun-2012	Effectiveness lag	2.2	IFAD Total	35.00	
Entry into force	08-Jun-2012	PAR value	Not at Risk	IFAD loan	17.50	52
First disbursement	25-Oct-2012			DSF grant	17.50	77
MTR	04-Apr-2015	Last amendment	-----	IFAD grant		
Original completion	30-Jun-2018	Last audit	31-Dec-2013	Domestic Total	6.88	
Current completion	30-Jun-2018			Beneficiaries	2.19	0
Original closing	31-Dec-2018			Government (National)	4.69	25
Current closing	31-Dec-2018			External Cofinancing Total	1.36	
No. of extensions	0			FAO	0.31	97
				iDE	0.38	100
				SNV (NGO)	0.67	100

Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	4	5	1. Quality of project management	5	5
2. Acceptable disbursement rate	5	5	2. Performance of M&E	5	3
3. Counterpart funds	5	5	3. Coherence between AWPB & implementation	4	4
4. Compliance with financing covenants	5	5	4. Gender focus	5	5
5. Compliance with procurement	4	3	5. Poverty focus	4	4
6. Quality and timeliness of audits	4	5	6. Effectiveness of targeting approach	4	4
			7. Innovation and learning	4	4
			8. Climate and environment focus	4	5
B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. Financial Services	5	4	1. Institution building (organizations, etc.)	4	4

2. Technology and Markets	5	5	2. Empowerment	4	5
			3. Quality of beneficiary participation	5	4
			4. Responsiveness of service providers	4	5
			5. Exit strategy (readiness and quality)	4	4
			6. Potential for scaling up and replication	4	5

B.5 Justification of ratings

The level of physical progress across the project remains strong, the project management has continued to maintain the paces and overall quality of activities. One area of project management that does require greater focus as the project moves into its second half, is the attention to managing the project more explicitly towards its development objectives rather than principally being managed towards outputs and activities which has been most often the case to date. Within the province, project management would also be strengthened by clearer processes and accountability for routine supervision and follow-up by more senior district and provincial staff of all training and field activities in the communes and village level. The M&E and MIS, with the exception of MBWin for the IGRFs, have so far not consistently delivered meaningful data to project managers at central or provincial level on progress towards project development objectives and the effectiveness of different activities in this regard. With the exception of the MBWin financial data on the IGRF, reliable data on these critical measures is not being collected systematically across the project into the MIS.

Component 1 activities have progressed well in terms of group mobilization and internal group operation. However some problems have been encountered in the last year as the project begins the transition towards payment by the IGRFs of the MFAs which is critical to group sustainability. The temporary solution being developed by the project linking this to a new farmer network is not likely to solve the underlying issues. However, a series of clear actions have been identified by the project and MTR team that are expected to make a significant improvement in this respect over the next 12 months. Sustainability of the large number of IGRFs, and the associated MFA system of service provision, will be a critical issue to be followed closely for the remainder of the project.

Component 2 technical training to households on land based and non-land based activities appears to be to a reasonably good standard, especially for the voluntary CIG and non-land based training. However, more systematic supervision of training would enhance consistency and quality. However, the strong conditionality of all IGRF members having to complete an inflexible, supply driven FFS basic training package as a first activity with the IGRF has significantly contributed to the exclusion of many poor households interested in joining the project. There is also a need to strengthen the market orientation in most trainings and mainstream the basic financial literacy training related to farming as a business into technical training activities. Biogas activities are significantly behind schedule though the success of many NLB activities is reducing the dependence of many households on rain-fed agriculture and their vulnerability to climate change.

Financial management and audit have improved. Procurement has worsened due to administrative and operational inefficiencies and non-compliance with contractual provisions and exclusion of procurement packages from the procurement plan.

Overall Assessment and Risk Profile

	Last	Current
C.1 Physical/financial assets	4	5
C.2 Food security	4	4
C.3 Quality of natural asset improvement and climate resilience	4	5
C.4 Overall implementation progress (Sections B1 and B2)	5	5
Rationale for implementation progress rating		
C.5 Likelihood of achieving the development objectives (section B3 and B4)	5	5

Rationale for development objectives rating

The strong foundation of the project in terms of both scale and also core quality of activities provides confidence that the project is on track to achieve its main development objectives.

The two areas where this now appears unlikely are i) the rollout of 4000 biodigesters - as R&D on low cost designs has not yet produced a sufficiently affordable design that would enable large scale rollout), and ii) providing support to the target 25,000 households within pre-existing GRP groups from the former RPRP project - this initial target was unrealistically high and the recent survey of these groups indicate a target of around 3,000 households from about 125 GRF group is more realistic..

However, the total outreach and impacts from the project are likely to be substantially increased if the project is able to successfully implement the range of agreed actions from the MTR and expanding its i) greater market orientation across project activities and inclusive development of value chain for selected growth products, ii) continuing with the successful PPP model of the Farm Business Advisors delivering good quality market-oriented agriculture advice, inputs and services, iii) more systematic approach to facilitated farmer to farmer knowledge sharing to complement expert led technology transfer and amplify the impacts, and iv) progressing the promising low cost social marketing approaches to try to tackle the high levels of child malnutrition in project areas, in the wider commune and not just among IGRF members.

C. Risks Short description of major risks for each section and their impact on achievement of development objectives and sustainability		
6	Fiduciary aspects	An adequate internal control environment supports proper management of fiduciary risks On procurement, the unresolved problems on M&E can be traced back to poor procurement of critical

	TA services and failure to address poor performance of these services. Non-inclusion of procurement packages in the approved procurement plan may be rejected by IFAD unless this is rectified and complied with in the near future. The non-availability of performance securities for contracts poses significant risk to MAFF as there are no sureties that contractors will honour their commitment once the final payment are made.
Project implementation progress	The principal risks to project implementation are the failure to manage the project towards development objectives (rather than inputs and activities as is currently the case) and the closely related issue of having a functional MIS and strong M&E that supports the project managers to do so.. The complex logistics and workload for delivery of many simultaneous activities at the field level requires a level of planning coordination at the district and provincial levels that appears to be lacking. A critical risk is that this overload leads to very little systematic supervision and follow-up of field activities and consequently inconsistent quality. Partnerships remain central to the project approach in both main components. Partnerships between RGC and the PIPs are working well, but remain critical to the project and will need continued efforts from all sides to maintain them well. The FBA/LorsThmey extension network created by iDE is emerging has a high impact / high efficiency PPP model for extension service delivery, but as a genuine PPP system it requires ongoing (but reducing) public sector financial support until it reach a more nationwide scale. Its sustainability therefore relies on the commitment of RGC to continue to invest in this effective PPP approach.
Outputs and outcomes	Without reliable information on the impacts and outcomes of activities under Component 2 there remain risks that project activities may not deliver the intended outcomes if project managers cannot ensure that they are managed for results. There is also a growing risk that without greater market orientation and facilitation of market linkages in some promising product value chains that the current benefits to households will be lost due to oversupply in the local market. For IGRFs, the principal risks are now related to the sustainability of the IGRFs after the project. A revised strategy for sustainability needs to be implemented, beginning immediately after the MTR and then followed closely to ensure it is progressing as expected.
Sustainability	The two main risks to sustainability are: <ol style="list-style-type: none"> 1. Sustainability of overall IGRF systems and roles of MFAs. The original design approach appears inherently unsustainable in the local context and a revised strategy will now need to be adopted based around a simplified records keeping system with external audits as well as possible linkages to banks and MFIs. 2. Market sustainability of CIG-based income activities may be increasingly in doubt if timely progress is not made on the market linkage and value chain activities that have been revised during MTR.

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
Major actions			
Result focus	Result focus of project management to move to maximizing impacts for target households from available public sector investment enabled through routine tracking of impacts vs cost for all main activities.	All managers / PIPs	Ongoing from 4 Apr 2015
M&E system	Compatible with needs of ASPIRE, refine M&E and MIS definition of critical information, reporting and analysis requirements. Then streamline core MIS and M&E processes accordingly to deliver the necessary management information and reduce burden of data collection to facilitate management focus on maximizing impacts. Consider use ASPIRE "Provincial Performance Scorecard" as starting point for defining critical data requirements.	MAFF PSU ASPIRE SSU	Begin process by 30 Apr Live test new system by 31 Jul 2015 Rollout 31 Aug 2015
GEF grant	GEF grant of USD 5 m to be embedded within overall PADEE framework. PADEE team to contribute to design activities (via design mission mid 2015) and ensure PADEE project systems and networks support implementation in project areas.	IFAD / MAFF	Jun 2015 onwards
Top-up funding	Top-up funding of the order of USD 3m to be provided by IFAD through increased PBAS allocation. Additional funds to be used to further raise the quality and economic impact of PADEE operations and facilitate stronger linkage between GEF activities and PADEE operations. MEF is considering raising RGC contribution levels to be in line with ASPIRE.	IFAD / MEF	31 May 2015
Poverty & inclusion:	Promote more participation of poor and vulnerable households in the development of new IGRFs, using more poverty sensitive mobilization and engagement process.	MAFF PSU / PDAs	Ongoing from 4 Apr 2015
CEWs	New communes to have 2 CEWs as planned and all other communes to maintain 1 CEW through to the end of project with revised role/ToR (see Annex).	MAFF PSU / PDAs	Ongoing from 4 Apr 2015

Component 1			
IGRF Sustainability	With a view to prepare for post-project sustainability, to assess constantly the willingness of IGRF groups to avail of, and pay for the services of the ESP and the use of WBWIN; and to introduce where feasible measures to reduce the cost of service provision through efficiency gains; options for cost reduction may include mergers of groups at commune level, arranging for MFA visits at commune level only as against village level on the same banking day, conversion into agricultural cooperatives, and others.	MAFF PSU / FAO / ESP	Ongoing from 4 Apr 2015
Service provider responsiveness	With a view to improve the responsiveness of the ESP to complaints and suggestions of the IGRF groups, develop a system log and address such complaints and suggestions within a reasonable time.	MAFF PSU / FAO / ESP	Ongoing from May 2015
Service provider responsiveness	To conduct an independent satisfaction survey among IGRF groups on their satisfaction with the services received from MFAs and their willingness to pay for the full costs of the ESP; in case the extent of satisfaction of groups would not exceed 75%, and if the payments due by the groups to the ESP would not exceed 90%, to consider a simplified record keeping system combined with external quarterly audit as alternative to the MBWIN system.	MAFF PSU / PDAs / FAO	From Jun 2015
Conditionality	Conditionality for new IGRFs to be revised to be related only to aspects concerned with the functioning of the IGRF as a savings & credit entity and members roles related to that (see guidance in MTR report).	MAFF PSU / PDAs	Ongoing from 4 Apr 2015
	For existing and new groups, to offer the following options on a voluntary basis and then supported to implement their chosen route: <ol style="list-style-type: none"> 1. Merge or not merge with other groups in the commune 2. Introduce new savings products beyond the withdrawable shares 3. Convert to AC or remain as IGRF 	MAFF PSU / FAO	Jun 2015
IGRF self-development	All IGRFs to be provided with self-assessment tools and training for continuous ongoing performance improvement by the groups themselves.	MAFF PSU / FAO	Jun 2015
Bank/MFI linkages	With a view to facilitate access to a wider range of savings products, and satisfy the demand for higher working capital and investment loans, to pilot and test with defined triggers/review points linkages between IGRF groups and banks/microfinance institutions (MFIs) in selected districts on a voluntary basis; the two provinces of Kampot and Takeo indicated their interest to start a pilot test; and to conduct a first assessment nine months after the first loan disbursement.	MAFF PSU / PDAs / FAO	Ongoing from May 2015
Bank/MFI linkages	Engage local staff under FAO to facilitate pilot linkages with banks/MFI.	MAFF PSU / FAO	Jun 2015
Existing GRF support	To offer to all viable functioning GRF groups (formed under RPRP) on a voluntary basis the available support options listed above (same as for IGRF, in particular access to MBWIN and MFA support) on condition that they pay the full costs of the MFA support from the start.	MAFF PSU / FAO	Sep 2015
Impact of alternative savings & credit schemes	To conduct an impact survey of existing community based savings schemes in the country to complement the peer review that will be conducted immediately after MTR by FAO	FAO	Jul 2015
Component 2			
Demand driven training	All land based and non-land based technical training only to be delivered in response to specific demand from farmers for training on the topics of interest.	PSU / PDA / MOWA ISU / PDOWA	Ongoing from 4 Apr 2015
Sequencing of training / new group mobilization / poverty focus	To increase poor participation in new IGRFs, sequencing and arrangement of training to be restructured, along the following lines (or similar): <ul style="list-style-type: none"> • ID1 and ID2 HH expressing possible interest in joining PADEE after initial village meetings to participate in exposure visits and then offered CIG-style technical training on 1-2 topics of their choice, focus on products that are likely to give quick cash returns, have low investment and are suited to labour and other resources of poor households. • PADEE to provide a partial compensation to all IDP1/2 	MAFF PSU / PDAs	Ongoing from 4 Apr 2015

KINGDOM OF CAMBODIA

Project for Agriculture Development and Economic Empowerment (PADEE)

Mid-Term review report - Mission dates: 15 Mar - 3 Apr 2015

Appendix 1: Summary of project status and ratings

	<p>course participants in this initial training equal to approximately 50% of prevailing unskilled labour rate.</p> <ul style="list-style-type: none"> Final group membership to be determined only after at least 50% of initial CIG-style training for IDP1-2 is completed 		
Financial literacy	All aspects of FL related to farming as a business and simple household financial record keeping to be mainstreamed as part of all technical training (land based or non-land based). SNV and CEDAC to support GDA and MOWA to updated training modules to reflect this.	MAFF PSU / GDA / MOWA	May 2015
Field Coordination Further Strengthening	iDE CA to have standing invitation to all regular planning meetings (weekly / monthly, etc) at provincial and district levels of PDA/MST/CEW team (as is already practiced in many cases).	PDAs / iDE	Ongoing from 4 Apr 2015
	iDE CA/FBA to run at least part of one session of every training course related to rice, vegetables or other crops/technologies covered by FBA based on a training schedule to be agreed by PDA and iDE at least 1 week in advance.	iDE and PDAs	Ongoing from 4 Apr 2015
	Drum seeders - the planned provision of drum seeders to all IGRFs in AWPB 2015 should only go ahead if as a promotional activity accompanied by a training session delivered by iDE CA and/or FBA (training not to be delivered by MST or PDA staff).	PSU / PDAs / iDE	Ongoing from 4 Apr 2015
Commune Council collaboration	<p>Strengthen program collaboration with Commune Councils through:</p> <ul style="list-style-type: none"> Role of CEW to be expanded to formally include support to CC related to design/planning/delivery of agriculture and nutrition related activities in the CIP. Making "empty places" on farmer training course for IGRFs open to non-IGRF member who are interested. CCs to publish/promote these opportunities to other households in the village CC to be actively engaged in activities related to F2F knowledge sharing CWCFP to take leading role in coordinating mother to mother (M2M) support networks and other related early childhood nutrition activities which should be open to all families with young children and recently married couples including non-IGRF members 	PDA / PDOWA	Ongoing from Jun 2015
Farmer 2 Farmer knowledge sharing	<p>Develop/facilitate [non-formal] farmer-to-farmer learning activities to complement expert-led extension training activities. Tools may include:</p> <ul style="list-style-type: none"> Commune/village farmer congress Facilitated comparison between farmers of production practices and results Facilitated support to farmers to keep basic records of production activities, costs and incomes as basis for self-review, self-learning and knowledge sharing with other farmers. Increase/better focused exposure/exchange visits outside commune/districts to bring in new ideas Identification of Outstanding Farmers with awards and link to knowledge sharing processes to other farmers Inclusion of Outstanding Farmers as resource during farmer training and follow-up Pilot (with evaluation) Farmer Community Learning Centre in about 15 communes in total across the five provinces and then complete feasibility assessment based on experiences of pilots before scaling up. (with PROCASUR) any other good ideas from the PDA/DOA and other stakeholders 	PDA w/ SNV support	Ongoing from Jun 2015
Farmer network development	<p>Farmer network development at provincial level should be supported in more systematic process with 3 year overall action plan/strategy (including milestones) to be prepared for each province. PADEE should learn from MTCP programme (mtcp2.com). First step is to develop a vision and a business model and promotional strategy for the Farmer Network to guide the support/development process with the role of the network focussed on:</p> <ul style="list-style-type: none"> Better linkage of farmers and representing interests/voice 	PDAs / PSU / IGRFs/ ACs	Jun 2015 onwards

KINGDOM OF CAMBODIA

Project for Agriculture Development and Economic Empowerment (PADEE)

Mid-Term review report - Mission dates: 15 Mar - 3 Apr 2015

Appendix 1: Summary of project status and ratings

	<p>in discussion with PDA and other stakeholders.</p> <ul style="list-style-type: none"> Facilitating access to good quality service providers related to agriculture. Mentoring and support to management committees of ACs/IGRFs 		
Farm Business Advisor - Public Private Partnership.	Contract with IDE on PPP to be extend to the end of the project based on satisfactory EIRR (subject to budget availability) Clear performance milestones to be agreed, including overview of main technologies to be promoted.	MAFF PSU / IDE	Jun 2015
Market and value chains	Prioritise four "growth products" to develop through inclusive market development process with main role of PADEE teams as value chain facilitators. Two VC teams to be establish of 2 fulltime staff per team - with one team in each of MAFF (GDA, PSU or DPS) and MOWA ISU. Senior technical guidance and coaching to be provided by SNV drawing on approaches and experience from Nepal High Value Agriculture Project and other SNV worldwide experience. Four growth products most likely to be: for MAFF: 1) vegetables 2) Mushrooms, for MOWA 3) free range chicken (based on intensive HH production/hatching system, 4) woven basket or other stronger candidate VC to be decided by MOWA in consultation with SNV and MAFF.	SNV / MAFF / MOWA	Ongoing from May 2015
	Exposure visit to be arranged for key PADEE staff from MAFF and MOWA accompanied by SNV to visit HVAP sites in Nepal to better understand real practice of the approach and particular methods for achieving inclusive value chain development around vegetables, small livestock and other high value ag products.	SNV / MAFF / MOWA	30 Jun 2015
Biogas	Biogas activities should be re-focused only on development and initial market testing of viable <USD300 design. Activities to be managed directly by NBP. Specific management arrangements to be determined in coordination with GEF design mission.	MAFF PSU / NBP	Ongoing from 30 Jun 2015
Gender	Focus of gender activities from now on to be on institutional mainstreaming among project partners and monitoring of key gender related performance indicators. IGRFs/household level gender training to be suspended.	MOWA	Ongoing from May 2015
Nutrition	<p>Focusing exclusively on early childhood nutrition (<24months) and ante natal (pregnancy) period. MOWA/PDOWA to develop, test and evaluate a social marketing approach to improving early childhood and ante-natal nutrition. CWCFP to have important roles in activities in communes. Activities to focus on households with young children and recently married in whole commune and not general activities with all IGRF members. Commune level system should be designed to be self-sustaining without ongoing project support once established. Commune level system is expected to include, among other things:</p> <ul style="list-style-type: none"> Social marketing events such as cooking competitions, Mother to mother support networks Regular monitoring within the community itself of i) baby growth, ii) nutrition practices and iii) diarrhoea incidence - with possible link to commune health centres Provision of weighing scales, measuring equipment to each commune for use in the context of mother two mother support meetings Provision of household books, concluding growth charts for each child for recording progress - with possible link to established systems under and practices of Community Health Centre if possible. Activities to target different specific audiences involved in early childhood nutrition decision making - mothers, grandmothers, fathers - with different techniques if necessary <p>Early childhood nutrition promotion systems to be developed and tested in up to 2 most interested districts in each province in 2015 and then reviewed/refined before wider roll-out in 2016. Within these districts, piloting to be done in several interested communes. Strong emphasis on rigorous evaluation of effectiveness of approaches tested, include collection of similar data in control communes under PADEE that are not involved in initial pilot. PDOWA, DOWA and CWFCP to be involved in developing approach to be tested in each</p>	MOWA w/ SNV support	<p>Pilot communes begin by Aug 2015</p> <p>Initial results for review by Q1 2016</p> <p>Rollout Q2 2016 onwards</p>

KINGDOM OF CAMBODIA

Project for Agriculture Development and Economic Empowerment (PADEE)

Mid-Term review report - Mission dates: 15 Mar - 3 Apr 2015

Appendix 1: Summary of project status and ratings

	pilot district.		
Project management			
Logframe:	Logframe to be updated and approved based on recommendations of MTR	IFAD / MAFF	31 May 2015
AWPB 2015	AWPB 2015 to revised and updated to reflect agreed actions from MTR	MAFF PSU	31 May 2015
New costab	New costab to be developed by MTR for remaining period of the project	MTR team	Apr 2015
GEF proposal	GEF proposal to be jointly developed	IFAD/MAFF	Jun 2015
Knowledge management & communication			
Establish KM and communication unit	Establish KM and communication unit within MAFF PSU including recruitment of one fulltime KN & Communication officer (national)	MAFF PSU	31 May 2015
Develop clear KM plan for 2015	Develop clear KM plan for 2015 with list of specific KM products and outputs to be developed, organised around major KM themes to be defined joint by all main project partners.	MAFF PSU	30 Jun 2015
Document and disseminate all PADEE research	Document and disseminate all PADEE research activities, knowledge products, and lessons learned in an accessible format for program partners and external stakeholders.	MAFF PSU	Ongoing from 30 Jun 2015
Produce a series of short videos	Produce a series of short videos and clips on PADEE, GEF, nutrition etc. activities aimed at different audiences.	MAFF PSU	Ongoing from 30 Jun 2015
IGRF Quarterly Reports	Submit quarterly reports on the IGRF development to the PSU	ESP/FAO	Ongoing from Apr 2015
Procurement			
Procurement plan	Update and submit 2014 and 2015 procurement plans clearly identifying all procurement packages reconciling the procured items with the contract log and asset inventory.	MAFF PSU	30 Apr 2015
Removal of SOP procurement procedures requirement from contracts with SNV, IDE and FAO	Assess and undertake amendments to the current agreements with SNV and IDE to remove/modify the requirement to extend RGOC's SOP, FMM and PM to improve operational and cost efficiency of the Project.	MAFF PSU	30 Apr 2015
Performance securities	Ensure all performance securities are obtained from the contractor/vendors covering the period of services and warranty obligations	MAFF PSU	30 Apr 2015
Financial management			
Reallocation	Prepare a request for reallocation of financing resources, including SDR 440 000 under the Loan and SDR 560 000 under the DSF Grant from the "unallocated" to the "Activities implemented by PIPs" category	MAFF PSU	11 Apr 2015
Beneficiary contribution reporting	Collect relevant information from SNV and FAO for beneficiaries' contributions. Evaluate these and record in the accounting software. Update relevant records on a quarterly basis.	MAFF PSU	Ongoing from 4 Apr 2015
Accounting software	Complete customization of Peachtree including the following items: <ul style="list-style-type: none"> - Consolidation company to include all relevant reports for financial statements preparation - Include DA management in Peachtree - Feasibility study for the automatic generation of smart SOEs 	MAFF PSU	July 2015
Asset verification	Execute periodic verification of assets deployed at provincial level during field visits – to document activities performed in a proper file at PSU	MAFF PSU	Ongoing from 4 Apr 2015
Financing agreement amendment	MEF to submit to IFAD a proposed amendment to be prepared by MAFF based on MTR recommendations, updated logframe and	IFAD/MEF/MAFF	Jun 2015

KINGDOM OF CAMBODIA

Project for Agriculture Development and Economic Empowerment (PADEE)

Mid-Term review report - Mission dates: 15 Mar - 3 Apr 2015

Appendix 1: Summary of project status and ratings

	costab.		

Additional observations

Appendix 2: Updated logical framework:

2.1 Progress against objectives, outcomes and outputs

Narrative Summary	Key Performance Indicators (KPIs)	KPIs Achievements	Means of Verification	Assumption (A)/Risk (R)
Project Goal				
Improved livelihoods for poor rural people in the target of Kampot, Kandal, Prey Veng, SvayRieng and Takeo Provinces	1. Value of Households assets owned by participating households increased in average by 25% <i>[RIMS indicator]</i> .	Baseline data: value of assets per HH: \$782	Main impact study	Under 2 year age children are at risk due to lack of fortified/ nutrient food intake among the target families.
	2. Decrease in prevalence of malnutrition in children under five which are part of the HHS benefitting from the project current baseline of 30% to 10% <i>[RIMS indicator]</i> .	Baseline data: % underweight children - weight for age – 30% Acute malnourished children - weight for height – 13% Chronic malnourished children - height for age – 40.6%	Main impact study	
	3. Average annual per capita food consumption by targeted households increased by 25% from USD 324	Baseline data: average annual food consumption: \$299/year	Main impact study	
Project Objectives				
Improved agricultural productivity and diversification of income sources for rural households living in poverty in the five provinces	Around 90,000 households directly benefiting from project activities by PY6 (<i>RIMS indicator</i>)	38,600 IGRF group members (78%) started receiving project benefits. For iDE, the provision of quality agriculture inputs and technical advice through FBAs and CAs has reached 6,218 farmers (40% women). 831 training events conducted with 15,931 farmers (63% women) on farming as a business and agronomic/production management of rice and vegetables	Progress reports & RIMS, MIS	No major natural or man-made disasters Continued economic growth at national level generating employment opportunities Households have access to a range of quality food products Efficient and equitable intra-household resource allocation towards food

Narrative Summary	Key Performance Indicators (KPIs)	KPIs Achievements	Means of Verification	Assumption (A)/Risk (R)
	Average wet season paddy yield of targeted households increased by 15% from average of 2.2t/ha to average of 2.5t/ha (<i>RIMS indicator</i>)	Baseline data: yield from wet season: 2.0t / ha. Will be monitored from 2015	Main Impact Study, Annual Outcome Reviews	
	Average dry season paddy yield of targeted households increased by 15% from average of 3.2t/ha to average of 3.7t/ha (<i>RIMS indicator</i>)	Baseline data: yield from dry season: 4.7t / ha. Will be monitored from 2015	Main Impact Study, Annual Outcome Reviews	
	Average labour productivity of target households increases by 15% from an average of USD 4.5 per labour day across project beneficiaries	Baseline data: average income per labour day: \$4.68	Main Impact Study	
	Average value of household non-rice agricultural production of targeted households increased by at least 20% from current average of USD 480 after three years	Baseline data: average non-rice agriculture income per HH: \$918/year	Main Impact Study	
Component 1. Improved Access to Financial Services				
Outcomes				
Objective: Targeted households improve financial literacy and increase level of investment and/or savings	984 IGRFs established and functional by PY4 (<i>RIMS indicator</i>)	772 IGRFs formed & received basic financial literacy training	Progress reports, MbWIN/MIS database	<ul style="list-style-type: none">Continued strong performance by MFI and banking sector in CambodiaExternal service providers perform satisfactorilyFinance tools promoted are appropriate to raise savings and investments.Continued strong government commitment to agricultural development and implementation of project activities through decentralized structures
	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	225 groups received 2nd GCCT in August 2014. 134 groups received 1st GCCT in Feb 2014 and 373 groups received 1st GCCT in July 2014. All group members facilitated to prepare their own family business plan and attend the FBP, basic training package (FFS on 1st basic training package), Basic Financial Literacy, Gender & Nutrition trainings...	Progress reports, MbWIN/ MIS database	

Narrative Summary	Key Performance Indicators (KPIs)	KPIs Achievements	Means of Verification	Assumption (A)/Risk (R)
	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	In 2014 2nd quarter PSU and FAO arranged the group internal rule that consistent to group statute and MBWin with additional contract arrangement for IGRF and ESP.	Progress reports, MbWIN database	<ul style="list-style-type: none">• Cambodian government continues to promote rice production and exports• Technology adopted by farmers is appropriate to raise productivity• Continued economic growth in Cambodia generates appropriate market opportunities in non-rural sectors• Continued availability of quality agricultural inputs in project area• Absence of extreme weather events or new pests/diseases• Women household members are able to actively participate to the extent envisaged
	785 IGRFs increase the size of their initial fund of USD 3,000 by 30% after three years	The increase of the size of the fund from 772 IGRF (incl. 2nd transfer to 225 groups) is 10.6%.	Progress reports, MbWIN database	
	24,500 IGRF members have doubled their savings in their MFI/Bank account three years after initial project support	Arrangements to be made to monitor in 2015	Progress reports, Study of Access to Rural Finance(ARF) in Y3, and MTR	
	On average IGRF members report improved access to MFI credit compared to non-beneficiary comparable households two years after initial support	Baseline survey result: % of HHs who have accessed MFI &banks for loans in the last 3 years = 51%	Main impact study, Progress reports, Study of ARF in Y3, and MTR	
	Average annual number of transactions with MFIs for IGRF members is on average higher than that of non-beneficiary comparable households	Baseline survey result: Average annual number of transactions with MFIs &banks = 0.65 times/year	Main impact study, Progress reports, Study of ARF in Y3, and MTR.	
Outputs				
	Contract with specialist service provider for accounting, record keeping and reporting finalized successfully in PY1	Contract extension for Morrison KakAssociés for MFAs finalized and contracted CEDAC for study on Existing GRFs in Prey Veng and SvayRieng	Signed contracts	
	Contract with specialist service provider for capacity building in financial literacy and linkages to MFI finalized successfully in PY1	Achieved: contract finalized and signed with CEDAC in Oct. 13	Signed contract	

Narrative Summary	Key Performance Indicators (KPIs)	KPIs Achievements	Means of Verification	Assumption (A)/Risk (R)
	49,000 beneficiaries registered as members of an IGRF and trained in financial literacy by PY4 (of which at least 50% are women) – <i>(RIMS indicator)</i>	38,600 farmers trained in Basic and Financial Literacy. Advanced Financial Literacy training started in 2014 with 280 groups	Progress reports, MIS Database	
	For each IGRF at least one woman elected as one of the three group leaders <i>(RIMS indicator)</i>	100% achieved among the 772 formed groups	Progress reports, MIS database	
	500 other existing GRFs are supported in project communes <i>(RIMS indicator)</i>	CEDAC/FNN selected to carry out the study. The consultation workshop to share the results and findings and discuss on the next steps with RPRP groups was conducted in December 2014	Progress reports	
Component 2. Improved Access to Technology and Markets				
Outcomes				
Objective: Targeted households use improved production technologies, establish market linkages, and diversify income sources	70% of trained farmers still adopt recommended technology and/or report increased expenditure on inputs two years after project intervention	Not yet monitored. Arrangements to be made to monitor in 2015.	Main Impact Study, Annual Reviews, Special studies	<ul style="list-style-type: none">•Government is open on inclusion of innovations in training packages;•Extension workshops and Implementing partners are able to identify and apply innovations in the training packages effectively (before delivery of the trainings);•The target Farmers number (3800) trained in NLB activities is limited.•Few FBAs are leaving from the network or not active on their roles.•Bio-digester designs may not work with poor/poorest families0
	10% of IGRF members engaged in new or scaled-up non-land based income generating activities by PY5	MOWA-ISU has finalized the topics of NLB activities. GAP has been already development. Implementation of GAP will start in 2015 and also exploring new ideas for NLB activities including market connection and business support to the famers	Main Impact Study Report, Annual Reports, Progress reports	
	75 small rural business matching grants approved and implemented efficiently by PY6	Guidelines for Stimulus Facility were developed and agreed by all partners; Organized orientation workshops in 5 provinces to ensure good understanding of the facility at sub-national level and additional	Assessment report on small grants, Progress reports.	

Narrative Summary	Key Performance Indicators (KPIs)	KPIs Achievements	Means of Verification	Assumption (A)/Risk (R)
		support missions Guided the selection of most promising entrepreneurs and transferred grants to 34 recipients to support small business ideas; 70% is transferred and the remaining 30% will be transferred in April 2015 upon good evaluation Preliminary studies and KM: VC study for 11 commodities finalized, market opportunity scan in NLB topics finalized, hands-on training to provincial/district in VC topics finalized; case studies will be shared in early 2015		
-	Land and non-land based training packages developed (minimum 10 and 4 respectively), updated and endorsed by MAFF and MOWA by PY2	5 topics of CIG packages developed including farmer hand-outs. Additional topics for LB & NLB training will be identified in 2015	Endorsed training packages, Progress reports	
-	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	15,931 farmers (63% women) were trained on farming as a business and agronomic/production management for rice and vegetables by 207 FBAs and CAs.	Progress report, Annual reviews, and Main Impact Study	
-	4,000 pro-poor bio-digesters constructed and operating by PY4	Constructed 74 bio-digester in 5 provinces for R&D; prepared draft R&D report & Pilot Evaluation Survey report of the test phase of 4 models; to be finalized early 2015 is the carbon baseline study and pro-poor market study; results will be shared in early 2015	Pilot testing and feasibility study reports, Progress reports, Carbon study, Annual reviews and Main Impact study	

Narrative Summary	Key Performance Indicators (KPIs)	KPIs Achievements	Means of Verification	Assumption (A)/Risk (R)
Outputs				
	492 CEWs trained and working by PY4, of which 50% are women	Total 386 CEWs are trained and they are working in their respective villages. Among them 193 are female (50%).	Progress reports, Annual reviews	<ul style="list-style-type: none"> - Farmers interest and their active participation. - Training quality including quality demonstration plots; - Late selection of ESP for financial literacy training; - labour savings techniques (LST) are identified and successfully increase women participation in trainings
	49,200 beneficiaries trained in first and second year packages by PY5	772 groups (38,600) formed and received the first year basic training package on four topics (rice, fish, vegetable and chicken) through Farmer Field Schools	Progress reports, Annual reviews	
	6,000 outstanding farmers trained in first and second year packages by PY5	The provision of quality agriculture inputs and technical assistance through the FBAs and CAs has reached 6,218 farmers (1,754 IGRF farmers).	Progress reports/ MIS database	
	3,800 beneficiaries trained in non-land based income generating activities, of which at least 70% are women by PY5	89 NLB interest groups were established and were trained on 25 topics. All group leaders are women	Progress reports, Annual reviews	
	400 improved seed variety demonstrations conducted by PY5	4 improved varieties introduced by GDA (Choulsa, IR66, Rumduol, and Pkarormiet) have been demonstrated so far. In addition iDE introduced Senpidor variety	Progress reports	
	400 crop diversification demonstrations conducted by PY5	Training on crop diversification completed and 90 demos conducted in Nov 2014	Progress reports	
Component 3. Project Coordination and Management				
Outputs				
Objective: Efficient management and coordination by MAFF	MAFF PSU working effectively to coordinate national and sub-national project implementation	MAFF-PSU has been effectively working with all IAs and PIPs. PIM was revised, M&E&MIS	Progress Reports, IFAD Mission Report, AWPB, Coordination	

Narrative Summary	Key Performance Indicators (KPIs)	KPIs Achievements	Means of Verification	Assumption (A)/Risk (R)
and all other implementing agencies to support satisfactory project implementation		system developed, main impact survey, annual outcome survey and regular reporting to IFAD. Regular coordination monthly/technical/policy guidance meetings have been arranged at MAFF-PSU and workshops organized on ad-hoc basis with stakeholders.	meeting minutes, workshop reports	
	Capable project manager appointed through transparent and competitive process	Under the leadership of the newly appointed Project Manager HE Mam Amnot (Nov 2013) the PSU team together with the team in the 5 provinces is managing the project in a transparent in efficient manner.	Appointment letters issued by PA and national level (MAFF-PSU, MoWA-ISU) and PIPs	
	All M&E and gender activities implemented in a timely and efficient way by project implementing institutions	M&E framework reviewed and M&E and the MIS systems are slowly starting to be used by implementers with involvement of all IAs and PIPs. All IAs & PIPs submitted the semester reports and annual progress on time.	M&E framework and system including MIS; Progress Reports, IFAD Mission Report,	
	Project implementing institutions complete the hiring of external specialist services in a timely and effective manner as required for project execution	Recruitment of national and international specialists and ESPs for project execution completed by PSU and PIPs. ESP for financial literacy completed and started in December 2013.	Progress Reports, Procurement tracking reports, IFAD Mission Report, Staff/TA Performance Appraisal System	

2.2 Revised Project Logical Framework

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
Project Goal				
Improved livelihoods for poor rural people in the target of Kampot, Kandal, Prey Veng, SvayRieng and Takeo Provinces	1. Value of Households assets owned by participating households increased in average by 25% [<i>RIMS indicator</i>].	<ul style="list-style-type: none"> Value at main impact study with panel list in including into Main MIS Most significant change and longitudinal analysis of panel case study. The status of target HH (annual wealth ranking exercise) including ID Poor status including into Main MIS. 		1. MRT removes the reference made to the RIMS Methodology as it is not applicable. 2. Asset growth of 25% should be "25% above asset growth achieved by similar non-project households" as RULIP data demonstrates average asset growth of >15% per year is has been typical in rural Cambodia in the last 8 years.
	2. Decrease in prevalence of malnutrition in children under five which are part of the HHs benefitting from the project baseline ⁶ to 10% [<i>RIMS indicator</i>].		Under 2 year age children are at risk due to lack of fortified/ nutrient food intake among the target families.	Chronic nutrition reduction target from 30% to 10% appears highly unrealistic based on data on progress from RULIP and sources

⁶ Results from the 2010 RIMS survey for RPRP, the prevalence of chronic malnutrition in children under five of 30% have been used as complimentary to baseline survey of 18%.

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
	3. Average annual per capita food consumption by targeted households increased by 25% ⁷			
Project Objectives				
Improved agricultural productivity and diversification of income sources for rural households living in poverty in the five provinces	Around 68,200 households directly benefiting from project activities by PY6 ⁸ (<i>RIMS indicator</i>)	MBWIN: <ul style="list-style-type: none"> 49,000 IGRF members RPRP existing group member 3,000 iDE MIS: <ul style="list-style-type: none"> Outstanding farmer of iDE 6,000 Main MIS: <ul style="list-style-type: none"> Additional household supported by MoWA 700; Small Rural Business 	<ul style="list-style-type: none"> No major natural or man-made disasters Continued economic growth at national level generating employment opportunities Households have access to a range of quality food products Efficient and equitable intra-household resource allocation towards food 	90,000 HH beneficiaries looks unrealistic given significant reduction in HH in former RPRP GRFs that can be supported.

⁷ 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 (USD 324 annually) on food and non-alcoholic beverages.

⁸ Target drop down from 90,000 at MTR as initial target to support existing group under PRPR was unrealistically high and the recent survey of these groups indicate a target of around 3,000 households from about 125 GRF group is more realistic. This includes 49,000 IGRF members; RPRP existing group member 3,000; outstanding farmer of iDE 6,000; additional household supported by MoWA 700; Small Rural Business Development 1500; and demonstration on crop diversify 8,000.

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
		Development 1500; and <ul style="list-style-type: none">Demonstration on crop diversify 8,000.		
	Average wet season paddy yield of targeted households increased by 15% from baseline (or average of 2.2t/ha to average of 2.5t/ha) (RIMS indicator)	<ul style="list-style-type: none">Value at main impact study with panel list in including into Main MIS.Paddy yield and labour productivity value from IRR assessment before and after intervention including into Main MIS.		
	Average dry season paddy yield of targeted households increased by 15% from baseline (or average of 3.2t/ha to average of 3.7t/ha) (RIMS indicator)			
	Average labour productivity of target households increases by 15% from an average of USD 4.5 per labour day across project beneficiaries ⁹ .			
	Average value of household non-rice agricultural production of targeted households increased by at least 20% from baseline value (or from current average of USD 480 after three years ¹⁰)			
Component 1. Improved Access to Financial Services				
Outcomes ¹¹				
Objective: Targeted households improve financial literacy and increase level of	Outcome 1: 984 IGRFs established by PY4 and functional by PY 6 [PDA], as indicated by the volume of savings and loan transactions and loan losses below 5% of loans outstanding as recorded through MBWIN and the records on	MBWIN: <ul style="list-style-type: none">Xx groups formedXx groups record financial transactions at regular meetings	<ul style="list-style-type: none">Cambodian government continues to promote rice production and exportsTechnology adopted by farmers is appropriate to raise productivity	Suggestion for the report: Outcome 1: <ul style="list-style-type: none">Xx groups formedXx groups record financial transactions at regular

⁹ Labour productivity is measured as return to total labour in USD terms.

¹⁰ Current value will be updated following the baseline survey.

¹¹ Indicators elaborated to avoid confusion of interpretation and redefined where necessary to fit with adjusted approach to IGRF development and sustainability. Additional indicators added for client satisfaction and complaints/feedback mechanism for MFA services to IGRFs as this is critical to future sustainability.

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
investment and/or savings	MFA visits. (<i>RIMS indicator</i>)	<ul style="list-style-type: none"> Xx groups are regularly visited by MFAs Main MIS: <ul style="list-style-type: none"> Annual field audit performed for xx groups 	<ul style="list-style-type: none"> Continued economic growth in Cambodia generates appropriate market opportunities in non-rural sectors Continued availability of quality agricultural inputs in project area Absence of extreme weather events or new pests/diseases Women household members are able to actively participate to the extent envisaged Continued strong performance by MFI and banking sector in Cambodia External service providers perform satisfactorily Finance tools promoted are appropriate to raise savings and investments. Continued strong government commitment to agricultural development and implementation of project activities through decentralized structures 	meetings (MBWIN) <ul style="list-style-type: none"> Xx groups are regularly visited by MFAs (MBWIN) Annual field audit performed for xx groups (PDA/FAO/MFAs)
	Outcome 2: By the end of PY 6, all IGRF groups have completed financial literacy training and have complied with at least two thirds of the conditions set for each transfer.	MBWIN: <ul style="list-style-type: none"> Xx groups received 1st GCCT so far Xx groups received 2nd GCCT so far Xx groups received 3rd GCCT so far Main MIS: <ul style="list-style-type: none"> Xx groups received basic and xx groups advanced FLT with a pass rate of 60% Xx groups that have complied with at least two thirds of the conditions for each transfer. 		<ul style="list-style-type: none"> Xx groups received 1st GCCT so far Xx groups received 2nd GCCT so far Xx groups received 3rd GCCT so far Xx groups received basic and xx groups advanced FLT with a pass rate of 60% Xx groups that have complied with at least two thirds of the conditions for each transfer.
	Outcome 3: IGRF groups paid at least 95% of the amount due within 30 days of due date to the external service provider (MFAs).	MBWIN: <ul style="list-style-type: none"> No. of groups that have fully made their respective co-payments to the costs of the ESP at due date Payment rate greater than 95% 		<ul style="list-style-type: none"> No. of groups that have fully made their respective co-payments to the costs of the ESP at due date Payment rate greater than 95%

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
	Outcome 4: 785 IGRFs increase the size of their initial fund by 30% after three years ¹²	MBWIN: <ul style="list-style-type: none">Xx groups had increased their resources through retained earnings, shares and savings by at least 30%On aggregate, total increases over GCCT amounted to xx% for groups after 3 years.		<ul style="list-style-type: none">By 12/2014, xx groups had increased their resources through retained earnings, shares and savings by at least 30%On aggregate, total increases over GCCT amounted to xx% for groups after 3 years.
	Outcome 5: By the end of PY 6, 50% of all IGRF members of IGRFs linked with banks have savings of at least USD 150 in their bank account.	MBWIN: <ul style="list-style-type: none">Xx of IGRF members save money in the BankBy 12/2015, xx of IGRF members linked with banks has individuals savings worth more than USD 150		<ul style="list-style-type: none">Xx of IGRF members save money in the BankBy 12/2015, xx of IGRF members linked with banks has individuals savings worth more than USD 150
	Outcome 6: By the project end, the number of bank loans granted to IGRF members under the pilot scheme reached at least 15% of the number of these IGRF members.	Report from the Bank into Main MIS system: <ul style="list-style-type: none">By 12/2015, xx IGRF have been linked with banksBy 12/2015, xx members of these xx IGRF have received a bank loan.		<ul style="list-style-type: none">By 12/2015, xx IGRF have been linked with banksBy 12/2015, xx members of these xx IGRF have received a bank loan.
Outputs				
	Output 1: Contract with specialist service provider for accounting, record keeping and reporting finalized successfully [FAO].	Output 1: FAO report		

¹² The 30% growth does not include Conditional Capital Transfer.

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
	Output 2: Contract with specialist service provider for capacity building in financial literacy finalized successfully [FAO].	Output 2: FAO report		
	Output 3: 49,200 beneficiaries registered as members of an IGRF and trained in financial literacy by PY4 (of which at least 50% are women) [MAFF-PSU].	Output 3: MAFF PSU report based on the activity work-plan and progress report from CEDAC		
	Output 4: All IGRFs have female committee members, and women account for at least 25% of elected committees [PDA].	Output 4: MBWIN		
	Output 5: 120 other existing GRFs are supported in project communes [PDA].	Output 5: MBWIN		
	Output 6: Client satisfaction surveys show at least 85% of IGRFs are at least "satisfied" with services provided by MFA based on regular six monthly client satisfaction surveys.	Output 6: Report of the survey		
	Output 7: A complaints and feedback mechanism for MFA service for IGRFs established and functioning well to the satisfaction of IGRFs.	Output 7: Main MIS		
Component 2. Improved Access to Technology and Markets				
Outcomes				
Objective: Targeted households use improved production	70% of trained farmers still adopt ¹³ recommended technology two years after project intervention.	Main Impact Study, Main MIS	•Government is open on inclusion of innovations in training packages; •Extension workshops and Implementing partners are able to	• Need to more clearly define how to measure if a HH has "adopted" a technology. Suggest to apply the current

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
technologies, establish market linkages, and diversify income sources	10% of IGRF members engaged in new or scaled-up non-land based income generating activities by PY5.	Main Impact Study Report, Main MIS	<p>identify and apply innovations in the training packages effectively (before delivery of the trainings);</p> <ul style="list-style-type: none"> •The target Farmers number (3800) trained in NLB activities is limited. •Few FBAs are leaving from the network or not active on their roles. •Bio-digester designs may not work with poor/poorest families 	<p>PADEE definition of "at least half of the main changes/components of the technology covered"</p> <ul style="list-style-type: none"> • Small business grant number to be reduced to level achieved by MTR as funds will now be reassigned to VC activities and no new grants issues. • FBA targets adjusted to reflect extension of iDE contract • Bio-digester target redefined to reflect reality and refocusing of this activity. • New indicators added for value chain activities and child nutrition
	34 small rural business matching grants approved and implemented efficiently by PY6.	Assessment report on small grants, Progress reports.		
	Land and non-land based training packages developed (minimum 10 and 4 respectively), updated and endorsed by MAFF and MOWA by PY2	SNV report		
	Around 200 Farmer Business Advisors providing extension services and supply of farm inputs to approximately 20,000 beneficiaries in a sustainable way by the end of the project period.	iDE MIS		
	A viable low cost less than USD300 bio-digester design developed and market acceptability confirmed by initial market testing.	NBP report		
	The aggregate value of sales of each of the four priority VC products increases by 20% (in real terms) by IGRF members in the VC cluster areas within 3 years of starting VC activities in that cluster.	Main MIS		
	20% of IGRF benefit from e-PADEE intervention	Main MIS		

13 adoption defined as "at least half of the main changes/components of the technology covered in the training are applied"

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
Outputs				
	490 CEWs trained and working by PY4, of which 50% are women	Main MIS	•Farmers interest and their active participation. •Training quality including quality demonstration plots; •Late selection of ESP for financial literacy training; •labour savings techniques (LST) are identified and successfully increase women participation in trainings	
	49,000 beneficiaries trained in first and second year packages by PY5	Main MIS		
	6,000 outstanding farmers trained in first and second year packages by PY5	Main MIS		
	3,800 beneficiaries trained in non-land based income generating activities, of which at least 70% are women by PY5	Main MIS		
	400 improved seed variety demonstrations conducted by PY5	Main MIS		
	400 crop diversification demonstrations conducted by PY5	Main MIS		
	Low costs early childhood nutrition promotion systems to be developed and tested in 2 in each province in 2015 and then reviewed/refined before wider roll-out to all districts from 2016.	MoWA Progress reports		
Component 3. Project Coordination and Management				
Outputs				

Narrative Summary	Key Performance Indicators (KPIs)	Means of Verification	Assumption (A)/Risk (R)	MTR Comments / Notes
Objective: Efficient management and coordination by MAFF and all other implementing agencies to support satisfactory project implementation	MAFF PSU working effectively to coordinate national and sub-national project implementation	Progress Reports, IFAD Mission Report, AWPB, Coordination meeting minutes, workshop reports		
	Capable project manager appointed through transparent and competitive process	Appointment letters issued by PA and national level (MAFF-PSU, MoWA-ISU) and PIPs		
	All M&E and gender activities implemented in a timely and efficient way by project implementing institutions	M&E framework and system including MIS; Progress Reports, IFAD Mission Report,		
	Project implementing institutions complete the hiring of external specialist services in a timely and effective manner as required for project execution	Progress Reports, Procurement tracking reports, IFAD Mission Report, Staff/TA Performance Appraisal System		

Appendix 3: Summary of key actions to be taken within agreed timeframes

Action Area	Action Agreed	Date	Whom	Progress
Major actions				
Result focus	Result focus of project management to move to maximizing impacts for target households from available public sector investment enabled through routine tracking of impacts vs cost for all main activities.	Ongoing from 4 Apr 2015	All managers / PIPs	
M&E system	Compatible with needs of ASPIRE, refine M&E and MIS definition of critical information, reporting and analysis requirements. Then streamline core MIS and M&E processes accordingly to deliver the necessary management information and reduce burden of data collection to facilitate management focus on maximizing impacts. Consider use ASPIRE "Provincial Performance Scorecard" as starting point for defining critical data requirements.	Begin process by 30 Apr Live test new system by 31 Jul 2015 Rollout 31 Aug 2015	MAFF PSU ASPIRE SSU	
GEF grant	GEF grant of USD 5 m to be embedded within overall PADEE framework. PADEE team to contribute to design activities (via design mission mid 2015) and ensure PADEE project systems and networks support implementation in project areas.	Jun 2015 onwards	IFAD / MAFF	
Top-up funding	Top-up funding of the order of USD 3m to be provided by IFAD through increased PBAS allocation. Additional funds to be used to further raise the quality and economic impact of PADEE operations and facilitate stronger linkage between GEF activities and PADEE operations. MEF is considering raising RGC contribution levels to be in line with ASPIRE.	31 May 2015	IFAD / MEF	
Poverty & inclusion:	Promote more participation of poor and vulnerable households in the development of new IGRFs, using more poverty sensitive mobilization and engagement process.	Ongoing from 4 Apr 2015	MAFF PSU / PDAs	
CEWs	New communes to have 2 CEWs as planned and all other communes to maintain 1 CEW through to the end of project with revised role/ToR (see Annex).	Ongoing from 4 Apr 2015	MAFF PSU / PDAs	

Component 1			
IGRF Sustainability	With a view to prepare for post-project sustainability, to assess constantly the willingness of IGRF groups to avail of, and pay for the services of the ESP and the use of WBWIN; and to introduce where feasible measures to reduce the cost of service provision through efficiency gains; options for cost reduction may include mergers of groups at commune level, arranging for MFA visits at commune level only as against village level on the same banking day, conversion into agricultural cooperatives, and others.	Ongoing from 4 Apr 2015	MAFF PSU / FAO / ESP
Service provider responsiveness	With a view to improve the responsiveness of the ESP to complaints and suggestions of the IGRF groups, develop a system log and address such complaints and suggestions within a reasonable time.	Ongoing from May 2015	MAFF PSU / FAO / ESP
Service provider responsiveness	To conduct an independent satisfaction survey among IGRF groups on their satisfaction with the services received from MFAs and their willingness to pay for the full costs of the ESP; in case the extent of satisfaction of groups would not exceed 75%, and if the payments due by the groups to the ESP would not exceed 90%, to consider a simplified record keeping system combined with external quarterly audit as alternative to the MBWIN system.	From Jun 2015	MAFF PSU / PDAs / FAO
Conditionality	Conditionality for new IGRFs to be revised to be related only to aspects concerned with the functioning of the IGRF as a savings & credit entity and members roles related to that (see guidance in MTR report).	Ongoing from 4 Apr 2015	MAFF PSU / PDAs
	For existing and new groups, to offer the following options on a voluntary basis and then supported to implement their chosen route: <ol style="list-style-type: none"> 4. Merge or not merge with other groups in the commune 5. Introduce new savings products beyond the withdrawable shares 6. Convert to AC or remain as IGRF 	Jun 2015	MAFF PSU / FAO

IGRF self-development	All IGRFs to be provided with self-assessment tools and training for continuous ongoing performance improvement by the groups themselves.	Jun 2015	MAFF PSU / FAO
Bank/MFI linkages	With a view to facilitate access to a wider range of savings products, and satisfy the demand for higher working capital and investment loans, to pilot and test with defined triggers/review points linkages between IGRF groups and banks/microfinance institutions (MFIs) in selected districts on a voluntary basis; the two provinces of Kampot and Takeo indicated their interest to start a pilot test; and to conduct a first assessment nine months after the first loan disbursement.	Ongoing from May 2015	MAFF PSU / PDAs / FAO
Bank/MFI linkages	Engage local staff under FAO to facilitate pilot linkages with banks/MFI.	Jun 2015	MAFF PSU / FAO
Existing GRF support	To offer to all viable functioning GRF groups (formed under RPRP) on a voluntary basis the available support options listed above (same as for IGRF, in particular access to MBWIN and MFA support) on condition that they pay the full costs of the MFA support from the start.	Sep 2015	MAFF PSU / FAO
Impact of alternative savings & credit schemes	To conduct an impact survey of existing community based savings schemes in the country to complement the peer review that will be conducted immediately after MTR by FAO	Jul 2015	FAO
Component 2			
Demand driven training	All land based and non-land based technical training only to be delivered in response to specific demand from farmers for training on the topics of interest.	Ongoing from 4 Apr 2015	PSU / PDA MOWA ISU / PDOWA
Sequencing of training / new group mobilization / poverty focus	To increase poor participation in new IGRFs, sequencing and arrangement of training to be restructured, along the following lines (or similar): <ul style="list-style-type: none"> ID1 and ID2 HH expressing possible interest in joining PADEE after initial village meetings to participate in exposure visits and then offered CIG-style technical training on 1-2 topics of their choice, focus on products that are likely to give quick cash returns, have low investment and are suited to labour and other resources of poor households. PADEE to provide a partial compensation to all IDP1/2 course participants in this initial training equal to approximately 50% of prevailing unskilled labour rate. Final group membership to be determined only after at least 50% of initial CIG-style training for IDP1-2 is completed 	Ongoing from 4 Apr 2015	MAFF PSU / PDAs

Financial literacy	All aspects of FL related to farming as a business and simple household financial record keeping to be mainstreamed as part of all technical training (land based or non-land based). SNV and CEDAC to support GDA and MOWA to updated training modules to reflect this.	May 2015	MAFF PSU / GDA / MOWA
Field Coordination Further Strengthening	iDE CA to have standing invitation to all regular planning meetings (weekly / monthly, etc) at provincial and district levels of PDA/MST/CEW team (as is already practiced in many cases).	Ongoing from 4 Apr 2015	PDA's / iDE
	iDE CA/FBA to run at least part of one session of every training course related to rice, vegetables or other crops/technologies covered by FBA based on a training schedule to be agreed by PDA and iDE at least 1 week in advance.	Ongoing from 4 Apr 2015	iDE and PDA's
	Drum seeders - the planned provision of drum seeders to all IGRFs in AWPB 2015 should only go ahead if as a promotional activity accompanied by a training session delivered by iDE CA and/or FBA (training not to be delivered by MST or PDA staff).	Ongoing from 4 Apr 2015	PSU / PDA's / iDE
Commune Council collaboration	Strengthen program collaboration with Commune Councils through: <ul style="list-style-type: none"> • Role of CEW to be expanded to formally include support to CC related to design/planning/delivery of agriculture and nutrition related activities in the CIP. • Making "empty places" on farmer training course for IGRFs open to non-IGRF member who are interested. CCs to publish/promote these opportunities to other households in the village • CC to be actively engaged in activities related to F2F knowledge sharing • CWCFP to take leading role in coordinating mother to mother (M2M) support networks and other related early childhood nutrition activities which should be open to all families with young children and recently married couples including non-IGRF members 	Ongoing from Jun 2015	PDA / PDOWA

Farmer 2 Farmer knowledge sharing	<p>Develop/facilitate [non-formal] farmer-to-farmer learning activities to complement expert-led extension training activities. Tools may include:</p> <ul style="list-style-type: none"> • Commune/village farmer congress • Facilitated comparison between farmers of production practices and results • Facilitated support to farmers to keep basic records of production activities, costs and incomes as basis for self-review, self-learning and knowledge sharing with other farmers. • Increase/better focused exposure/exchange visits outside commune/districts to bring in new ideas • Identification of Outstanding Farmers with awards and link to knowledge sharing processes to other farmers • Inclusion of Outstanding Farmers as resource during farmer training and follow-up • Pilot (with evaluation) Farmer Community Learning Centre in about 15 communes in total across the five provinces and then complete feasibility assessment based on experiences of pilots before scaling up. (with PROCASUR) • any other good ideas from the PDA/DOA and other stakeholders 	Ongoing from Jun 2015	PDA w/ SNV support
Farmer network development	<p>Farmer network development at provincial level should be supported in more systematic process with 3 year overall action plan/strategy (including milestones) to be prepared for each province. PADEE should learn from MTCP programme (mtcp2.com). First step is to develop a vision and a business model and promotional strategy for the Farmer Network to guide the support/development process with the role of the network focussed on:</p> <ul style="list-style-type: none"> • Better linkage of farmers and representing interests/voice in discussion with PDA and other stakeholders. • Facilitating access to good quality service providers related to agriculture. • Mentoring and support to management committees of ACs/IGRFs 	Jun 2015 onwards	PDA's / PSU / IGRFs/ ACs
Farm Business Advisor - Public Private Partnership.	Contract with iDE on PPP to be extend to the end of the project based on satisfactory EIRR (subject to budget availability) Clear performance milestones to be agreed, including overview of main technologies to be promoted.	Jun 2015	MAFF PSU / iDE
Market and value chains	Prioritise four "growth products" to develop through inclusive market development process with main role of PADEE teams as value chain	Ongoing from May 2015	SNV / MAFF / MOWA

	<p>facilitators. Two VC teams to be establish of 2 fulltime staff per team - with one team in each of MAFF (GDA, PSU or DPS) and MOWA ISU. Senior technical guidance and coaching to be provided by SNV drawing on approaches and experience from Nepal High Value Agriculture Project and other SNV worldwide experience. Four growth products most likely to be: for MAFF: 1) vegetables 2) Mushrooms, for MOWA 3) free range chicken (based on intensive HH production/hatching system, 4) woven basket or other stronger candidate VC to be decided by MOWA in consultation with SNV and MAFF.</p> <p>Exposure visit to be arranged for key PADEE staff from MAFF and MOWA accompanied by SNV to visit HVAP sites in Nepal to better understand real practice of the approach and particular methods for achieving inclusive value chain development around vegetables, small livestock and other high value ag products.</p>	30 Jun 2015	SNV / MAFF / MOWA
Biogas	<p>Biogas activities should be re-focused only on development and initial market testing of viable <USD300 design. Activities to be managed directly by NBP. Specific management arrangements to be determined in coordination with GEF design mission.</p>	Ongoing from 30 Jun 2015	MAFF PSU / NBP
Gender	<p>Focus of gender activities from now on to be on institutional mainstreaming among project partners and monitoring of key gender related performance indicators. IGRFs/household level gender training to be suspended.</p>	Ongoing from May 2015	MOWA
Nutrition	<p>Focusing exclusively on early childhood nutrition (<24months) and ante natal (pregnancy) period. MOWA/PDOWA to develop, test and evaluate a social marketing approach to improving early childhood and ante-natal nutrition. CWCFP to have important roles in activities in communes. Activities to focus on households with young children and recently married in whole commune and not general activities with all IGRF members. Commune level system should be designed to be self-sustaining without ongoing project support once established. Commune level system is expected to include, among other things:</p> <ul style="list-style-type: none"> • Social marketing events such as cooking competitions, • Mother to mother support networks • Regular monitoring within the community itself of i) baby growth, ii) nutrition practices and iii) diarrhoea incidence - with possible link to commune health centres • Provision of weighing scales, measuring equipment to each commune for use in the context of mother two mother support meetings • Provision of household books, concluding growth charts for each child for recording progress - with possible link to established systems under and practices of Community 	<p>Pilot communes begin by Aug 2015</p> <p>Initial results for review by Q1 2016</p> <p>Rollout Q2 2016 onwards</p>	MOWA w/ SNV support

Health Centre if possible.

- Activities to target different specific audiences involved in early childhood nutrition decision making - mothers, grandmothers, fathers - with different techniques if necessary

Early childhood nutrition promotion systems to be developed and tested in up to 2 most interested districts in each province in 2015 and then reviewed/refined before wider roll-out in 2016. Within these districts, piloting to be done in several interested communes. Strong emphasis on rigorous evaluation of effectiveness of approaches tested, include collection of similar data in control communes under PADEE that are not involved in initial pilot. PDOWA, DOWA and CWFCP to be involved in developing approach to be tested in each pilot district.

Project management

Logframe:	Logframe to be updated and approved based on recommendations of MTR	31 May 2015	IFAD / MAFF
AWPB 2015	AWPB 2015 to revised and updated to reflect agreed actions from MTR	31 May 2015	MAFF PSU
New costab	New costab to be developed by MTR for remaining period of the project	Apr 2015	MTR team
GEF proposal	GEF proposal to be jointly developed	Jun 2015	IFAD/MAFF

Knowledge management & communication

Establish KM and communication unit	Establish KM and communication unit within MAFF PSU including recruitment of one fulltime KN & Communication officer (national)	31 May 2015	MAFF PSU
Develop clear KM plan for 2015	Develop clear KM plan for 2015 with list of specific KM products and outputs to be developed, organised around major KM themes to be defined joint by all main project partners.	30 Jun 2015	MAFF PSU
Document and disseminate all PADEE research	Document and disseminate all PADEE research activities, knowledge products, and lessons learned in an accessible format for program partners and external stakeholders.	Ongoing from 30 Jun 2015	MAFF PSU
Produce a series of short videos	Produce a series of short videos and clips on PADEE, GEF, nutrition etc. activities aimed at different audiences.	Ongoing from 30 Jun 2015	MAFF PSU
IGRF Quarterly Reports	Submit quarterly reports on the IGRF development to the PSU	Ongoing from Apr 2015	ESP/FAO

Procurement			
Procurement plan	Update and submit 2014 and 2015 procurement plans clearly identifying all procurement packages reconciling the procured items with the contract log and asset inventory.	30 Apr 2015	MAFF PSU
Removal of SOP procurement procedures requirement from contracts with SNV, IDE and FAO	Assess and undertake amendments to the current agreements with SNV and IDE to remove/modify the requirement to extend RGOC's SOP, FMM and PM to improve operational and cost efficiency of the Project.	30 Apr 2015	MAFF PSU
Performance securities	Ensure all performance securities are obtained from the contractor/vendors covering the period of services and warranty obligations	30 Apr 2015	MAFF PSU
Financial management			
Reallocation	Prepare a request for reallocation of financing resources, including SDR 440 000 under the Loan and SDR 560 000 under the DSF Grant from the "unallocated" to the "Activities implemented by PIPs" category	11 Apr 2015	MAFF PSU
Beneficiary contribution reporting	Collect relevant information from SNV and FAO for beneficiaries' contributions. Evaluate these and record in the accounting software. Update relevant records on a quarterly basis.	Ongoing from 4 Apr 2015	MAFF PSU
Accounting software	Complete customization of Peachtree including the following items: <ul style="list-style-type: none"> - Consolidation company to include all relevant reports for financial statements preparation - Include DA management in Peachtree - Feasibility study for the automatic generation of smart SOEs 	July 2015	MAFF PSU
Asset verification	Execute periodic verification of assets deployed at provincial level during field visits – to document activities performed in a proper file at PSU	Ongoing from 4 Apr 2015	MAFF PSU
Financing agreement amendment	MEF to submit to IFAD a proposed amendment to be prepared by MAFF based on MTR recommendations, updated logframe and costab.	Jun 2015	IFAD/MEF/MAFF

Appendix 4: Physical progress measured against AWP&B, including RIMS indicators

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
Component 1: Improved Access to Financial Services						93%			83%
Sub Component 1.1: Group Conditional Capital Transfer Scheme						86%			79%
A. Conditional Capital Transfers to IGRFs	PDA					100%			34%
1. First year GCCT	PDA	group	225	547	547	100%	984	772	78%
2. Second year GCCT	PDA	group		225	225	100%	984	225	23%
3. Third year GCCT	PDA	group		-		NA	984	0	0%
B.1 Specialist Service Provider	PSU					63%			73%
1. Additional funds for training of service provider staff	PSU	lump sum		-		NA	2	0	0%
2. Capacity building of households, group leadership and CEWs	PSU	lump sum		-		NA	-	0	Na
3. Value of contract with service provider	PSU	class	100	2464	2247	91%	1613	2347	146%
4. Taxation of Value of contract with service provider	PSU	time		1	0	0%	0	0	na
5. Follow up IGRFs and MFA(by IGRFs supported by committee)	PSU	time		4	3	75%	0	3	na
6. Semester meeting IGRFs	PSU	time		2	1	50%	0	1	na
7. Orientation Internal Rule/Group Statute to CEDAC Trainer(1day)	PSU	time		1	1	100%	0	1	na
B.2 Specialist Service Provider for IGRF and selected GRF accounts (FAO)	FAO					108%			191%
1. Technical support on rural finance (FAO)	FAO					106%			102%
FAO administration costs	FAO	lump sum	0	72.50	34.77148	48%	76.53	34.77148	45%
International procurement advisor/contract specialist	FAO	person-month	5	1.2	1.5	125%	3	6.5	217%

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013+2014)	% (cumulative)
National rural finance coordinator and national consultant	FAO	person-month	3	30	31.66	106%	24	34.66	144%
Travel costs of national coordinator and consultant	FAO	person-month		260	380	146%	0	380	na
2. Selection and capacity building of service providers (FAO)	FAO					126%			93%
International TA for selection and support of SSP /c	FAO	person-month	3	2.7	6.5	241%	13	9.5	73%
International TA for customization of reports	FAO	person-month	4	6	3.9	65%	5	7.9	158%
Training of service provider staff	FAO	group	1	1	1	100%	3	2	67%
Refresher training of service provider staff	FAO	group	0	3	3	100%	4	3	75%
3. Installing and maintaining a central IT system (FAO)	FAO					100%			124%
Computers, central servers and other hardware	FAO	lump sum	1	0		NA	1	1	100%
Third party software for servers and client access licenses	FAO	lump sum	1	0		NA	1	1	100%
Laptop and printer	FAO	units	30	0		NA	50	30	60%
Software licenses (FAO-MBWin license) per agent	FAO	units	30	0		NA	50	30	60%
Software licenses (FAO-MBWin) fixed costs	FAO	lump sum	3	0		NA	1	3	300%
MBWin software maintenance cost and internet	FAO	lump sum		3000	3000	100%	0	3000	na
Training in Bangkok for whole training	FAO	lump sum		1	1	100%	0	1	na
4. Service Provider Operating Costs	FAO	lump sum	0	7 014.00	6 922.00	99%	1 559.0	6922	444%
C. Support to savings by IGRF members	FAO					na			40%
1. Transfers to savings account	FAO	person	0	0		na	49200	19450	40%

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
D. Studies (FAO)	FAO					73%			59%
1. International technical assistance for study preparation	FAO	lump sum	0.2	21	21	100%	21	21.2	101%
2. Review of rural access to finance	FAO	lump sum	0	40	32	80%	95	32	34%
3. Survey of existing GRFs in project provinces	FAO	lump sum	0	1	1	100%	1	1	100%
4. Study on interactions between savings led finance groups and IGRFs	FAO	lump sum	0	24	3	13%	100	3	3%
5. Study impact of MFI growth on poverty	FAO	lump sum	0	0		NA	NATS	0	na
Sub Component 1.2: Capacity building in financial literacy and linkages with MFI	FAO					101%			87%
A. FAO TCP	FAO					101%			87%
1. International technical assistance	FAO					NA			67%
Preparation of TORs and selection of training provider	FAO	lump sum	1	0		NA	1	1	100%
Backstopping for training materials development and other	FAO	lump sum	1	0		NA	1	1	100%
Travel costs	FAO	lump sum	0	0		NA	1	0	0%
2. National rural finance coordinator	FAO					83%			81%
Fee	FAO	person-month	9	6	5.2	87%	24	14.2	59%
Travel costs	FAO	lump sum	6	120	104.00	87%	120	110	92%
Computer	FAO	unit	2			NA	2	2	100%
Other expenditures	FAO	lump sum	0	2	1.49	75%	2	1.491695	75%
3. Curriculum development	FAO					119%			112%
Identification of existing training materials	FAO	lump sum	1	0		NA	1	1	100%
Development of training materials for beneficiaries	FAO	lump sum	1	0		NA	1	1	100%
Development of methodology and materials for beneficiary exams/assessment	FAO	lump sum	0.5	11	11	NA	11	11.5	105%

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013+2014)	% (cumulative)
Field testing and evaluation of training materials	FAO	lump sum	1	1	1	100%	1	2	200%
Development of training materials for trainers/MFA	FAO	lump sum	1	0		NA	1	1	100%
Finalization of training materials	FAO	lump sum	1	0		NA	1	1	100%
Reproduction of training materials for beneficiaries	FAO	lump sum	0.4	2	2.45	123%	1	2.85	285%
4. Training of trainers (service provider staff)	FAO	lump sum	0	3	4	133%	55.42	4	7%
5. TCP support costs	FAO	lump sum	5.5	0		NA	43.526	5.5	13%
Component 2: Improved Access to Technology and Markets	PSU					96%			54%
Sub-component 2.1: Support to innovation in capacity building	GDA					86%			22%
A. Support to innovation in 'land-based' capacity building	GDA					92%			42%
1. Development of land-based capacity building packages	GDA					88%			68%
Development of training modules	GDA	module	4	0		NA	10	4	40%
Validation workshops for training modules	GDA	workshop	2	0		NA	10	2	20%
Curriculum development workshop for ToT (The four packages of basic training had been developed. The new five are mushroom, water melon, corn, mangbean, rice seed production)	GDA	workshop		1	1	100%	0	1	na
publication of training materials	GDA	set	40000	0		NA	0	40000	na
Handbook for trainer and all involved stakeholders (1000 books/package)	GDA	set		5000	5000	100%	0	5000	NA
Poster	GDA	set	10000	0		NA	0	10000	NA
Leaflet for farmers (13 topics)	GDA	set	25000	13000	0	0%	0	25000	NA
Agricultural extension methodology	GDA	book		1000	1000	100%	0	1000	NA
Communication and facilitation skills	GDA	book		1000	1000	100%	0	1000	NA
Climate change adaptation in agriculture	GDA	set		1000	1000	100%	0	1000	NA
Standing poster	GDA	set	30	0		NA	0	30	NA
Training leadership to MST	GDA	course	3	0		NA	0	3	NA

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
Updating of training modules	GDA	unit	0	-		NA	16	0	0%
Training and updating of Master Trainers	GDA	TOT	0	6	6	100%	4	6	150%
Training of Mobile Support Teams	GDA	course	6	0		na	6	6	100%
Refresher training for Mobile Support Teams	GDA	group	0	6	6	100%	6	6	100%
2. Support to land-based research and demonstrations	GDA					81%			31%
Multi-location trials (CARDI)	CARDI	demo	0	0		na	60	0	0%
Improved seed variety demonstrations (CARDI)	CARDI	demo	0	250	250	na	400	250	63%
Materials and supply	CARDI	demo		250	250	100%	0	250	na
Trial management	CARDI	demo		250	250	100%	0	250	na
Farmer field day	CARDI	field day		26	8	31%	0	8	na
M&E	CARDI	trip		28	18	64%	0	18	na
Diversification demonstrations (GDA)	GDA	demo	0	100	90	90%	0	90	na
M&E ongoing FFS and interest group training	GDA	day	80	250	255	102%	0	335	NA
3. Support to rice seed production	CARDI					100%			26%
a. Working capital for seed production (CARDI)	CARDI								
Certified seed	CARDI	lump sum	0.55	0		na	20	0.55	3%
Foundation seed	CARDI	lump sum	0	-		na	10	0	0%
b. Seed for use in base package demonstrations	CARDI								
Commercial seed (GDA)	CARDI	tons	60	0		na	280	60	21%
Foundation/certified seed (CARDI)	GDA	kilos	450	150	150	100%	8300	600	7%
Certified seed	GDA	kilos		1600	1600	100%	0	1600	NA
Good seed	GDA	kilos		47200	47200	100%	0	47200	NA
c. Seed cleaning equipment	GDA	unit	4	0		na	4	4	100%
Flat-bed dryer	GDA	unit	4	0		na	0	4	NA
4. Innovation plan organic farm clinic	PSU					100%			NA
Improve access to innovation practice	PSU	lump sum	0.35	1	1	100%	0	1.35	NA
Improve access to organic market	PSU	lump sum	17	1	1	100%	0	18	NA
Improve awareness on safety food product	PSU	lump sum	0	1	1	100%	0	1	NA

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013+2014)	% (cumulative)
B. Knowledge management and dissemination	GDA					80%			23%
1. Extension workshops ('Land' and 'non-land' based)	GDA					80%			47%
Annual national extension workshops	GDA	lump sum	1	1	1	100%	5	2	40%
Selection of participants for CEW	GDA	lump sum	208	1	1	100%	0	209	NA
Extension working groups	GDA	unit	208	0		na	18	18	100%
Refresher training for CEW	GDA	course	0	13	13	100%	0	13	NA
M&E of CEWs	GDA	lump sum	50	1	1	100%	0	51	NA
2. Information and communication	PSU					NA			0%
Mobile show to inspire farmer	PSU	village	0	50	0	0%	NATS	0	NA
Training proof farmer material	PSU	village	0	0	0	na	NATS	0	NA
Sub-component 2.1: Support to innovation in capacity building	SNV					124%			43%
A. Support to innovation in 'land-based' capacity building	SNV					174%			57%
1. Technical assistance and coordination (SNV)	SNV								
a. International consultancy for capacity building and extension (Nico)	SNV	person-month	2.99	4	4	100%	22	6.99	32%
b. National consultancy for capacity building and extension (Sun Heng)	SNV	person-month	8	12	12	100%	46	20	43%
Temporary extra staff - KeatBunthan	SNV	month		4	11	275%	0	11	NA
Temporary extra staff - Ke Sam Oeurn	SNV	month		4	11	275%	0	11	NA
c. Publications and learning materials	SNV	unit	0	14	17	121%	18	17	94%
B. Support to innovation in 'non-land based' capacity building	SNV					100%		-	35%
1. Technical assistance and coordination (SNV)	SNV					100%			35%
International consultancy for capacity building on 'non-land based' activities (Goele)	SNV	lump sum	4.5	6	6	100%	22	10.5	48%
National consultancy for capacity building (Lay)	SNV	lump sum	4.5	6	6	100%	46	10.5	23%
2. Development of 'non-land based' capacity building packages	ISU					100%		0	NA

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
Study on new opportunity for non-land based activities - workshop to present the finding and capacity building to DoWA on NLB	ISU	time	1	1	1	100%	0	2	NA
Development of training materials	ISU	unit	0	0		na	na	0	NA
Publishing the manual on development process of SME	ISU	book		1000	0	0%	na	0	NA
Publishing the manual on specific NLB activities	ISU	book		1000	0	0%	na	0	NA
Updating of training modules	ISU	unit	0	0		na	na	0	NA
C. Knowledge management and dissemination	SNV					97%		-	37%
1. Extension workshops ('Land' and 'non-land' based)	SNV					na		0	na
Initial national extension workshop (SNV)	SNV	unit	0	0		na	1	0	0%
2. Studies and surveys (SNV)	SNV					60%		0	24%
a. Methodology design	SNV	lump sum	0.1	0		na	1	0.1	10%
b. Qualitative review of Applied training approach	SNV	lump sum	0	1	1.4	140%	2	1.4	70%
c. Surveys of Applied training beneficiaries	SNV	lump sum	0	1	0.2	20%	4	0.2	5%
d. Training needs assessment	SNV	lump sum	0	0.52	0.1	19%	1	0.1	10%
3. Other support to capacity building innovations (SNV)	SNV					134%			49%
a. Grants for innovation in capacity building	SNV	lump sum	0	1.8	1.5	83%	4	1.5	38%
b. Internship program	SNV	person	3	5	9.2	184%	20	12.2	61%
Sub-component 2.2: Applied training and capacity building	PDA					98%			126%
A. Group formation and orientation meetings (5 PA/PDAs)	PDA					80%			77%
Orientation meetings for district staff	PDA	district	25	7	7	100%	0	32	NA
Orientation meetings for establishing IGRFs	PDA	group	772	0		na	984	772	78%
Group maturity (RPRP)	PDA	group		500	381	76%	500	381	76%
Basic Financial literacy TOT to CEW	PDA	person	273	0		na	0	273	NA
Basic Financial literacy to IGRFs	PDA	group	760	0		na	0	760	NA
Basic financial literacy	PDA	class		1268	1440	114%	0	1440	NA

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
Advance financial literacy	PDA	class		718	494	69%	0	494	NA
Refresher course on group statute	PDA	group		772	772	100%	0	772	NA
Follow up IGRFs and MFA (by committee)	PDA	time		1544	1432	93%	0	1432	NA
Contingency plan for disaster (50% of total group formed)	PDA	group		386	35	9%	0	35	NA
B. Applied training and capacity building	PDA					109%			27%
1. Capacity building of beneficiaries on on-farm topics	PDA					126%			31%
Basic training package	PDA	group/FFS	615	418	418	100%	1968	1033	52%
Plus One training package	PDA	group	0	-		na	1968	0	0%
Demos-iDE by FBA (veg, corn, rice)	PDA	demos		540	212	39%	0	212	NA
Demos-iDE by CA (veg, corn, rice)	PDA	demos		118	164	139%	0	164	NA
Establishment FBA	PDA	person		179	208	116%	0	208	NA
Establishment CA	PDA	person		18	16	89%	0	16	NA
Year Two Interest Group Package	PDA	group	0	0		na	1968	0	0%
Batch 1 - package 1&2	PDA	class		1127.1	889	79%	0	889	NA
Batch 2 - package 1	PDA	class		0	0	na	0	0	NA
Provincial staff TOT on project brief, group statute, business plan	PDA	person	1005	0		na	NATS	1005	NA
IGRF training on project brief, group statute, business plan	PDA	group	760	0		na	NATS	760	NA
CEW refresher training	PDA	person	76	0		na	0	76	NA
District learning workshop	PDA	person	28	0		na	82	28	34%
PSU/FAO orientation for group opening account	PDA	person	116	0		na	0	116	NA
Farm business plan documents	PDA	group	152	0		na	0	152	NA
Exposure visits	PDA	village	98	315.2	612	194%	984	710	72%
Farmer awards	PDA	village	28	193	249	129%	984	277	28%
Outstanding farmer center	PDA	center		3	8	267%	-	8	NA
Refresher training on farm business plan	PDA	group		734	760	104%	-	760	NA
2. Capacity building of interest groups on 'non-land based' activities	PDoWA					100%			22%
Capacity building of 'non-land based' activity interest groups	PDoWA	group	0	74	73	99%	329	73	22%
Non-land based group formation	PDoWA	group		90	93	103%	-	93	NA
Workshop and meetings	PDoWA	unit	45			na	-	45	NA

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
Orientation workshop on off farm (2 days at province)	PDoWA	workshop		5	5	100%	-	5	NA
Orientation meeting with CCFPs, DFPs & interest group (1 day at commune)	PDoWA	group		93	93	100%	-	93	NA
3. Capacity building for gender mainstreaming and nutrition	PDoWA					100%			NA
TOT by PDoWA to commune focal points	PDoWA	person	193	80	80	100%	-	273	NA
TOT on nutrition with demonstration to DoWA and CWCFP (1 day at province)		time		4	4	100%	-	4	NA
Training on nutrition with demonstration to IGRFs (1 day 56 groups)		group		165	165	100%	-	165	NA
Training on extension and monitoring tools to CCFPs	PDoWA	course		5	5	100%	-	5	NA
Gender and nutrition awareness materials distribute	PDoWA	group	588			na	-	588	NA
Gender mainstreaming to district staff at province	PDoWA	course		5	5	100%	-	5	NA
Gender mainstreaming to CCFPs, CEWs at district	PDoWA	district		26	26	100%	-	26	NA
Outside province study tour	PDoWA	time		5	5	100%	-	5	NA
Meeting with CCFPs, district, provincial staff (1 day)	PDoWA	meeting		10	10	100%	-	10	NA
Gender awareness material	PDoWA	group		74	74	100%	-	74	NA
Gender training	PDoWA	group	480			na	-	480	NA
Nutrition training	PDoWA	group	418			na	-	418	NA
C. Capacity building and Implementation Support - Five PDAs	PDA					99%			295%
1. Equipment	PDA					100%			100%
a. Vehicles	PDA					na			95%
Pick-up 4WD	PDA	unit	0	0		na	5	0	0%
Motorcycles	PDA	unit	42	0		na	22	42	191%
b. Office equipment	PDA					100%			104%
Computer with UPS	PDA	unit	35	0		na	27	35	130%
Laptop	PDA	unit	10	0		na	10	10	100%
Digital camera	PDA	unit	5	0		na	NA	5	NA
GPS	PDA	unit	4	0		na	NA	4	NA
LCD projector & screen	PDA	unit	5	0		na	NA	5	NA

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
Phone & internet installation	PDA	unit	4	0		na	NA	4	NA
Photocopier	PDA	unit	5	0		na	NA	5	NA
Printer	PDA	unit	13	0		na	15	13	87%
Other office equipment	PDA	unit	4	1	1	100%	5	5	100%
2. Technical Assistance	PDA					100%			23%
Provincial project coordination advisor (PPCA)	PDA	person/month	20	60	60	100%	360	80	22%
Provincial M&E advisor (PMEA)	PDA	person/month	15	60	60	100%	320	75	23%
3. ToT and capacity building	PDA					96%			763%
a. Specialist technical services on agricultural themes	PDA	time	859	5	5	100%	25	864	3456%
b. Capacity building of provincial project staff on M&E	PDA	lump sum	15	2	3	150%	20	18	90%
Annual outcome review to district M&E	PDA	survey		66	30	45%	0	30	NA
Training on PRA tools and refresher of TM1 for M&E process to CEW	PDA	course		104	104	100%	0	104	NA
d. Workshop and meeting	PDA	time	40	60	56	93%	na	96	NA
e. Training of district PDA staff	PDA					100%			137%
Development/adaptation of training materials	PDA	lump sum	0	-		NA	5	0	0%
Training of district staff	PDA	lump sum	15	26	26	100%	15	41	273%
f. Training of CEW	PDA					101%			96%
Initial and refresher training for commune staff	PDA	person	386	386	386	100%	492	772	157%
MIS training	PDA	person		418	426	102%	0	426	NA
External specialist training costs (TOT on business plan)	PDA	commune	252	0	0	na	738	252	34%
g. Training of VAHW	PDA					99%			38%
Initial training of VAHW	PDA	VAHW	177	185	185	100%	984	362	37%
Refresher training of VAHW	PDA	VAHW	0	402	392	98%	984	392	40%
Kit for VAHW	PDA	VAHW		275	281	102%	0	281	na
h. Study tour outside province	PDA	person	3	251	200	80%	na	203	NA
D. Capacity building and implementation support - PDA (33 districts)	PDA					103%			273%
1. Equipment	PDA					108%			114%
a. Vehicles	PDA					100%			100%
Motorcycles	PDA	unit	52	14	14	100%	66	66	100%

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
b. Office equipment	PDA					117%			128%
Computers with UPS	PDA	unit	24	44	44	100%	66	68	103%
Printers	PDA	unit	14	21	21	100%	33	35	106%
Other office equipment	PDA	lump sum	25	22	33	150%	33	58	176%
2. Technical Assistance	PDA					100%			246%
Mobile support team	PDA	person-year	187			na	552	187	34%
3. Meetings and workshops	PDA	time	180	312	312	100%	107.3	492	459%
E. Capacity building and implementation support - Commune (36 communes)	PDA					100%			79%
1. Equipment	PDA								
a. Motorcycles	PDA	unit	386	106	106	100%	492	492	100%
b. Equipment	PDA								
Other equipment	PDA	LS/commune	221	69	69	100%	246	290	118%
2. Meetings and workshops	PDA								
Meetings and workshops	PDA	commune	147			na	738	147	20%
3. Staff cost	PDA								
CEW remuneration	PDA	person-month	4072	4632	4617	100%	na	8689	NA
G. Capacity building and implementation support - PDoWA	PDoWA					100%			75%
1. Equipment	PDoWA								
a. Motorcycles	PDoWA	unit	10	0		na	10.0	10	100%
b. Office equipment	PDoWA					100%			50%
Laptop	PDoWA	unit	5	0		na	NATS	5	NA
Computers with UPS	PDoWA	unit	5	0		na	10	5	50%
Photocopier	PDoWA	unit	5	0		na	NATS	5	NA
Digital camera	PDoWA	unit	5	0		na	NATS	5	NA
Printers	PDoWA	unit	5	0		na	10	5	50%
Other office equipment	PDoWA	lump sum	4	1	1	100%	10	5	50%
H. Capacity building and implementation support - District PDoWA (33 districts)	PDoWA					NA			55%

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
1. Equipment	PDoWA								
a. Vehicles	PDoWA					100%			80%
Motorcycles	PDoWA	unit/district	26	7	7	100%	41.25	33	80%
b. Office equipment	PDoWA					100%			29%
Computers with UPS	PDoWA	unit	12	24	24	100%	41.25	36	87%
Printers	PDoWA	unit	0	-		na	41.25	0	0%
Other office equipment	PDoWA	unit	0	-		na	41.25	0	0%
Sub-component 2.2: Applied training and capacity building	iDE					108%			52%
KAMPOT	iDE								
F. Support to Farm Business Advisors (FBA) Programme (iDE)	iDE					110%			50%
1. Management and support to FBA network	iDE	lump sum	6	12	12	na	92	18	20%
1.1. Country director	iDE	per-month		12	12	100%	0	12	na
1.2. Agricultural program director	iDE	per-month		12	12	100%	0	12	na
1.3. National sale manager	iDE	per-month		12	12	100%	0	12	na
1.4. Program assistant	iDE	per-month		12	12	100%	0	12	na
1.5. M&E coordinator	iDE	per-month		12	12	100%	0	12	na
1.6. Stock controller	iDE	per-month		60	60	100%	0	60	na
1.7. Sales and logistic officer	iDE	per-month		60	60	100%	0	60	na
1.8. FBA field office costs	iDE	month		12	12	100%	0	12	na
1.9. Office expense	iDE	LS/month		12	12	100%	0	12	na
2. FBA establishment (36 FBA)	iDE	lump sum	6	22	39	na	45	45	100%
2.1. FBA recruitment (22 FBAs)	iDE	FBA		22	39	177%	0	39	na
2.2. Demonstration establishment (25 demos)	iDE	demos		25	55	220%	0	55	na
2.3. Materials	iDE	LS		4	4	100%	0	4	na
3. FBA capacity building (36 FBA)	iDE	lump sum	6	40	51	na	187.2	57	30%
3.1. Field sales manager	iDE	per-month		60	60	100%	0	60	na
3.2. Commercial agronomists	iDE	per-month		240	240	100%	0	240	na
3.3. Research agronomist	iDE	per-month		36	13	36%	0	13	na
3.4. FBA training	iDE	training		40	51	128%	0	51	na

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013+2014)	% (cumulative)
KANDAL	iDE								
F. Support to Farm Business Advisors (FBA) Programme (iDE)	iDE					99%			46%
1. Management and support to FBA network	iDE	lump sum	2	12.00	12	na	92	14	15%
1.1. Country director	iDE	per-month		12	12	100%	0	12	na
1.2. Agricultural program director	iDE	per-month		12	12	100%	0	12	na
1.3. National sale manager	iDE	per-month		12	12	100%	0	12	na
1.4. Program assistant	iDE	per-month		12	12	100%	0	12	na
1.5. M&E coordinator	iDE	per-month		12	12	100%	0	12	na
1.6. Stock controller	iDE	per-month		60	60	100%	0	60	na
1.7. Sales and logistic officer	iDE	per-month		60	60	100%	0	60	na
1.8. FBA field office costs	iDE	month		12	12	100%	0	12	na
1.9. Office expense	iDE	LS/month		12	12	100%	0	12	na
2. FBA establishment (36 FBA)	iDE	lump sum	2	28.00	36	na	38	38	100%
2.1. FBA recruitment (28 FBAs)	iDE	FBA		28	36	129%	0	36	na
2.2. Demonstration establishment (32 demos)	iDE	demos		32	39	122%	0	39	na
2.3. Materials	iDE	LS		4	4	100%	0	4	na
3. FBA capacity building (36 FBA)	iDE	lump sum	2	40.00	42	na	187.2	44	24%
3.1. Field sales manager	iDE	per-month		60	60	100%	0	60	na
3.2. Commercial agronomists	iDE	per-month		240	240	100%	0	240	na
3.3. Research agronomist	iDE	per-month		36	13	36%	0	13	na
3.4. FBA training	iDE	training		40	42	105%	0	42	na
PVG	iDE								
F. Support to Farm Business Advisors (FBA) Programme (iDE)	iDE					106%			53%
1. Management and support to FBA network	iDE	lump sum	24	12.00	12	na	92	36	39%
1.1. Country director	iDE	per-month		12	12	100%	0	12	na
1.2. Agricultural program director	iDE	per-month		12	12	100%	0	12	na
1.3. National sale manager	iDE	per-month		12	12	100%	0	12	na
1.4. Program assistant	iDE	per-month		12	12	100%	0	12	na

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
1.5. M&E coordinator	iDE	per-month		12	12	100%	0	12	na
1.6. Stock controller	iDE	per-month		60	60	100%	0	60	na
1.7. Sales and logistic officer	iDE	per-month		60	60	100%	0	60	na
1.8. FBA field office costs	iDE	month		12	12	100%	0	12	na
1.9. Office expense	iDE	LS/month		12	12	100%	0	12	na
2. FBA establishment (51 FBA)	iDE	lump sum	15	30.00	45	na	60	60	100%
2.1. FBA recruitment (30 FBAs)	iDE	FBA		30	45	150%	0	45	na
2.2. Demonstration establishment (35 demos)	iDE	demos		35	78	223%	0	78	na
2.3. Materials	iDE	LS		4	4	100%	0	4	na
3. FBA capacity building (51 FBA)	iDE	lump sum	15	40.00	36	na	260.4	51	20%
3.1. Field sales manager	iDE	per-month		60	60	100%	0	60	na
3.2. Commercial agronomists	iDE	per-month		240	240	100%	0	240	na
3.3. Research agronomist	iDE	per-month		36	13	36%	0	13	na
3.4. FBA training	iDE	training		40	36	90%	0	36	na
SVR	iDE								
F. Support to Farm Business Advisors (FBA) Programme (iDE)	iDE					116%			58%
1. Management and support to FBA network	iDE	lump sum	21	12.00	12	na	92	33	36%
1.1. Country director	iDE	per-month		12	12	100%	0	12	na
1.2. Agricultural program director	iDE	per-month		12	12	100%	0	12	na
1.3. National sale manager	iDE	per-month		12	12	100%	0	12	na
1.4. Program assistant	iDE	per-month		12	12	100%	0	12	na
1.5. M&E coordinator	iDE	per-month		12	12	100%	0	12	na
1.6. Stock controller	iDE	per-month		60	60	100%	0	60	na
1.7. Sales and logistic officer	iDE	per-month		60	60	100%	0	60	na
1.8. FBA field office costs	iDE	month		12	12	100%	0	12	na
1.9. Office expense	iDE	LS/month		12	12	100%	0	12	na
2. FBA establishment (15 FBA)	iDE	lump sum	15	11	17	na	32	32	100%
2.1. FBA recruitment (11 FBAs)	iDE	FBA		11	17	155%	0	17	na
2.2. Demonstration establishment (13 demos)	iDE	demos		13	46	354%	0	46	na
2.3. Materials	iDE	LS		4	4	100%	0	4	na

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
3. FBA capacity building (15 FBA)	iDE	lump sum	15	40 .00	43	na	155.4	58	37%
3.1. Field sales manager	iDE	per-month		60	60	100%	0	60	na
3.2. Commercial agronomists	iDE	per-month		240	240	100%	0	240	na
3.3. Research agronomist	iDE	per-month		36	13	36%	0	13	na
3.4. FBA training	iDE	training		40	43	108%	0	43	na
TAKEO	iDE								
F. Support to Farm Business Advisors (FBA) Programme (iDE)	iDE					107%			51%
1. Management and support to FBA network	iDE	lump sum	9	12 .00	12	NA	92	21	23%
1.1. Country director	iDE	per-month		12	12	100%	0	12	NA
1.2. Agricultural program director	iDE	per-month		12	12	100%	0	12	NA
1.3. National sale manager	iDE	per-month		12	12	100%	0	12	NA
1.4. Program assistant	iDE	per-month		12	12	100%	0	12	NA
1.5. M&E coordinator	iDE	per-month		12	12	100%	0	12	NA
1.6. Stock controller	iDE	per-month		60	60	100%	0	60	NA
1.7. Sales and logistic officer	iDE	per-month		60	60	100%	0	60	NA
1.8. FBA field office costs	iDE	month		12	12	100%	0	12	NA
1.9. Office expense	iDE	LS/month		12	12	100%	0	12	NA
2. FBA establishment (58 FBA)	iDE	lump sum	9	39 .00	38	NA	47	47	100%
2.1. FBA recruitment (39 FBAs)	iDE	FBA		39	38	97%	0	38	NA
2.2. Demonstration establishment (45 demos)	iDE	demos		45	76	169%	0	76	NA
2.3. Materials	iDE	LS		4	4	100%	0	4	NA
3. FBA capacity building (58 FBA)	iDE	lump sum	9	40	85	NA	302.7	94	31%
3.1. Field sales manager	iDE	per-month		60	60	100%	0	60	na
3.2. Commercial agronomists	iDE	per-month		240	240	100%	0	240	na
3.3. Research agronomist	iDE	per-month		36	13	36%	0	13	na
3.4. FBA training	iDE	training		40	85	213%	0	85	na
Sub-component 2.3: Small rural business development	SNV					63%		-	28%
A. Stimulus facility for rural business development (SNV)	SNV					25%		-	6%

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
1. Stimulus facility subprojects	SNV	lump sum	0	2	2	100%	9	2	22%
2. Business plan development	SNV	unit	0	20	0	0%	40	0	0%
3. Screening of business plans	SNV	unit	0	4	0	0%	8	0	0%
4. Grant selection committee meetings	SNV	unit	0	4	0	0%	8	0	0%
B. Preliminary studies and knowledge management (SNV)	SNV					90%		-	40%
1. Mapping and analysis of associations and supply chains	SNV	consultant	0	6	7	117%	12	7	58%
2. Study validation workshops	SNV	WS	0	36	4	11%	12	4	33%
3. Case studies on farmer organizations	SNV	consultant	0	0.98	1.4	143%	5	1.4	28%
C. Technical assistance, capacity building and networking (SNV)	SNV					105%		-	47%
1. International integrated value chain specialist	SNV	person-month	4.5	6	6	100%	22	10.5	48%
2. National integrated value chain specialists	SNV	lump sum	8	12	12	100%	46	20	43%
3. Capacity building of provincial, district and commune staff	SNV	lump sum	0	1.3	1.5	115%	3	1.5	50%
D. Development of pro-poor bio-digesters (SNV)	SNV					33%		-	20%
1. Preparatory activities for pro-poor technology adaptation and capacity building	SNV					22%		-	14%
R&D on technology	SNV	lump sum	2	6	3	50%	17.5	5	29%
Capacity development	SNV	training	0	3	0.1	3%	6	0.1	2%
Marketing and promotion	SNV	lump sum	0	4	0.2	5%	8	0.2	3%
Carbon financing and markets	SNV	consultant	0	7.5	2.3	31%	10	2.3	23%
2. Pro-poor bio digester program roll-out	SNV					0%		-	0%
MFI management fee for credit	SNV	lumpsum	0	4	0	0%	10	0	0%
Construction of bio digesters (IFAD)	SNV	plant	0	650	0	0%	1600	0	0%
Construction of bio digesters (Beneficiaries)	SNV	plant	0	650	0	0%	2400	0	0%
Quality control and sales monitoring	SNV	lump sum	0	4.5	0	0%	8	0	0%
Slurry extension programme	SNV	lump sum	0	1.2	0	0%	3	0	0%

Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
3. Technical assistance and NBP programme management	SNV					78%		-	45%
International Technical Assistance	SNV	person-month	6	8	8	100%	18	14	78%
National Technical Assistance	SNV	person-month	0	12	1	8%	24	1	4%
NBP staff and office running costs	SNV	lump sum	3	8	10	125%	24	13	54%
Component 3: Project Coordination and Management	PSU					86%			72%
Sub-component 3.1: MAFF Project Support Unit (MAFF-PSU)	PSU					90%			73%
A. Equipment	PSU					100%			93%
1. Peachtree financing software	PSU	unit	1			NA	1	1	100%
2. Vehicles	PSU	unit	0			NA	3	0	0%
3. Computers - desktops with UPS	PSU	unit	0			NA	10	0	0%
4. Computers - laptops	PSU	unit	6	2	2	100%	4	8	200%
5. Printers with scanner	PSU	unit	5	3	3	100%	8	8	100%
6. LCD projector	PSU	unit	1	1	1	100%	1	2	200%
7. LCD project for GDA	PSU	unit	0	1	1	100%	1	1	100%
7. Photo/video camera	PSU	unit	1			NA	1	1	100%
8. Photocopier	PSU	unit	1			NA	1	1	100%
9. Phone and internet installation	PSU	unit	0.5			NA	1	0.5	50%
10. Furniture & miscellaneous	PSU	lump sum	35			NA	45	35	78%
11. Scanner	PSU	unit		1	1	100%	0	1	na
12. Computer laptop (carry over 2013 GDA&NCDD)	PSU	unit		2	2	100%	0	2	na
13. Dock (for CPO-IFAD)	PSU	unit		1	1	100%	0	1	NA
B. Technical assistance	PSU					83%			35%
1. Procurement and fiduciary specialist - international	PSU	person-month	0			NA	24	0	0%
2. Procurement specialist - national	PSU	person-month	12	6	6	100%	-	18	NA
3. Financial management specialist - national	PSU	person-month	10	12	10	83%	18	20	111%
4. Financial management specialist - international	PSU	person-month	0			NA	-	0	NA

5. National M&E specialist	PSU	person-month	9	12	12	100%	NA	21	NA
Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013+2014)	% (cumulative)
6. Training in PeachTree financial management software	PSU	group	0	3	0	0%	4	0	0%
7. Provincial project coordination adviser	PSU	person-month	50	60	60	100%	360	110	31%
8. Provincial M&E adviser	PSU	person-month	50	60	60	100%	320	110	34%
9. Consultant output base	PSU	LS	2.5	10	10	100%	-	12.5	NA
C. Support at MEF	PSU					100%			58%
1. Computers - laptops	PSU	unit	1			NA	3	1	33%
2. Computers - Template PC	PSU	unit	0	1	1	100%	1	1	100%
3. Scanner	PSU	unit	1			NA	1	1	100%
4. Vehicles	PSU	unit	0			NA	1	0	0%
D. Equipment M&E	PSU					100%			57%
1. Vehicles	PSU	unit	0			NA	1	0	0%
2. Computers - desktops with UPS	PSU	unit	0			NA	4	0	0%
3. Computers - laptops	PSU	unit	2			NA	2	2	100%
4. Software and servers for MIS	PSU	unit	1			NA	1	1	100%
5. Printers with scanner	PSU	unit	2			NA	6	2	33%
6. Photo/video camera	PSU	unit	1			NA	1	1	100%
7. Mobile phones for commune level monitoring	PSU	unit	237	87	87	100%	492	324	66%
E. International technical assistance M&E and MIS	PSU					100%			101%
1. Management information system specialist	PSU								
International MIS specialist	PSU	person-month	5	4.17	4.17	100%	5	9.17	183%
National MIS specialist	PSU	person-month	4	12	12	100%	12	16	133%
2. Software developer	PSU	person-month	0	0	0	na	3	0	0%
3. M&E advisor international	PSU	person-month	8.5	3	3	100%	13	11.5	88%
F. Training M&E	PSU	lump sum	1	2.00	2.00	100%	2.0	1	50%
G. Studies and surveys M&E	PSU					100%			100%
1. Main impact study	PSU								

KINGDOM OF CAMBODIA
Project for Agriculture Development and Economic Empowerment (PADEE)
Mid-Term review report - Mission dates: 15 Mar - 3 Apr 2015
Appendix 4: Physical progress measured against AWP&B, including RIMS indicators

Methodology design	PSU	time	1	1	1	100%	1	2	200%
Taxation contract service	PSU	time		1	1	100%	0	1	NA
Survey work including RIMS	PSU	lump sum	1			na	426	1	0%
Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013 +2014)	% (cumulative)
2. Mid-term and completion review studies	PSU								
Additional studies	PSU	lump sum	0			NA	2	0	NA
H. Knowledge sharing M&E	PSU					77%			60%
1. Workshops at national and provincial level	PSU	time	2	4	4	100%	5	6	120%
2. Publication and knowledge dissemination costs	PSU	lump sum	0			NA	5	0	0%
Hip-pocket	PSU	book		3000	3000	100%	0	3000	NA
Group statute	PSU	book		10000	3000	30%	0	3000	NA
I. Other operating cost	PSU					44%			NA
1. Audit	PSU	time	0	1	1	100%	0	1	NA
2. Taxation-audit firm	PSU	time		1	1	100%	0	1	NA
3. Training, workshop (planning, evaluation)	PSU	LS	0	1	0.7181	72%	0	0.7181	NA
4. Policy guidance and technical meeting	PSU	time	6	4	2	50%	0	8	NA
5. Staff training	PSU	LS	0	1	0	0%	0	0	NA
6. NCDD focal point training	NCDD	person		1	0	0%	0	0	NA
J. Activities support by Korean Grant	PSU	LS		1.00	0.50	50%	0.0	0.5	NA
K. Budget carry over 2013	PSU					100%			NA
Narita distribution Cambodia 90% of total \$52,752 (DP-RGC)	PSU	LS		1	1	100%	0	1	NA
Narita distribution Cambodia 10% of total \$52,752 (IFAD&DP-RGC)	PSU	LS		1	1	100%	0	1	NA
ANBO solution 100% total 151,374.90 (IFAD&DP-RGC)	PSU	LS		1	1	100%	0	1	NA
TAs salary & others allowance for Dec 2013	PSU	month		1	1	100%	0	1	NA
GDA: 16 activities carry over 2013	GDA	LS		1	1	100%	0	1	NA
Sub-component 3.2: Ministry of Women's Affairs Implementation Support Unit	ISU					84%			83%
A. Studies and policy support	ISU					100%			150%

1. Stocktaking on gender mainstreaming in agriculture	ISU	consultant	0.5	1	1	100%	1	1.5	150%
Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013+2014)	% (cumulative)
2. Support Gender Mainstreaming Action Plan	ISU	consultant	0.5	1	1	100%	1	1.5	150%
3. Assessment of drudgery patterns of women in target areas	ISU	consultant	0.5	1	1	100%	1	1.5	150%
B. Support to MoWA	ISU					68%			16%
1. Equipment	ISU					100%			0%
a. Vehicles	ISU	unit	0			NA	1	0	0%
b. Computers - laptops	ISU	unit	0			NA	2	0	0%
c. Computers - desktops	ISU	unit	0			NA	4	0	0%
d. Printers with scanner	ISU	unit	0			NA	2	0	0%
e. Photocopier	ISU	lump sum	0			NA	-	0	NA
f. Furniture & miscellaneous	ISU	lump sum	0			NA	2	0	0%
g. LCD projector	ISU	unit		1	1	100%	0	1	NA
2. Training of MoWA staff	ISU	course	0	3.00	1.00	33%	2.0	1	50%
3. Support to MoWA technical assistance to provinces	ISU					38%			5%
a. Development/adaptation of training materials /e	ISU	lump sum	0			NA	1	0	0%
Workshop to revise existing materials and develop new training materials	ISU	time		1	1	100%	0	1	NA
Printing training materials	ISU								
Booklet for CWCFP on gender and nutrition assessment	ISU	book		500	0	0%	0	0	NA
Booklet on gender analysis in agriculture	ISU	book		1000	0	0%	0	0	NA
Nutrition flipchart publishing + nutrition training book	ISU	book		350	0	0%	0	0	NA
b. Project national staff training	ISU	lump sum	0			na	5	0	0%
Short course on communication, management, and accounting skills	ISU	course		2	0	0%	0	0	NA
c. Information and media materials development and dissemination	ISU	lump sum	0			na	5	0	0%
Printing gender poster	ISU	poster		1000	0	0%	0	0	NA
d. National level stocktaking workshops	ISU	lump sum	1			na	5	1	20%

Workshop with PDoWA and DoWA to follow up on NLB, gender mainstreaming and nutrition	ISU	time		2	2	100%	0	2	NA
Project Activities	Implementing Agency	Unit (as per AWPB 2014)	Actual Achieved 2013	AWPB (planned 2014)	Actual Achieved 2014	% (YTD)	Appraisal target (as per PIM)	Cumulative (2012+2013+2014)	% (cumulative)
Workshop to review results of field assessment and RULIP experience on gender and nutrition and include improvement for next round of training for 2015	ISU	time		1	1	100%	0	1	NA
4. Support to gender mainstreaming at sub-national level	ISU					100%			10%
1. Training of trainer on gender mainstreaming in PADEE	ISU	course	5	1	1	100%	30	6	20%
2. Training of trainer on gender assessment and analysis	ISU	course		1	1	100%	0	1	NA
3. Gender mainstreaming materials development and dissemination	ISU	lump sum	0.01			NA	5	0.01	0%
Sub-component 3.3: Provincial Management	PA					85%			59%
A. Provincial support - Provincial administration	PA								
1. Vehicles	PA					NA			67%
a. Motorcycles	PA	unit	15			NA	10	15	67%
2. Office equipment	PA					100%			62%
a. Computers - desktops with UPS	PA	unit	10			NA	10	10	100%
b. Computers - laptops	PA	unit	5			NA	20	5	25%
c. Photocopier	PA	unit	5			NA	NA	5	NA
d. Digital camera	PA	unit	5			NA	NA	5	NA
c. Printers with scanner	PA	unit	9			NA	20	9	45%
d. Phone and internet installation	PA	unit	5			NA	5	5	100%
e. Furniture & miscellaneous	PA	lump sum	4	1	1	100%	12.8	5	39%
3. Training for provincial staff	PA					70%			48%
a. Initial and refresher courses	PA	lump sum	9	5.00	3.00	60%	25.0	12	48%
b. Workshop and meeting	PA	lump sum	19	20.00	16.00	80%	NA	35	NA
Notes:									
NA= Not Applicable (reasons given in item remarks)									
NYA= Not Yet Applicable (activity expected not to start yet)									

NATS= No Appraisal Target Set (need to set)								
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Appendix 5: Financial: Actual financial performance by financier; by component and disbursements by category

Table 5A: Financial performance by financier as of 25th March 2015

Financier	Appraisal (USD Million)	Disbursements (USD Million)	Percent disburse d	Total of Expenditures (USD Million)
IFAD Loan	17.5	8.78	50%	5.88
IFAD Grant	17.5	13.09	75%	9.40
SNV	0.67	0.67	100%	0.67
FAO	0.31	0.30	97%	0.28
iDE	0.38	0.38	100%	0.38
Beneficiaries	2.19	-	0%	-
Government	4.69	2.16	46%	1.81
Total	43.24	25.38	59%	18.42

Table 5B: Financial performance by financier by component (USD Million) as of 25th March 2015

	IFAD loan			IFAD grant			SNV			FAO			IDE			Beneficiaries			Government			Total		
Component	App.	Act.	%	App.	Act.	%	App.	Act.	%	App.	Act.	%	App.	Act.	%	App.	Act.	%	App.	Act.	%	App.	Act.	%
Component 1	12.7	4.3 ₁	34%	2.5	1.0	42%	0	-		0.3	0.3	93%	0	-		0.9	0	0%	0.3	-	0%	16.7	5.64	34%
Component 2	3.4	1.0 ₈	32%	13.1	6.8	52%	0.7	0.7	96%	0	-		0.4	0.4	95%	1.3	0	0%	3.6	1.3	36%	22.5	10.24	46%
Component 3	1.4	0.4 ₈	35%	2	1.5	77%	0	-		0	-		0	-		0	0		0.8	0.5	64%	4.2	2.54	61%
Total	17.5	5.8₈	34%	17.5	9.4	54%	0.7	0.7	96%	0.3	0.3	93%	0.4	0.4	95%	2.2	0	0%	4.7	1.8	39%	43.4	18.42	42%

App = appraisal, Act = actual

Table 5C: IFAD Loan Disbursements as of 25th March 2015

Category Description	Allocated	Disbursed	%	Available Balance
ADVANCE OF FUNDS	0.00	1 983 189.49	0.00%	-1 983 189.49
ADVANCE OF FUNDS FAO CONTRACT FULL AMOUNT USD 1,683,305 (44% L-870-KH AND 56% DSF-8101-KH)	0.00	48 814.12	0.00%	-48 814.12
ADVANCE OF FUNDS IDE CONTRACT FULL AMOUNT USD 1,402,490 (44% L-870-KH AND 56% DSF-8101-KH)	0.00	64 650.61	0.00%	-64 650.61
ADVANCE OF FUNDS SNV CONTRACT FULL AMOUNT USD 3 323 837 (44% L-870-KH AND 56% DSF-8101-KH)	0.00	89 160.37	0.00%	-89 160.37
EQUIPMENT	150 000.00	84 170.28	56.11%	65 829.72
GROUP CONDITIONAL TRANSFER SCHEME	6 890 000.00	2 556 385.53	37.10%	4 333 614.47
OPERATING COSTS AND ALLOWANCES	1 520 000.00	474 578.01	31.22%	1 045 421.99
RURAL BUSINESS STIMULUS FACILITY	140 000.00	0.00	0.00%	140 000.00
ACTIVITIES IMPLEMENTED BY PIPS	1 470 000.00	617 998.07	42.04%	852 001.93
UNALLOCATED	800 000.00	0.00	0.00%	800 000.00
UNALLOCATED-SOFT COMMITMENT FOR CAT. 7 - PIPS	330 000.00	0.00	0.00%	330 000.00
Total	11 300 000.00	5 918 946.48	52.38%	5 381 053.52

Table 5D: IFAD DSF Grant Disbursements as of 25th March 2015

Category Description	Allocated	Disbursed	%	Available Balance
ADVANCE OF FUNDS	0.00	2 471 680.17	0.00%	-2 471 680.17
ADVANCE OF FUNDS FAO CONTRACT FULL AMOUNT USD 1,683,305 (44% L-870-KH AND 56% DSF-8101-KH)	0.00	62 128.83	0.00%	-62 128.83
ADVANCE OF FUNDS IDE CONTRACT FULL AMOUNT USD 1,402,490 (44% L-870-KH AND 56% DSF-8101-KH)	0.00	82 284.86	0.00%	-82 284.86
ADVANCE OF FUNDS SNV CONTRACT FULL AMOUNT USD 3 323 837 (44% L-870-KH AND 56% DSF-8101-KH)	0.00	111 503.83	0.00%	-111 503.83
TECHNICAL ASSISTANCE	1 760 000.00	1 121 225.51	63.71%	638 774.49
CONSULTANCY SERVICES AND TRAINING	5 310 000.00	3 691 619.67	69.52%	1 618 380.33
OPERATING COSTS AND ALLOWANCES	1 250 000.00	388 448.04	31.08%	861 551.96
ACTIVITIES IMPLEMENTED BY PIPS	1 850 000.00	788 378.77	42.62%	1 061 621.23
UNALLOCATED	800 000.00	0.00	0.00%	800 000.00
UNALLOCATED-SOFT COMMITMENT FOR CAT. 7 - PIPS	330 000.00	0.00	0.00%	330 000.00

Total	11 300 000.00	8 717 269.68	77.14%	2 582 730.32
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Appendix 6: Compliance with legal covenants: Status of implementation

Section	Covenant
Section B, Paragraph 6	There shall be two designated accounts
Section D, Paragraph 1 (a)	The MAFF Project Support Unit (the
Section D, Paragraph 1 (b)	The Designated Accounts shall have
Section D, Paragraph 2	The following are additional specific (a) An external Service Provider shall (b) The IT infrastructure shall have b
Section D, Paragraph 3	The following are designated as ad The Project Implementation Manual
Schedule 1, Paragraph 5	For the purpose of this Agreement, t
Schedule 1, Paragraph 6	The Borrower /Recipient shall appoi
Schedule 1, Paragraph 18	<i>Annual Work Plans and Budgets (A</i>
Schedule 1, Paragraph 19	<i>Project Implementation Manual (PIM</i>
Schedule 1, Paragraph 20	The MAFF in its capacity as the Lea
General Conditions for agricultural Financing, (as amended September 2010), Section 9.01	<i>Financial Records.</i> The Project parti
General Conditions for agricultural Financing, (as amended September 2010), Section 9.02	<i>Financial Statements</i> The Borrower/I
General Conditions for agricultural Financing, (as amended September 2010), Section 9.03	<i>Audit of Accounts.</i> The Borrower/Rec a) Each Fiscal Year, have the b) Within six (6) months of the c) If the Borrower/Recipient do

Appendix 7: Knowledge management: Learning and Innovation

Learning

Conditionality: The project approach introduced a strong conditionality, linking disbursement of capital grants to IGRF to their members' completion of fixed, pre-set agricultural training packages. This was intended to increase adoption rate. However, in practice adoption rates have been high when training has been provided on a voluntary basis on topics on which households have expressed a specific interest, especially through the common interest groups and non-land based groups. Unfortunately, the strong conditionality link to the long (20 Weeks, mostly on rice with some training on Vegetables, fish ponds and chicken) mandatory fixed training has been a significant disincentive for poorer households to join the project, leading to a relatively high level of exclusion compared to previous IFAD projects in the area. This is often explained by poorer households on the basis that they do not have the time to spare for such long training on crops which are of little interest to them while at the same time they are trying to survive day to day. In contrast they are more interest in production systems that give them faster returns but without the need for larger land or labour resources, e.g. small livestock, mushrooms, handicrafts, in somewhat shorter format training (6-10 weeks max) which fits better with their livelihood systems. The lesson to be drawn is that, while the conditionality was well intentioned, in relation to improving adoption rates for income generating activities a voluntary, responsive approach to production training for economic activities (land or non-land based) is most likely to achieve the desired high adoption rates while also facilitating greater participation of poor households in the project.

Innovation: Describe any interesting innovation noted during supervision

IGRF group: The innovative approach of inclusion of an external accounting service combined with the system of internal mutual guarantees has enable the IGRF groups to mature more rapidly and establish a stronger internal operation and cohesion than has been achieved in previous project. However, these mechanism have also had other consequences. The mutual guarantee requirement has, in some cases, created a social pressure to exclude poorer households for whom others may not be prepared to provide mutual guarantees. For the external accounting service, this has increased confidence of members in the group operations and transparency. But it has also created a dependency on an external service provider, which operates as a de-facto monopoly in the local areas. Thus, while these innovation have clearly improved the performance of the IGRF model, there is still ned for further refinement to address these two unintended consequences.

Appendix 8: List of Documents to File on (APR xdesk), including detailed working papers

- Mission TORs
- Aide Memoire
- Management letter
- Working papers (procurement, MIS,)
- MTR report
- Baseline surveys
- Design Reports
- AWPBs
- Annual Reports
- Outcome surveys
- Knowledge Management products

Working Papers:

- 1: Improved Access to Financial Services
- 2: Component 2 - Improved Access to Technology and Markets
- 3: Gender and Child Nutrition
- 4: Knowledge Management and Communication
- 5: Maps of PADEE
- 6: COSTAB - revised post MTR
- 7: Management Information System in PADEE

Appendix 9: RIMS Report

1st level results			Unit	Period ending: 31-Dec 2014			Cumulative		
				AWP&B	Actual	% of AWPB	Appraisal	Actual	% of Appraisal
Total Outreach	People receiving project services	Female		99 202	99 202	100%	231 300	99 202	43%
		Male		93 798	93 798	100%	218 700	93 798	43%
		Number		193 000	193 000	100%	450 000	193 000	43%
	Households receiving project services	Number		38 600	38 600	100%	90 000	38 600	43%
		Groups receiving project services	Number	772	772	100%	984	772	78%
Component	Sub Component								
1. Improved Access to Financial Services	1.1 GCCTS	People accessing development funds created under the project	Number	27 350	27 350	100%	49 200	38 600	78%
			Female	13 675	17 231	126%	30 504	24 318	80%
			Male	13 675	10 120	74%	18 696	14 282	76%
	1.2 Capacity building in financial literacy	Saving and credit groups formed/strengthened	Number	547	547	100%	984	772	78%
		People in saving and credit groups formed/strengthened	Number	27 350	27 350	100%	49 200	38 600	78%
			Male	13 675	10 120	74%	24 600	14 282	58%
			Female	13 675	17 231	126%	24 600	24 318	99%
		Saving and credit groups with women in leadership position	Number	547	547	100%	984	772	78%
		Active borrowers (disaggregated by gender)	Number	19 145	21 948	115%	34 440	21 948	64%
			Male	9 573	8 121	85%	17 220	8 121	47%
			Female	9 573	13 827	144%	17 220	13 827	80%
		Value of gross loan portfolio	USD	2 188 000	000	100%	11 808 000	3 193 161	27%
		People trained in financial services	Number	38 600	38 600	100%	49 200	38 600	78%
			Male	19 300	14 668	76%	24 600	14 668	60%
			Female	19 300	23 932	124%	24 600	23 932	97%
	1.3 Other existing groups supported	People trained in financial services	Number		0	#DIV/0!	12 500	0	0%
		Saving and credit groups formed/strengthened	Number		0	#DIV/0!	500	0	0%
2. Improved Access Technology and Market	2.1 Support to Innovation and Capacity Building	Government officials and staff trained	Number	137	137	100%	127	137	108%

1st level results	Results	Unit	Period ending: 31-Dec 2014			Cumulative		
			AWP&B	Actual	% of AWPB	Appraisal	Actual	% of Appraisal
2.2 Applied training and capacity building	Staff of service providers trained	Male	82	82	100%	64	76	120%
		Female	55	55	100%	64	61	96%
		Number	229	283	124%	274	283	103%
	Community workers and volunteers trained	Male	137	208	151%	137	208	152%
		Female	92	75	82%	137	75	55%
		Number	1 258	1 555	124%	2 164	1 555	72%
	People trained in crop production and technologies	Male	629	1 072	170%	949	1 072	113%
		Female	629	483	77%	1 215	483	40%
		Number	10 450	10 450	100%	47 400	41 200	87%
	People trained in livestock production and technologies	Male	5 225	3 971	76%	23 700	15 656	66%
		Female	5 225	6 479	124%	23 700	25 544	108%
		Number	10 450	10 450	100%	47 400	41 200	87%
	People trained in fish production and technologies	Male	5 225	3 971	76%	23 700	15 656	66%
		Female	5 225	6 479	124%	23 700	25 544	108%
		Number	10 450	10 450	100%	47 400	41 200	87%
	People trained in income generating activities	Male	5 225	3 971	76%	23 700	15 656	66%
		Female	5 225	6 479	124%	23 700	25 544	108%
		Number	1 350	1 350	100%	8 200	1 350	16%
2.3 Small Rural Business	People trained in business and entrepreneurship skills	Male	270	341	126%	4 100	341	8%
		Female	1 080	1 009	93%	4 100	1 009	25%
		Number	400	385	96%	700	385	55%
	Enterprises accessing financial services facilitated by the project	Male	200	235	118%	350	235	67%
		Female	200	150	75%	350	150	43%
		Number	10	34	340%	75	34	45%
	Other productive infrastructure constructed/rehabilitated	Number	650	0	0%	4 000	0	0%

Component 1				
Agreed action	Who	Date	Progress	
Replace National Rural Finance Specialist	FAO	May 2014	Specialist selected and on-board on 11 August 2014	ent and Economic Empowerment (PADEE) h dates: 15 Mar - 3 Apr 2015 previous missions recommendations
Progress Against Previous Missions Recommendations				
			Agreed actions regarding the Project Management:	Whom
				Date
				Progress
Engage short term management specialist assistance	FAO	4 months	A temporary National Consultant in Microfinance Expert (Training) was recruited from 25 May to 25 Aug 2014 to support the technical aspects, plus the management and coordination support from Operations Unit of FAO Representation.	2015 for hands-on training with nutrition with demos to 2014
				MOWA
				August 2014
				MoWA and PDoWA prepared plan and budget for nutrition demos
				MAFF – PSU
				August 2014
				Completed
				Recruited and completed survey in October and final data analysis will be presented at PGM on January 2015
				FAO
				May 2014
				MBwin cannot track the misconduct of board committee in relation to the group loan accessibility because it is related to behaviour and attitude of persons.
				All of the reports in MBWin were both in Khmer and English, and the name of the IGRFs' members are also in Khmer. However, some reports which are accessible on the PADEE's web report are not yet in Khmer.
				SBK will be started in 1 June 2015
				PSU
				Oct 2014
				SBK will be started in 1st week of June 2015
				PSU
				Oct 2014
				SBK will be started in 1st week of June 2015
				iDE/IFAD
				August 2014
				Completed
				MAFF-PSU
				June 2014
				193 Sim-card provided and capacity = 600 MB = \$2 CEWsname list completed Contracted with company in mid-May 2014 (contract 12 months) In operation in 191 Sim-card
				Final contract (in November 2014) with Metfone and transfer fund to CEWs - \$2.5 per monthly based automatically to individual Sim-card and barrier for using internet removed.
Review internal rules in light of experience	FAO / PSU / PDAs	June 2014	Internal Rule (IR) was established to elaborate the meaning in the Group Statute, and synchroni	

10	Finalizing Server set up;			Server set up in August 2014
11	Testing and fixing all the bugs and errors on data entry and report as identified by the users.			MIS team provide training and CEWs start testing the enter data in June 2014 and develop and test new version in Dec 2014 and official use from 1 Jan 2015 (except TM1 and adoption LB that need to update)
12	Update list of the farmers			All 772 IGRF members already updated in Khmer name
13	On the "farmer check in" tab, 4 additional boxes should be added attached to the list of the farmer to track if the target farmer send their parent, or spouse, or children or non-family member to attend the training on their behalf.			MIS system included – but it is removed based from Implementing Support Mission in Oct 2014
14	Add training topic and its outcome indicators into the system			The training topics for 1st and 2nd training packages already added to the MIS, only MoWA will be provided new training topics of NLB to MIS specialist
15	Organizing the refresher training to officially kick start the system and discontinue of monitoring on paper.			Completed and starting in January 2015
	Customization of PADEE MIS features:	MAFF-PSU	July 2014	Completed
16	Enable confirm notification when forms are submitted			In the first quarter (Feb. 2015), but need district staff to create the training schedule first
17	Train CEW on how to operate the MIS PADEE web application			The function is showing the absentee from the class. For production and income generating activities not in the system
18	Enable red flag function on training activity and production and income generating activity.			Report format developed as timesheet and still on-going of developing the format for adoption, TM1, TM2, TM3, TM4 based on the revised and comment from IS mission on October 2014
19	Develop simple report format for key stakeholders (after consultation with them to identify their needs) and to regularly feed-back these reports to the all concerned (CEWs, Districts, and Provinces) so as to facilitate their own work.			
	Maintenance of the MIS:	MAFF-PSU	June 2014	Completed
20	Engage the int'l MIS expert to provide MIS customization and maintenance support.			
21	Further coach and train the national MIS specialist to undertake administrative role of MIS			On-going on administrative role (as compile reports, update permission, website information, monitor progress (timesheet, TM1, TM2, TM3, TM4, events, not used tablets) and alert to MIS focal persons. For Q&A should be confirm to GDA specialists for solving the solution.
	Reporting flow:	MAFF PSU	August 2014	
22	Provide smart phone devices or laptops to the M&E district staff			Start procurement in 2nd week June 2014 and delivered in early Sept. 2014
23	Train M&E district staff about their role in MIS and MIS data entry - reporting and analysis.			Start training MIS and M&E training in July 2014 and completed refresher training in Sept, Oct, Dec 2014

	ID cards for IGRF members:	MAFF PSU	December 2014	CEWs can start add farmer pictures in MIS in June 2014 – now 98% completed
24	CEW will upload the picture of the farmer into MIS farmer profile			
25	PSU print and distribute ID card with QR code to the IGRF members.			Still on discussion and finding the final agreement – we will be testing in early February 2015
	Knowledge Management:	PSU GDA/SNV/PDA SNV	Ongoing	Completed - using @gmail.com
26	Email ID for CEW and mailing list			
27	Strengthening the GDA training review process using innovations introduced by SNV			SNV lead in facilitation in June-July 2014
28	Most Significant Change video to be uploaded into CEW tablets			SNV has completed Best Practices in Agriculture video and provided to MIS specialist – two video clips provided and need to convert and will be copied into the devices

Progress against Implementation Support and Financial Management Missions Recommendations

	<i>Recommendation</i>	<i>Whom</i>	<i>Date</i>	<i>Progress</i>
	Component 1			
1	<ul style="list-style-type: none"> • Protocols TO BE ADDED TO THE PIM • Ensure a clear mechanism for payments to be made • Reviewed at MTR 	PSU, FAO		On-going
2	<ul style="list-style-type: none"> • Clarify the definitions of the RED FLAG report • FAO National Rural Finance Officer prepares manually a GRAPHICAL monthly time series reports for the PSU and each of the provinces (could become automated later). 	FAO		Red flag report is being finalized as on 2 nd Feb 2015, PADEE Project agreed to the transportation fee of 500 Riel per Km for IGRF committees and the maximum distance is 25 km. Clarification on each definition is also underway and it is expected to share with PADEE project staff by the end of Feb 2015. The definition will be focus on each case and how to solve it when it is happened and also the length of period will each case disappear from the system.
3	<ol style="list-style-type: none"> 1. for the next round of second GCCTs ensure that IGRFs have ample and accurate information regarding the date of the transfer well in advance (6 months) so they can plan loans to be repaid 2. FAO investigate options for adding funds to existing loans 3. Ensure IGRF members are aware that it is not a requirement of the end of year IGRF accounting procedure that all loans be repaid prior. 	FAO		<ol style="list-style-type: none"> 1. FAO does not agree with cancellation or reduction of the fund to be transfer to IGRFs because it have been promised each group will received USD12,000. 2. As agreed in the meeting in Mondolkiri, PADEE group is agreed to pilot on the option of adding extra loan amount to existing members based on their capacity to pay and existing terms and conditions are applied. FAO also need to change the terms and conditions in MBWin system in order to accept the new changes. Another solution is that the members need to paid off their first loan and apply a new bigger loan based on their ability to pay and a realistic business plan. 3. More awareness raising on mode of payments were added in the AFLT provided by CEDAC trainers and through the monthly transaction of MFAs that there are 3 options on mode of payment. 1) Monthly payment of principal and interest, 2) Only interest for the first 3 months and 3) Monthly interest and principal payment at the end of loan term.
4	<ol style="list-style-type: none"> 1. FAO continue investigation into mobile banking options 2. FAO investigate options for IGRF members to add 'savings' to the IGRF 	FAO		<ol style="list-style-type: none"> 1. Currently many of microfinance institutions in Cambodia initiated of Mobile Banking services such as AMK and AMRET but the condition is applied only for individual bank accounts not for joining bank account like IGRF groups. AMK has more than 1,000 Agents in country and customers can come to deposit and withdraw their money at any agent's house, which is closed to them. AMRET is in the process of pilot test mobile banking services in two of PADEE districts in Takeo and Kandal by using mobile field agents to collect cash deposit and withdraw the money for customers. The maximum withdrawal is only 1 million Riels per day. FAO will update to the groups to use the service when those institutions changed the conditions for joining of bank account. 2. Based on the result of sampling evaluation, it was found that less than 10 % of members have opened bank account. The primary reasons are their house located far away from the bank/MFIs and they do not have sufficient fund remaining for saving. According to the project document, it is a requirements that ALL IGRF MEMBERS must have opened an account with an MFI or bank at the end of their FLT course. If they have bank account they can use the mobile services of AMK or AMRET which are closed to their house because their conditions are allow for individual customer only.
5	PSU/FAO to organise a meeting with CEDAC to discuss and finalize options for implementation of this recommendation. It is noted that this is a change to the current contractual arrangements and is likely to require	PSU/FAO		FAO has provided the memo to shorten the training course from 12 weeks to 8 weeks for IGRF member and allocated 4 weeks for committee.

LOG OF AUDIT OBSERVATIONS							
Project Name:		iDE					
Serial No.	Financial Year	Class: Serious / General	Audit Ref.	Audit Observation	Amount	PMU Action	Auditor's Validation Results Implemented/settled Partially settled Not implemented/Pending
	2013		1	Lack of quotations for purchase			settled
			2	Lending fixed asset to other projects that isn't related to PADEE'S Project			
			3	No stamp "Paid"			Implemented
			4	Not separate accounting record from other projects within iDE			
			5	Non-compliance on taxation			Implemented
			6	Consultant fee was paid over the consultant agreement			settled
			7	There are other transactions using from separated bank account of IFAD Fund (PADEE Project)			
			8	No report for Quarter1			settled
			9	Non-compliance with IFAD's sharing percentage			settled
			10	Mixed up budget line			
Most respond in management letter to auditor already.							

LOG OF AUDIT OBSERVATIONS							
Project Name:		Kampot					
Serial No.	Financial Year	Class: Serious / General	Audit Ref.	Audit Observation	Amount	PSU Action	Auditor's Validation Results Implemented/settled Partially settled Not implemented/Pending
	2013	Serious	1	Record in wrong account			Implemented
	2013	Serious	2	Record salary & DSA in one account			Implemented
	2013	General	3	Do not have organization chart			Implemented
	2013	General	4	Do not have staff list			Implemented
	2013	General	5	Timesheet			Implemented
	2013	General	6	Some asset not record in asset register			Implemented
	2013	General	7	Mix use of fund for RGC fund delay			Implemented
	2013	General	8	Report a bit late			Partially settled

LOG OF AUDIT OBSERVATIONS							
Project Name:		Kandal					
Serial No.	Financial Year	Class: Serious / General	Audit Ref.	Audit Observation	Amount	PMU Action	Auditor's Validation Results Implemented/settled Partially settled Not implemented/Pending
	2013	General	1	No Pay slip for salary			Implemented
	2013	General	2	No timesheet			Partially settled
	2013	General	3	No cash count slip			Implemented
	2013	General	4	No Stamp post			Implemented
	2013	General	5	No Stamp paid			Implemented
	2013	General	6	No Fix asset counting			Implemented
	2013	General	7	No Insurance on Fix asset			Pending(PSU processing)

LOG OF AUDIT OBSERVATIONS							
Project Name:		Takeo					
Serial No.	Financial Year	Class: Serious / General	Audit Ref.	Audit Observation	Amount	PMU Action	Auditor's Validation Results Implemented/settled Partially settled Not implemented/Pending
	2013		1	No pay roll for Officer			Implemented
	2013	General	2	No vehicle insurance			Pending(PSU processing)
	2013	General	3	No asset count			Implemented
	2013		4	Mistake in record			Implemented

LOG OF AUDIT OBSERVATIONS							
Project Name:		SvayRieng					
Serial No.	Financial Year	Class: Serious / General	Audit Ref.	Audit Observation	Amount	PMU Action	Auditor's Validation Results Implemented/settled Partially settled Not implemented/Pending
			1	Timesheet form not being used			Partially settled
			2	Monthly staff allowance not being paid on time			Implemented
			3	Monthly financial report not being submitted on time			Implemented
			4	Staff absence not being controlled properly			Implemented
			5	No sticker for asset, Fixed Asset not being tagged properly			Implemented
			6	Not clear description in GL			Implemented
			7	No asset count			Implemented
		General	8	No Official exchange rate			
			9	No Stamp post			Implemented
			10	No cash count			Implemented
			11	Document not keep well, Back up of financial information not being done			Implemented
			12	No pass word for Peachtree			Implemented
			13	Not manage well office supply, Stationary control not being done properly			Partially settled
			14	Wrong record for transfer fund			Implemented

LOG OF AUDIT OBSERVATIONS							
Project Name:		Prey Veng					
Serial No.	Financial Year	Class: Serious / General	Audit Ref.	Audit Observation	Amount	PMU Action	Auditor's Validation Results Implemented/settled Partially settled Not implemented/Pending
	2013	General	1	Staff list			Implemented
	2013	General	2	No evaluation on staff performant			Implemented
	2013	General	3	Document filing problem			Implemented
	2013	General	4	Contract staff and payment			Implemented
	2013	General	5	Mistake in asset serial number			Implemented
	2013	General	6	Mistake in asset cost			Implemented
	2013	General	7	Asset using authorizing			Implemented
	2013	General	8	No Stamp paid			Implemented

LOG OF AUDIT OBSERVATIONS							
Project Name:		PADEE PSU					
Serial No.	Financial Year	Class: Serious / General	Audit Ref.	Audit Observation	Amount	PMU Action	Auditor's Validation Results Implemented/settled Partially settled Not implemented/Pending
	2013	General	1	No paid slip		In management respond to auditor	Implemented
	2013	General	2	Timesheet is not completed			Implemented
	2013	General	3	No tax salary		In management respond to auditor	Implemented
	2013	General	4	No tax salary for consultant		In management respond to auditor	Implemented
	2013	General	5	No stamp post			Implemented
	2013	General	6	No asset register count			Implemented
	2013	General	7	No insurance			On process
	2013	General	8	No asset update			Implemented

LOG OF AUDIT OBSERVATIONS							
Project Name:		MoWA					
Serial No.	Financial Year	Class: Serious / General	Audit Ref.	Audit Observation	Amount	PMU Action	Auditor's Validation Results Implemented/settled Partially settled Not implemented/Pending
			1	No Voucher number			Implemented
			2	No Petty cash voucher			Implemented
			3	No Stamp Paid			Implemented
			4	No supporting document to voucher			Implemented
			5	Not correct form for Advance and clear advance			Implemented
			6	Financial Report were late			Partially settled
			7	Staff payment a bit late			Implemented
			8	No asset count			Implemented
			9	No paid slip			Implemented
			10	No salary tax		Management respond Auditor	Implemented
			11	The same as No 5			Implemented
			12	No direct payment record			Implemented
			13	Wrong account record			Implemented