

## **Cambodia**

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### **Accelerating Inclusive Markets for Smallholders Supervision Report**

#### **Main report and appendices**

Mission Dates: 20 Nov - 6 Dec 2017

Document Date: 19/01/2018

Project No. 2000001268

Report No. 4664-KH

Asia and the Pacific Division  
Programme Management Department

## Abbreviations and Acronyms

<b>AC</b>	Agricultural Cooperative
<b>ADB</b>	Asian Development Bank
<b>AFD</b>	Agence Française de Développement
<b>AEZ</b>	Agro-ecological zone
<b>AIMS</b>	Accelerating Inclusive Markets for Smallholders project
<b>ASEAN</b>	Association of South East Asian Nations
<b>ASPIRE</b>	Agriculture Services Programme for Innovation, Resilience and Extension
<b>AusAID</b>	Australian Agency for International Development (now Department of Foreign Affairs and Trade)
<b>AWPB</b>	Annual Work Plan and Budget
<b>B2B</b>	Business to business
<b>BFP</b>	Boosting Food Production Project (RGC)
<b>C/S F</b>	Commune <i>Sangkat</i> Fund
<b>CARDI</b>	Cambodia Agricultural Research and Development Institute
<b>CAVAC</b>	Cambodia Agriculture Value Chain Program (Australian funding)
<b>CBC</b>	Credit Bureau Cambodia
<b>CC (1)</b>	Commune Council
<b>CC (2)</b>	Climate Change
<b>CDRI</b>	Cambodia Development Research Institute
<b>CEW</b>	Commune Extension Worker
<b>CGAP</b>	Consultative Group to Assist the Poor (hosted by World Bank)
<b>CIC</b>	Central Investment Committee
<b>CIP</b>	Commune Investment Programme
<b>CMO</b>	Component Management Office
<b>COSOP</b>	Country Strategic Opportunities Programme

<b>CSES</b>	Cambodia Socio-Economic Survey
<b>D&amp;D</b>	Decentralisation and De-concentration
<b>DAO</b>	District Agriculture Office
<b>DCED</b>	Donor Committee for Enterprise Development
<b>DfID</b>	Department for International Development (UK)
<b>DGDT</b>	Directorate General for Domestic Trade, MoC
<b>DICO</b>	Department of International Cooperation, MOC
<b>EFA</b>	Economic and Financial Analysis
<b>EU</b>	European Union
<b>FBS</b>	Farm Business School
<b>FFS</b>	Farmer Field School
<b>FI</b>	Financial Institution
<b>FL</b>	Financial Literacy
<b>FO</b>	Farmer Organizations
<b>FSP</b>	Financial Service Provider
<b>GDA</b>	General Directorate of Agriculture
<b>GDP</b>	Gross Domestic Product
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit (German International Cooperation Agency)
<b>GPS</b>	Global Positioning System
<b>GRF</b>	Group Revolving Fund
<b>HARVEST</b>	Helping Address Rural Vulnerabilities and Ecosystem Sustainability
<b>HCMC</b>	Ho Chi Minh City
<b>HH</b>	Households
<b>HIC</b>	Hub investment committee
<b>HPI-1</b>	Human Poverty Index

<b>HRD</b>	Human Resource Development
<b>IA</b>	Implementing Agency
<b>ICA</b>	Investment Climate Assessment
<b>ID Poor</b>	Identification of Poor Household Programme, Ministry of Planning
<b>IDA</b>	International Development Association
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFC</b>	International Finance Corporation
<b>IP (1)</b>	Implementing Partners
<b>IP (2)</b>	Indigenous People
<b>IRR</b>	Internal Rate of Return
<b>KMC</b>	Knowledge management and communication
<b>LGF</b>	Loan Guarantee Fund
<b>LPA</b>	Lead Project Agency
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAFF</b>	Ministry of Agriculture, Forestry and Fisheries
<b>MDGs</b>	Millennium Development Goals
<b>MEF</b>	Ministry of Economy and Finance
<b>MFI</b>	Micro-finance Institution
<b>MG</b>	Matching grant
<b>MIH</b>	Ministry of Industry and Handicrafts
<b>MIS</b>	Management Information System
<b>MOC</b>	Ministry of Commerce
<b>MOE</b>	Ministry of Environment
<b>MOP</b>	Ministry of Planning
<b>MOWA</b>	Ministry of Women's Affairs

<b>MOWRAM</b>	Ministry of Water Resources and Meteorology
<b>MRD</b>	Ministry of Rural Development
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MSP</b>	Multi Stakeholder Platform
<b>NAA</b>	National Audit Authority
<b>NCDD</b>	National Committee for Sub-National Democratic Development
<b>NF3</b>	National Farmers' organizations Federations Forum
<b>NGO</b>	Non-Governmental Organization
<b>NPV</b>	Net Present Value
<b>NSDP</b>	National Socio-economic Development Plan
<b>O&amp;M</b>	Operation and Maintenance
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PADEE</b>	Project for Agricultural Development and Economic Empowerment
<b>PB</b>	Programme Budgeting
<b>PCR</b>	Project Completion Report
<b>PCC</b>	Provincial Chambers of Commerce
<b>PD</b>	Project Director
<b>PDA</b>	Provincial Department of Agriculture
<b>PDC</b>	Provincial Department of Commerce
<b>PDOWA</b>	Provincial Department for Women's Affairs
<b>PFI</b>	Partner Financial Institution
<b>PIA</b>	Private investment advisor
<b>PIM</b>	Project Implementation Manual
<b>PMO</b>	Project Management Office
<b>PPP (1)</b>	Public Private Partnership

<b>PPP (2)</b>	Purchasing Power Parity
<b>RET</b>	Renewable energy technology
<b>RGC</b>	Royal Government of Cambodia
<b>RIMS</b>	Results and Impact Management System
<b>ROI</b>	Return on Investment
<b>RPRP</b>	Rural poverty reduction project
<b>SAW</b>	Strategy for Agriculture and Water
<b>SM</b>	Social mobilizer
<b>SMM/SMS</b>	Social mobilizer manager / supervisor
<b>SME</b>	Small and Medium Enterprises
<b>SNEC</b>	Supreme National Economic Council
<b>SOE</b>	Statement of Expenditures
<b>SOP</b>	Standard Operating Procedures
<b>SPS</b>	Sanitary and phyto-sanitary
<b>S-RET</b>	Building Adaptive Capacity through the Scaling-up of Renewable Energy Technologies in Rural Cambodia Project
<b>TA</b>	Technical Assistance
<b>TOR</b>	Terms of Reference
<b>TOT</b>	Training of Trainers
<b>TSSD</b>	Tonle Sap Poverty Reduction and Smallholder Development Project
<b>UNCT</b>	United Nations Country Team
<b>US</b>	United States
<b>USAID</b>	United States Agency for International Development
<b>VC</b>	Value chain
<b>VCS</b>	Value chain specialist
<b>WA</b>	Withdrawal application



## A. Project Overview

Region:	Asia and the Pacific Division	Project at Risk Status:	Not at risk
Country:	Cambodia	Environmental and Social Category:	B
Project Name:	Accelerating Inclusive Markets for Smallholders	Climate Risk Classification:	2
Project Id:	2000001268	Executing Institution:	Ministry of Commerce
Project Type:	Credit and Financial Services	Implementing Institutions:	Ministry of Commerce
CPM:	Benoit Thierry		
Project Director:	H.E. Sovicheat Penn, Project Director, Ministry of Commerce, PSU		
Project Area:	whole country		

Approval Date	14/12/2016	Last audit receipt	not available yet
Signing Date	28/02/2017	Date of Last SIS Mission	20/11/2017
Entry into Force Date	28/02/2017	Number of SIS Missions	1
Available for Disbursement Date	28/07/2017	Number of extensions	0
First Disbursement Date	01/08/2017	Effectiveness lag	2 months
MTR Date	not available yet		
Completion Date	31/03/2023		
Financial Closure	30/09/2023		

## Project total financing

<b>IFAD Financing breakdown</b>	IFAD	\$36,257,000
<b>Domestic Financing breakdown</b>	Beneficiaries	\$8,116,000
	Private sector local	\$8,586,000
	National Government	\$8,654,000
<b>Co-financing breakdown</b>		
<b>Project total financing</b>		\$61,613,000

## Current Mission

Mission Dates: 20 Nov - 6 Dec 2017

Days in the field: 10

Mission composition: Nigel Smith (Team leader); Meng Sakphouseth (CPO, management specialist) Dara Rat Ung Moni (Agronomist/Climate specialist); Chamroeun Sok (FM & procurement specialist); Mathilde Lefebvre (M&E specialist)

Field sites visited: Kampong Cham, Takeo, Kampot, Battambang, Pailin



## B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective			Assessment of the Overall Implementation Performance		

<b>Effectiveness and Developmental Focus</b>	<b>4</b>	<b>Project Management</b>	<b>4</b>
Effectiveness	4	Quality of Project Management	4
Targeting and Outreach	4	Knowledge Management	4
Gender equality & women's participation	4	Value for Money	4
Agricultural Productivity		Coherence between AWPB and Implementation	4
Nutrition		Performance of M&E System	4
Adaptation to Climate Change	3	Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)	3

<b>Sustainability and Scaling-up</b>	<b>4</b>	<b>Financial Management and Execution</b>	<b>3</b>
Institutions and Policy Engagement		Acceptable Disbursement Rate	1
Partnership-building	5	Quality of Financial Management	3
Human and Social Capital and Empowerment		Quality and Timeliness of Audit	4
Quality of Beneficiary Participation	4	Counterparts Funds	4
Responsiveness of Service Providers	4	Compliance with Loan Covenants	4
Environment and Natural Resource Management		Procurement	3
Exit Strategy			
Potential for Scaling-up			

## C. Mission Objectives and Key Conclusions

### Background and Main Objective of the Mission

#### Background

Building on 20 years of successful RGC-IFAD cooperation, AIMS is a new generation of project specifically intended to foster new engines of agricultural growth and continue Cambodia's impressive record of poverty reduction and economic growth by helping make Cambodian agriculture sector bigger and better: bigger in terms of overall agricultural growth, better in terms of higher returns, especially returns on labour, and inclusiveness of this growth. AIMS introduces a range of new good practice approaches for inclusive market development.

The project goal is to *Enhance prosperity of Cambodian smallholder farmers through increasingly profitable links to agri-businesses and markets*. The project development objective is to *increase returns from farming for smallholders, including poorer farmers, through efficient public-sector investment*. The project has two closely inter-related and demand-driven components: (1) Value Chains Development and (2) Value Chain Financing. AIMS expects to server 75,000 direct beneficiaries, of whom 60,000 beneficiaries will achieve increased real net farming income by more than 30%.

AIMS is financed by RGC (US\$8.6 million), an IFAD loan (USD36.3 million) and significant beneficiary and private sector financing. The Financing Agreement was signed and became effective on 28 Feb 2017. The Project Completion Date is 31 Mar 2023 and Closing Date is 30 Sep 2023.

AIMS is the first IFAD-supported project led by the Ministry of Commerce, who also lead Component 1. MEF co-chairs the project and leads the implementation of Component 2 on Value Chain Financing.

#### Mission objective

The mission objectives for supervision and support are:

- For supervision, four key areas of project performance are to be reviewed and rated: (i) Fiduciary aspects (ii) Project implementation progress (iii) Outputs and outcomes by components and (iv) Sustainability.
- For support, the mission's objectives are to work closely with the teams of MOC, MEF and other partners to accelerate the effective start-up of the project and identify and address issues in the design and/or implementation to improve project performance towards its development objectives. The mission will give particular attention to two areas: 1) ensuring the project teams develop a sound understanding of the main elements of the AIMS approach and demystifying some of the new best practices the project will adopt, 2) accelerating the approval and establishment of the necessary project teams, processes, systems and guidelines. The mission follows the Implementation Support mission of 28 Mar- 5 Apr 2017.

#### Key Mission Agreements and Conclusions

Overall project performance is rated as *moderately satisfactory* (score = 4 out of maximum 6). Despite low disbursement and delays in recruitment of the project teams, AIMS has made positive progress in its 9 months of implementation.

The mains aspects of project set-up which need to be completed without further delay include:

- Approval of key documents, notably PIM, VCIF Guidelines, Line of credit subsidiary agreement, and SDF Guidelines. It is noted that drafts have been prepared for all of these, except the subsidiary loan agreement. It is also noted that SDF Guidelines are not part of the PIM and can be approved directly by the PD with 'no objection' from IFAD.
- Sign agreements with Provincial Chambers of Commerce and Farmer Organizations identified in the PDR.
- Complete recruitment of contract staff and procurement of social mobilization (SM) teams. The mission notes recruitment of Comp 1 contract staff is well advanced, strong candidates shortlisted for all posts and recruitment to be completed for senior posts in December and all post by January. Recruitment of Comp 2 has not been fully advertised and needs to be completed promptly via a professional selection process to ensure strong candidates are recruited. Similarly, procurement of the social mobilization (SM) teams has not been advertised and needs to be progressed urgently as SM teams are a critical part of the hub operation.
- Complete set-up of financial management systems, and ensure staff at central and hub level are familiar and confident in how to follow these processes.
- Complete rapid mapping of potential clusters in all provinces in hubs and initiate MSPs and cluster development processes.
- Define mechanisms for collaboration with strategic partners while maintaining the core focus and approaches of AIMS, notably private sector-led (farmers/businesses) modalities for setting project activities and investment priorities in each cluster.

IFAD and the Royal Government of Cambodia endorse the findings of the supervision mission.

## D. Overview and Project Progress

As the project is nine months in to its first year of implementation the focus to date has rightly been on the establishment of the project structures, teams, resources, systems and procedures. Alongside the set-up of the project. The project teams have also made significant effort to initiate practical project activities using their existing staff and core budgets.

In reviewing overall project progress, two contextual factors are also noted by the mission:

- AIMS is the first major IFAD-funded project to be led by MOC and among the largest ODA projects directly implemented by MOC in recent years;
- There were local elections across the country during the middle of 2017, similarly there will be national election in 2018.

Overall progress is moderately satisfactory which reflects the steady progress on recruitment of the contract staff and procurement of essential equipment and vehicles which is nearing competition, very positive initial activities in the field organized by the hub team but some prolonged delays in the contracting of the social mobilization team which will continue to delay full field activities until the mid-2018. Given the importance of effective farmer mobilization into the cluster activities, the project team will need to find ways, for example through collaborating with PDAFFs, farmers organization and others, to engage with farmers in the coming months in the absence of the AIMS in-house social mobilization teams.

The main highlights under each component include:

Component 1 highlights:

- Central and hub teams are rapidly gaining an understanding of AIMS approaches to cluster development, multi-stakeholder platforms (MSPs) and brokering linkages between businesses and farmers.
- First MSP meetings were completed during the mission in 2 hubs (rice in Kampong Cham, vegetables in Battambang/Pailin). These were well attended and appreciated by businesses and farmers and should lead to immediate follow-up activities between them.
- Hub teams have used existing staff/budgets to carry-out mapping of commodities in hub provinces and are continuing in other provinces, despite full teams and resources not yet in place.
- Emerging collaboration between the Provincial Departments of Commerce and of Agriculture, Forestry and Fisheries, as evident from the best practice in Battambang.
- Positive initiative of the Project Director (PD) and team to begin engagement with potential strategic partners who can bring significant technical and industry knowledge into AIMS. Additional strategic partners may also be available in some commodities (e.g. quality assured rice) or specialist technical areas (e.g. contract farming).
- Assignment of three committed senior staff of MOC (Deputy Director Generals) to supervise and mentor each of hub.
- Close support and attention given to AIMS by Minister of Commerce, including assigning a senior advisor to support the project (Head of Advisory Group of Ministry).

Component 2 highlights:

- PIU established in General Department (GD) of International Cooperation and Debt Management,
- an economist of GD Economic and Public Finance Policy assigned to PIU as the Financial Investment Officer.
- coordination initiated between AIMS and GD Financial Industry with Financial Markets and Institutions Department.

## E. Project implementation

### a. Development Effectiveness

#### Effectiveness and Developmental Focus

Effectiveness

Rating: 4

#### Justification of rating

Project is only 9 months into operation. Project teams are still being fully established but there is growing understanding and application of the core approaches. The mobilization by MOC of new strategic partnerships is like to significantly enhance the project effectiveness in the coming period.

#### Log-Frame Analysis & Main Issues of Effectiveness

The log frame indicators and targets remain highly relevant. However, it is too early to assess progress against the logframe.

Agreed Action	Responsibility	Agreed Date
<b>Approval of PIM, VCIF Guidelines and Line of Credit guideline</b> Approve and disseminate (including in Khmer) all formal project documents, including PIM, VCIF Guidelines and Line of Credit guidelines. Approval subject to MEF and IFAD 'no objection' approval.	MOC/MEF; PIM MEF; VICF Guidelines; LoC	12/2017
<b>Signing of agreements with development partners</b> Sign agreements with implementing partners identified in the PDR - Provincial Chambers of Commerce and the national network of Farmer Organizations. Contracting of implementing partners which are Provincial Chambers of Commerce and the national network of Farmer Organizations, following their scope of work to have two representatives in each hub and membership of HIC/CIC identified and approved in the PDR is not subject to SOP standard procurement process. For the national network of Farmers' Organizations, the mission endorses the contract arrangement with FNN and CFAP to represent the national network of Farmers' Organizations. The National Farmers' Organization Federation Forum (NF3) will take over the tasks from both organizations once it becomes operational.	MOC	12/2017
<b>Approval and dissemination of guidelines</b> Approve and disseminate (in Khmer) internal guides including SDF guidelines, Hip-pocket manual and cluster development 'how to do' guides. Approval of SDF by PD subject to IFAD 'no objection'.	MOC	12/2017
<b>Recruitment of contract staff</b> Complete recruitment of all contract staff using professional recruitment process	MOC Comp; 1 MEF Comp 2	01/2018
<b>Procurement</b> Complete procurement of SM teams and mobilize to hubs	MOC	03/2018
<b>Organization of orientation workshop</b> Organize an orientation workshop explaining how to use the guidelines and the "How to" documents as soon as all staff are on board in first quarter of 2018	MOC	03/2018
<b>Cluster mapping</b> Complete rapid mapping of potential clusters in all provinces in hubs and initiate MSPs and cluster development processes	MOC	03/2018

#### Development Focus

Targeting and Outreach

Rating: 4

#### Justification of rating

The project field activities have begun, through the first two MSP meetings, the project target groups have been effectively mobilized into the project. The M&E is set-up and should capture data disaggregated by gender, age and poverty. The recruitment of the full social mobilization team and the emerging strategic partnerships will further accelerate and deepen the effectiveness of the targeting and outreach. In addition, the recent formalization in Nov 17 of the National Farmers' organization Federation Forum – a named implementing partner – will further strengthen the targeting and outreach. The VC Team/PMO/MoC has an in-depth understanding of eligibility criteria to select the beneficiaries and efforts required to encourage participation of the smallholders. Though targeting activities have not yet started, the SM witnessed the capacity of the three hubs to conduct properly a targeting process

#### Main issues

The primary issues at present are completing the establishment and training of the full SM and VC teams in each hub, putting in place the partnership arrangement with the strategic partners and providing capacity building support to NF3 so it can operate as an effective partner to AIMS and fully represent the interests of farmers within the project.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>ID Poor Status in MIS</b>  Link or include the ID Poor Identification Program in the AIMS MIS	MOC	03/2018
<b>Disseminate VC facilitation guidance</b>  Finalize, translate and disseminate the Facilitation Guide for Value Chain development to the concerned parties in the three Hubs, first quarter 2018.	MOC; VC team	03/2018

#### Gender equality & women's participation

**Rating: 4**

#### Justification of rating

Three of the target commodities are expected to be particularly relevant to rural women's participation in the project and clusters: chicken, vegetables and raw silk production. As with all commodities, work on these is only just beginning. The MOC PMU has initiated discussions with the Ministry of Women's Affairs to establish mechanisms for AIMS to be able to collaborate with MOWA and their provincial departments.

#### Main issues

No significant issues are yet observed.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>MOWA Co-operation:</b>  Explore feasibility and mechanisms for collaboration with Ministry of Women's Affairs at central and sub-national level	MOC	03/2018

#### Adaptation to Climate Change

**Rating: 3**

#### Justification of rating

The VC Team/PMO/MoC is aware of impact of climate change which is also included-as part of the SECAP- in the draft of Facilitation Guide for Value Chain Development. Through the strategic partnership with ASPIRE -to be built- the VC Team has identified four entry points where AIMS could benefit from: (a) Conduct of Vulnerability Reduction Assessment (VRA) in ASPIRE that reflects the impact and solutions to overcome climate change (b) Delivery of resilient technical extension packages (c) Resilient infrastructures and (d) Plan the conduct of technical demonstration applied to AIMS flagship commodities.

#### Main issues

The primary issue now is to ensure the VC teams and wider project teams gain a strong practical understanding of the four entry points on CC adaptation identified in the PDR and how to apply them within the clusters. This requires that practical guidance is included in the VC Facilitation Guidelines and basic foundation training planned for all project staff. Establishing an effective partnership with ASPIRE PDFFs is an important part of this process.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Mainstream CC adaptation into cluster development</b>  Follow a multi-dimensional approach to mainstream CC adaptation considerations into cluster development, including: <ul style="list-style-type: none"> <li>• Partnership building with ASPIRE to start at earliest convenience with NCDDDS (Mol) for VRA and resilient infrastructures and General Department of Agriculture (GDA) of the Ministry of Agriculture, Forestry and Fisheries (MAFF).</li> <li>• Include soft copy of existing VRAs in the AIMS MIS</li> <li>• Mapping the existing resilient infrastructures already and to be built under the component 4 of ASPIRE</li> <li>• Mapping sites where successful delivery of resilient extension technical packages and on-site demonstration occurred, villages where community had built its resilience.</li> <li>• Plan on site demonstration applied to AIMS flagship commodities to be used as a learning sites between ASPIRE and AIMS.</li> </ul>	MOC	06/2018

## **b. Sustainability and Scaling up**

### **Partnership-building**

**Rating: 5**

#### **Justification of rating**

The partnership within AIMS were already ambitious, bringing in farmers organization and chambers of commerce as well as SM NGOs into the heart of project delivery. The PMO has already progressed past this and demonstrate a highly open mindset to collaboration, having progress discussions for collaboration with additional strategic partners who have acknowledge expertise and networks that would add value to AIMS. The hub teams in Kampong Cham and Battambang have also initiated their MSPs in rice and vegetable that are starting to build partnerships and crowding-in by private sector. AIMS hub teams have already initiated cooperation with ASPIRe provincial teams. The openness of project leadership to building such partnerships is a particular strength observed by the mission.

#### **Main issues**

The three main issues now are to complete the partnership and implementation agreements with the implementing partners named in the PDR (Chambers of commerce, national network of Farmers Organization), procurement of the SM NGO contracts and collaboration agreements with ASPIRE. In addition, there is a need to develop a clear strategic partnership framework to enable the project to identify and develop focused and effective strategic partnerships that significantly enhance the effectiveness and impacts of AIMS.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>AWPB 2018</b>  For AWPB 2018, include mechanisms and necessary operating budget for active involvement in AIMS of additional Prov Departments of Commerce and PDAFFs within each hub that are not currently in receipt of ODA project support (e.g. AIMS, ASPIRE TSSDP).	MOC	12/2017
<b>Signing of co-ordination/partnership agreements</b>  Sign co-ordination / partnership agreements between AIMS and ASPIRE projects, detailing common objectives and agreed collaboration mechanisms and working arrangements at sub-national and central levels.	MOC / MAFF / IFAD	01/2018
<b>Strategic partnerships</b>  Define mechanisms for collaboration with strategic partners while maintaining the core focus and approaches of AIMS, notably private sector-led (farmers/businesses) modalities for setting project activities and investment priorities in each cluster. This should be based on the Strategic Partnership matrix defined during the mission (see Annex)	MOC	01/2018
<b>Coordination and partnership</b>  Begin regular monthly co-ordination meetings at central and hub level between all project teams, this should include implementing partners at central and hub level (Chambers of Commerce, Farmers Organization, RDB, PDAFF, strategic partners etc).	MOC with all implementing partners	01/2018
<b>Additional strategic partnerships</b>  Identify any additional potential strategic partners for each commodity and other critical cross-cutting themes (e.g. contract farming)	MOC	01/2018
<b>Strategic partners</b>  Where justified and fully aligned with AIMS development objectives and modalities, the project should develop individual partnership agreements with each strategic partner. Where such agreements involve financial payments from AIMS of more than US\$20,000 to the partner, the partnership agreements shall require prior 'no objections' approval from IFAD. Funds for such agreements may be provided from the SDF.	MOC	

#### Quality of Beneficiary Participation

**Rating: 4**

##### Justification of rating

The project teams have only begun initial mobilization of beneficiary participation. The two MSPs organized to date had strong participation of a wide range of farmers and intended beneficiaries.

##### Main issues

Multi-stakeholder platforms at the core of the project approach and should provide a strong mechanism for routine pro-active beneficiary participation in project decision making in support of each cluster. The main priority now is to build the capacity of the hub teams to mobilize farmers into these processes and provide farmers with the necessary mentoring and support so that they feel fully empowered and confident to engage in these processes and represent their interests in the clusters.

#### Responsiveness of Service Providers

**Rating: 4**

##### Justification of rating

It is too early to assess service providers' performance.

### c. Project Management

#### Quality of Project Management

**Rating: 4**

##### Justification of rating

MOC demonstrates an exceptionally high degree of commitment and understanding of the project development objectives at all levels – from H.E. the Minister, his senior advisors, Project Director, Deputy Project Directors, DICO and VC team managers, hub managers and staff in provinces. Significant management time and resources have been committed to the project. Similarly, MEF has taken steps to ensure the participation of relevant departments within MEF in project implementation and management. Some minor management issues typical of project start-up have been experienced, not least to do with some external factor.

#### Main issues

The next step is to convert this strong commitment and understanding into equally effective and disciplined management systems and processes. In particular, there is a need to recruit a high calibre senior programme management TA to support the project leadership to establish such systems. IFAD should also continue to provide close support on programme management, sharing good practice experiences from other similar programmes in the region.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Management</b>  Establish clear delegation of authority to the Deputy Director Generals responsible for each hub and hub managers (Directors of DPOC), including clear definition of their levels of authorisation on decision making and allocation of staff and resources to achieve the agreed results for each hub.	MOC	12/2017
<b>Capacity building of project team</b>  - RDB capacity building plan – ensure activities are included in AWPB 18 where consistent with AIMS objectives - National Farmers' organization Federations Forum (NF3) capacity building – discuss with newly elected NF3 board on potential for capacity building plan for AIMS to support for NF3 as key implementing partner and include in AWPB 18.	MEF / RDB; MOC / IFAD	12/2017
<b>Capacity building of project team</b>  Define and deliver a range of basic foundation capacity building activities for all project staff covering key elements and skills needed in the project, including (among other things): essentials of social mobilization, how to work with farmers and business, facilitation and brokering skills, basic business cash flow and financial analysis, value chain development techniques, commodity briefing on the 5 commodities, M&E in market projects.	MOC	03/2018
<b>Capacity building of project team</b>  Knowledge exchange/study tour to HVAP Nepal should be completed including up to approx. 25 key staff from central and hub level including government, contract and implementing partners staff. Participant list shall require IFAD 'no objection' approval.	MOC	05/2018

#### Knowledge Management

Rating: 4

#### Justification of rating

KM systems in the project are only just being set-up and it is too early to assess them.

#### Value for Money

Rating: 4

#### Justification of rating

Two factors are taken into considerations: (i) 2% of the project resources are used to deliver more than 50% of the intended result to be achieved in AWPB 2017 which is to set up institutional and governance framework for the project; and (ii) the remaining outputs, which is expected to be completed by February of 2018, will moderately slowdown delivery in 2018 and the rest of the project period if no significant attempt to catch up the delivery plan.

#### Main issues

As outlined above, over 50% of AWPB activities have been delivered with 2% of the financial expenditure. More detailed VfM analysis is not relevant in the first year of the project.



<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Forward projections of annualized targets for delivery of impacts</b>  Set up the delivery phasing plan to meet the project objective as indicated in the project logframe	MOC	06/2018
<b>EFA data in MIS</b>  Include data needed for EFA in MIS to enable annual tracking of the financial and economic performance of the project after MTR	MOC	06/2018

#### **Coherence between AWPB and Implementation**

**Rating: 4**

##### **Justification of rating**

Physical progress of activities is at around 50% of full AWPB at the time of the mission with all outstanding major activities expected to be completed within only minor delays by Feb 18 – around 2 months into next AWPB. Overall this represent good progress in the 1st year of the project, not least as there were countrywide election that caused disruptions to the project for at least three months during this period. Financial progress vs AWPB is low, at only around 2%. This is primarily due to a lack of familiarity within MOC in terms of IFAD projects and required FM systems and process. MOC has used its own budgets to initiate project activities.

#### **AWPB Inputs and Outputs Review and Implementation Progress**

All major activities in the AWPB are in progress with some delays. The main focus of the AWPB has been to establish the project teams, structure and processes. The procurement of the relatively large service contracts for the social mobilization service providers has been the slowest to progress and needs to be accelerated as these form a critical part of the hub teams.

#### **Performance of M&E System**

**Rating: 4**

##### **Justification of rating**

The M&E system is still being set-up so it is too early to provide a specific assessment. The recruitment of the national and international M&E advisors in the coming weeks will accelerate this process.

##### **M&E System Review**

It will be important that AIMS learns the lessons from the M&E framework and system developed and used in the High Value Project in Nepal. It is expected that AIMS will build on and improve the approaches first developed in HVAP to develop a true, “next generation” MIS and M&E system for inclusive market development projects.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Conduct rolling-baselines surveys</b>  Conduct rolling-baselines surveys in each cluster when implementation activities start in that cluster. Rolling baselines should include data for cluster baselines and any additional data required for baselines purposes for RGC and IFAD M&E systems.	MOC	01/2018
<b>Exchange visits</b>  Arrange knowledge sharing exchange and technical assistance from Nepal High Value Agriculture Project on M&E and MIS system design (once AIMS M&E staff are all in post)	MOC	01/2018

#### **Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)**

**Rating: 3**

##### **Justification of rating**

As follow-up of the Implementation Support Mission, the VC Team/PMO/MoC has included implementation of SECAP in the Facilitation Guide for Value Chain development. In addition, a note on how to implement SECAP has also been discussed and not yet finalized. The note requires PMO to: • Collect existing VRA from ASPIRE, Small Grant Programs/UNDP and include the soft copy into the AIMS MIS system. • Include the Vulnerability Index developed by the Ministry of Environment into AIMS MIS system • Develop and finalize tools such as Rapid checking list on Social, Environment and Climate issues.

##### **SECAP Review**

The priority now is to finalize and put into full operation the Facilitation Guide with inclusion of SECAP implementation by first quarter 2018.

For agreed actions, see section above on 'Climate change Adaptation'.

## d. Financial Management & Execution

### Disbursement by financier

Type	Name	Current Amount	Disbursed Amount	Actual Rate
Domestic Financing breakdown	Beneficiaries	\$8,116,000		
	Private sector local	\$8,586,000		
	National Government	\$8,654,000		

### Acceptable Disbursement Rate

Rating: 1

#### Justification of rating

The project is in its 1st year of implementation and its disbursement rate is 0.79% for both IFAD and RGC funds as of 31 Nov 2017 (9 months of implementation). There have been no extensions.

#### Main issues

Annual Work Plan and Budget (AWPB) 2017 has been approved in the total amount of USD2,018,840 on 22/08/2017. The 2017 AWPB for IFAD Loan is USD652,215, An Initial Fund in the amount of USD500,000 has been received on 02/08/2017. However, of this only USD8,011 has been disbursed, representing only 1.23% of the annual budget. The AWPB 2017 for RGC is USD1,366,625., An Initial Fund in the amount of USD668,000 has been received on by AIMS/MEF-PIU on 18/09/2017. However, only USD7,996 has been spent, representing only 0.59% of the annual budget. Thereafter, AIMS – MoC - Project Management Office (PMO) released initial advance to three HUBs in the total amount of USD30,000, whereby, each HUB received USD10,000 on 26/11/2017.

The low disbursement rate is a combination of three main factors typical of new project start-up: 1) small delays (approx.. 3-5 months) in recruitment and procurement of project teams and equipment, 2) time taken to establish internal financial systems and procedures and project teams familiarity with these systems to begin to use project funds for activities, 3) government teams using their existing core budgets and resources to initiate field activities.

Initial start-up issues that have delayed disbursement are expected to be resolved by Jan 2018 giving stronger disbursement performance in 2018.

Agreed Action	Responsibility	Agreed Date
<b>Prepare AWPB 2018</b>  Prepare result-based AWPB 2018 for each Component and hub and ensure approved before 1 Jan 18.	MOC	12/2017

### Fiduciary Aspects

#### Quality of Financial Management

Rating: 3

#### Justification of rating

While MOC-DICO is an experienced and competent project and financial management unit, the financial systems for AMS are not yet fully operational. Consequently, there is a risk while as no financial reports have yet been prepared and documented.

#### Main issues

The Accounting software / system for AIMS has not yet been set-up. There is no financial report has been prepared.

The AIMS Financial department wait until the Accounting software install / implement prior to prepare financial report.

Thereafter, the mission team recommends to prepare main financial report, in Excel is acceptable, as an ease of reference used and internal control mechanism to mitigate the risks since transactions have been made since August 2017.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Improve financial management</b> - Cash Book (Bank Control Book) - Bank Reconciliation - Petty Cash Book transaction and surprise Cash Count should be recorded and documented at least on monthly basis. - Invoice should be stamped paid and certified by Approving Officer, i.e., Project Manager / HUBs Manager	MOC	01/2018

#### **Quality and Timeliness of Audit**

**Rating: 4**

##### **Justification of rating**

AIMS has not yet completed its first financial year of operation. No audit is yet due.

#### **Counterparts Funds**

**Rating: 4**

##### **Justification of rating**

The 2017 AWPB in the total amount of USD1,366,625 has been approved on 22/08/2017, while it has been released in the amount of USD668,000 on 18/09/2017. Therefore, it is only 48.88% of fund release against Budget under RGC Fund. However, given low disbursement by the project the lower RGC contribution as of the mission is satisfactory and has not affected implementation.

#### **Compliance with Loan Covenants**

**Rating: 4**

##### **Justification of rating**

The project is in the process of actions to comply with the loan covenants, but all loan covenants are not yet met.

#### **Procurement**

##### **Procurement**

**Rating: 3**

##### **Justification of rating**

Procurement is following the required processes but is slower than desired with some negative impacts on project delivery.

##### **Procurement Review**

of vehicles has been outsourced to UNOPS. While procedural aspects are satisfactory the overall procurement process has moved slowly and negatively affected project delivery in 2107. The processes for recruiting contract staff and procuring key resources and equipment have not been completed at the time of the mission. While most of the contract staff recruitments and equipment purchases are expected to be completed within the next 2 months, the critical procurement of the social mobilizer teams is not expected to be completed until March 2018 with social mobilizer teams therefore unlikely to be fully operational until May 2018 earliest. Lack of contract staff in hub teams has delayed the start of field activities. The further delays in the SM team contracting will further negative impacts on the start-up and proper functioning of the Hub teams.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Update Summary Procurement's Progress report and status</b> Update Summary Procurement's Progress report and status	MOC; DICO	01/2018

## F. Relevance

## G. Agreed Actions

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Approval and dissemination of guidelines</b>  Approve and disseminate (in Khmer) internal guides including SDF guidelines, Hip-pocket manual and cluster development 'how to do' guides. Approval of SDF by PD subject to IFAD 'no objection'.	MOC	12/2017
<b>AWPB 2018</b>  For AWPB 2018, include mechanisms and necessary operating budget for active involvement in AIMS of additional Prov Departments of Commerce and PDAFFs within each hub that are not currently in receipt of ODA project support (e.g. AIMS, ASPIRE TSSDP).	MOC	12/2017
<b>Management</b>  Establish clear delegation of authority to the Deputy Director Generals responsible for each hub and hub managers (Directors of DPOC), including clear definition of their levels of authorisation on decision making and allocation of staff and resources to achieve the agreed results for each hub.	MOC	12/2017
<b>Capacity building of project team</b>  - RDB capacity building plan – ensure activities are included in AWPB 18 where consistent with AIMS objectives - National Farmers' organization Federations Forum (NF3) capacity building – discuss with newly elected NF3 board on potential for capacity building plan for AIMS to support for NF3 as key implementing partner and include in AWPB 18.	MEF / RDB; MOC / IFAD	12/2017
<b>Prepare AWPB 2018</b>  Prepare result-based AWPB 2018 for each Component and hub and ensure approved before 1 Jan 18.	MOC	12/2017
<b>Approval of PIM, VCIF Guidelines and Line of Credit guideline</b>  Approve and disseminate (including in Khmer) all formal project documents, including PIM, VCIF Guidelines and Line of Credit guidelines. Approval subject to MEF and IFAD 'no objection' approval.	MOC/MEF; PIM MEF; VICF Guidelines; LoC	12/2017
<b>Signing of agreements with development partners</b>  Sign agreements with implementing partners identified in the PDR - Provincial Chambers of Commerce and the national network of Farmer Organizations. Contracting of implementing partners which are Provincial Chambers of Commerce and the national network of Farmer Organizations, following their scope of work to have two representatives in each hub and membership of HIC/CIC identified and approved in the PDR is not subject to SOP standard procurement process.  For the national network of Farmers' Organizations, the mission endorses the contract arrangement with FNN and CFAP to represent the national network of Farmers' Organizations. The National Farmers' Organization Federation Forum (NF3) will take over the tasks from both organizations once it becomes operational.	MOC	12/2017
<b>Additional strategic partnerships</b>  Identify any additional potential strategic partners for each commodity and other critical cross-cutting themes (e.g. contract farming)	MOC	01/2018

<b>Strategic partnerships</b>  Define mechanisms for collaboration with strategic partners while maintaining the core focus and approaches of AIMS, notably private sector-led (farmers/businesses) modalities for setting project activities and investment priorities in each cluster. This should be based on the Strategic Partnership matrix defined during the mission (see Annex)	MOC	01/2018
<b>Coordination and partnership</b>  Begin regular monthly co-ordination meetings at central and hub level between all project teams, this should include implementing partners at central and hub level (Chambers of Commerce, Farmers Organization, RDB, PDAPP, strategic partners etc).	MOC with all implementing partners	01/2018
<b>Conduct rolling-baselines surveys</b>  Conduct rolling-baselines surveys in each cluster when implementation activities start in that cluster. Rolling baselines should include data for cluster baselines and any additional data required for baselines purposes for RGC and IFAD M&E systems.	MOC	01/2018
<b>Recruitment of contract staff</b>  Complete recruitment of all contract staff using professional recruitment process	MOC Comp; 1 MEF Comp 2	01/2018
<b>Update Summary Procurement's Progress report and status</b>  Update Summary Procurement's Progress report and status	MOC; DICO	01/2018
<b>Improve financial management</b>  <ul style="list-style-type: none"> <li>- Cash Book (Bank Control Book)</li> <li>- Bank Reconciliation</li> <li>- Petty Cash Book transaction and surprise Cash Count should be recorded and documented at least on monthly basis.</li> <li>- Invoice should be stamped paid and certified by Approving Officer, i.e., Project Manager / HUBs Manager</li> </ul>	MOC	01/2018
<b>Signing of co-ordination/partnership agreements</b>  Sign co-ordination / partnership agreements between AIMS and ASPIRE projects, detailing common objectives and agreed collaboration mechanisms and working arrangements at sub-national and central levels.	MOC / MAFF / IFAD	01/2018
<b>Exchange visits</b>  Arrange knowledge sharing exchange and technical assistance from Nepal High Value Agriculture Project on M&E and MIS system design (once AIMS M&E staff are all in post)	MOC	01/2018
<b>MOWA Co-operation:</b>  Explore feasibility and mechanisms for collaboration with Ministry of Women's Affairs at central and sub-national level	MOC	03/2018
<b>Capacity building of project team</b>  Define and deliver a range of basic foundation capacity building activities for all project staff covering key elements and skills needed in the project, including (among other things): essentials of social mobilization, how to work with farmers and business, facilitation and brokering skills, basic business cash flow and financial analysis, value chain development techniques, commodity briefing on the 5 commodities, M&E in market projects.	MOC	03/2018
<b>Disseminate VC facilitation guidance</b>  Finalize, translate and disseminate the Facilitation Guide for Value Chain development to the concerned parties in the three Hubs, first quarter 2018.	MOC; VC team	03/2018

<b>Organization of orientation workshop</b>  Organize an orientation workshop explaining how to use the guidelines and the “How to” documents as soon as all staff are on board in first quarter of 2018	MOC	03/2018
<b>Procurement</b>  Complete procurement of SM teams and mobilize to hubs	MOC	03/2018
<b>Cluster mapping</b>  Complete rapid mapping of potential clusters in all provinces in hubs and initiate MSPs and cluster development processes	MOC	03/2018
<b>ID Poor Status in MIS</b>  Link or include the ID Poor Identification Program in the AIMS MIS	MOC	03/2018
<b>Capacity building of project team</b>  Knowledge exchange/study tour to HVAP Nepal should be completed including up to approx. 25 key staff from central and hub level including government, contract and implementing partners staff. Participant list shall require IFAD ‘no objection’ approval.	MOC	05/2018
<b>Mainstream CC adaptation into cluster development</b>  Follow a multi-dimensional approach to mainstream CC adaptation considerations into cluster development, including: <ul style="list-style-type: none"> <li>• Partnership building with ASPIRE to start at earliest convenience with NCDDDS (MoI) for VRA and resilient infrastructures and General Department of Agriculture (GDA) of the Ministry of Agriculture, Forestry and Fisheries (MAFF).</li> <li>• Include soft copy of existing VRAs in the AIMS MIS</li> <li>• Mapping the existing resilient infrastructures already and to be built under the component 4 of ASPIRE</li> <li>• Mapping sites where successful delivery of resilient extension technical packages and on-site demonstration occurred, villages where community had built its resilience.</li> <li>• Plan on site demonstration applied to AIMS flagship commodities to be used as a learning sites between ASPIRE and AIMS.</li> </ul>	MOC	06/2018
<b>Forward projections of annualized targets for delivery of impacts</b>  Set up the delivery phasing plan to meet the project objective as indicated in the project logframe	MOC	06/2018
<b>EFA data in MIS</b>  Include data needed for EFA in MIS to enable annual tracking of the financial and economic performance of the project after MTR	MOC	06/2018
<b>Strategic partners</b>  Where justified and fully aligned with AIMS development objectives and modalities, the project should develop individual partnership agreements with each strategic partner. Where such agreements involve financial payments from AIMS of more than US\$20,000 to the partner, the partnership agreements shall require prior ‘no objections’ approval from IFAD. Funds for such agreements may be provided from the SDF.	MOC	

# Accelerating Inclusive Markets for Smallholders

## Logical Framework

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members										
	Household members	4									
	1.a Corresponding number of households reached							project report	Annual		
	Non-women-headed households	0	37500	75000							
	Women-headed households	0									
	1 Persons receiving services promoted or supported by the project							project report	Annual		
	Indigenous people	0									
	Males	0	75000	150000							
	Females	0	75000	150000							
Goal Enhance prosperity of Cambodian smallholder farmers through increasingly profitable links to agri-businesses and markets	80% of total of 75,000 direct beneficiaries >30%							Survey	Baseline; Mid-term; End line	PMO	Assumes continued social, political and economic stability in the country and neighboring ASEAN region
	Households	0	20000	60000							
Objective To increase returns from agriculture value chains for smallholders, including poorer farmers and youth, through efficient public sector investment	Number of beneficiaries' increased return on labour in farming by 50%							Survey, annual VC tracking	Baseline; Mid-term; End line	PMO	There are no prolonged collapses in export/local demand or prices for agricultural products.
	Households	0	13500	40000							
	Public return on investment (ROI)							PCR	end of project	PMO	
	ROI	0		20							

<b>Outcome</b> 1. Profits to farmers and businesses from Inclusive value chains increased for multiple higher value products.	Adoption rate of production and postharvest technologies of participating farmers						Annual VC Tracking; Survey	Baseline; Mid-term; End line	PMO	There are no prolonged collapses in export/local demand or prices for agricultural products. For AIMS value chains substantial improvements in production and post-harvest are necessary and feasible as foundations of growth.
	adoption rate	0	40	60						
	Beneficiaries reporting adoption of new/improved inputs, technologies or practices						survey, annual VC tracking	Annual	PMO	
	Households		15000	45000						
	Aggregate value of products sold in target locations in priority value chains in real terms						Annual VC tracking survey	Annual	PMO	
	percentage increase		10	30						
<b>Outcome</b> 2. Private investment increased in priority value chains from smallholders and agribusinesses	Smallholder investment in priority value chains and production clusters						Annual VC Tracking, Survey	Annual	PMO	Sufficient numbers of banks and MFIs continue to show commercial interest and commitment to expanding agricultural lending portfolio to smallholder and agribusiness sectors Participating smallholders have sufficient interest to improve their financial literacy. Positive framework conditions for investment into agriculture
	percentage increase		10	30						
	Partner Financial Institutions (PFIs) continue financing VCs after end of project						project reports	Annual	PMO	
	PFIs		4	5						
	Agri-business investment in priority value chains and production clusters						Annual VC tracking survey	Annual	PMO	
	percentage increase		10	30						
	Participating smallholder farmers with increased financial literacy						pre/post FL training assessment	Annual	PMO	
	smallholder farmers		50	50						
<b>Outcome</b> 3. Substantially increased capacity of national and sub-national institutions to design and deliver inclusive agriculture market development initiatives	MSPs that are active, well attended and positively regarded by participants of target VC cluster locations						Project reports; MSP Participant surveys	Annual	PMO	External socio-political factors do not disrupt MSPs. Sufficient interest from Private sector in MSPs across all priority VCs of AIMS. Assumes 80% of total direct project beneficiaries
	MSPs		90	90						
<b>Output</b> Farmers receiving training in production practices and financial/business literacy	1.1.4 Persons trained in production practices and/or technologies						project report	Annual	PMO	Assumes 66% of total direct project beneficiaries



Indigenous people trained in livestock									
Men trained in crop									
Young people trained in crop									
Women trained in fishery									
Women trained in crop									
Young people trained in fishery									
Total persons trained in livestock									
Men trained in fishery									
Men trained in livestock									
Total persons trained in fishery									
Young people trained in livestock									
Indigenous people trained in fishery									
Women trained in livestock									
Total persons trained in crop		30000	60000						
Indigenous people trained in crop									
1.1.7 Persons in rural areas trained in financial literacy and/or use of financial products and services							project report	Annual	PMO

	Indigenous people										
	Young										
	Males		24750	50000							
	Females										
<b>Output</b> PPPs or similar partnerships with large and small agri-businesses and service enterprises	PPPs or similar partnerships with large and small agri-businesses and service enterprises							Project reports	Annual	PMO	Sufficient interest and involvement of Private Sector in partnering government.
	partnerships		100	250							
<b>Outcome</b> additional ORMS core indicators to be monitored and reported, but no targets	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities							survey, annual VC tracking	base; mid-term; endline; annual	PMO	
	Women in leadership position										
	Percentage of POs										
	Number of POs										
	Percentage of indigenous POs										
	2.2.5 Rural producers' organizations reporting an increase in sales							survey, annual VC tracking	base; mid-term; endline; annual	PMO	
	Rural POs with women in leadership position										
	Number of rural POs										
	Percentage of rural POs										
	Policy 2 Functioning multi-stakeholder platforms supported							project report	Annual	PMO	
	Number										
	2.1.3 Rural producers' organizations supported							project report	Annual	PMO	
	Young										

	Total size of POs										
	Males										
	Women in leadership position										
	Females										
	Rural POs supported										
	Indigenous people										