



# **PROMOTING CLIMATE RESILIENT LIVELIHOODS IN RICE BASED COMMUNITIES IN THE TONLE SAP BASIN**

## **PROJECT INCEPTION REPORT**

**THE GENERAL DIRECTORATE OF AGRICULTURE (GDA)  
OF THE MINISTRY OF AGRICULTURE, FORESTRY, AND FISHERIES (MAFF)  
AND THE GENERAL DIRECTORATE OF LOCAL COMMUNITY (GDLC)  
OF THE MINISTRY OF ENVIRONMENT (MOE)**

FAO Project Symbol: GCP/CMB/045/LDF

FAO Entity Number: 661522

GEF ID: 10177

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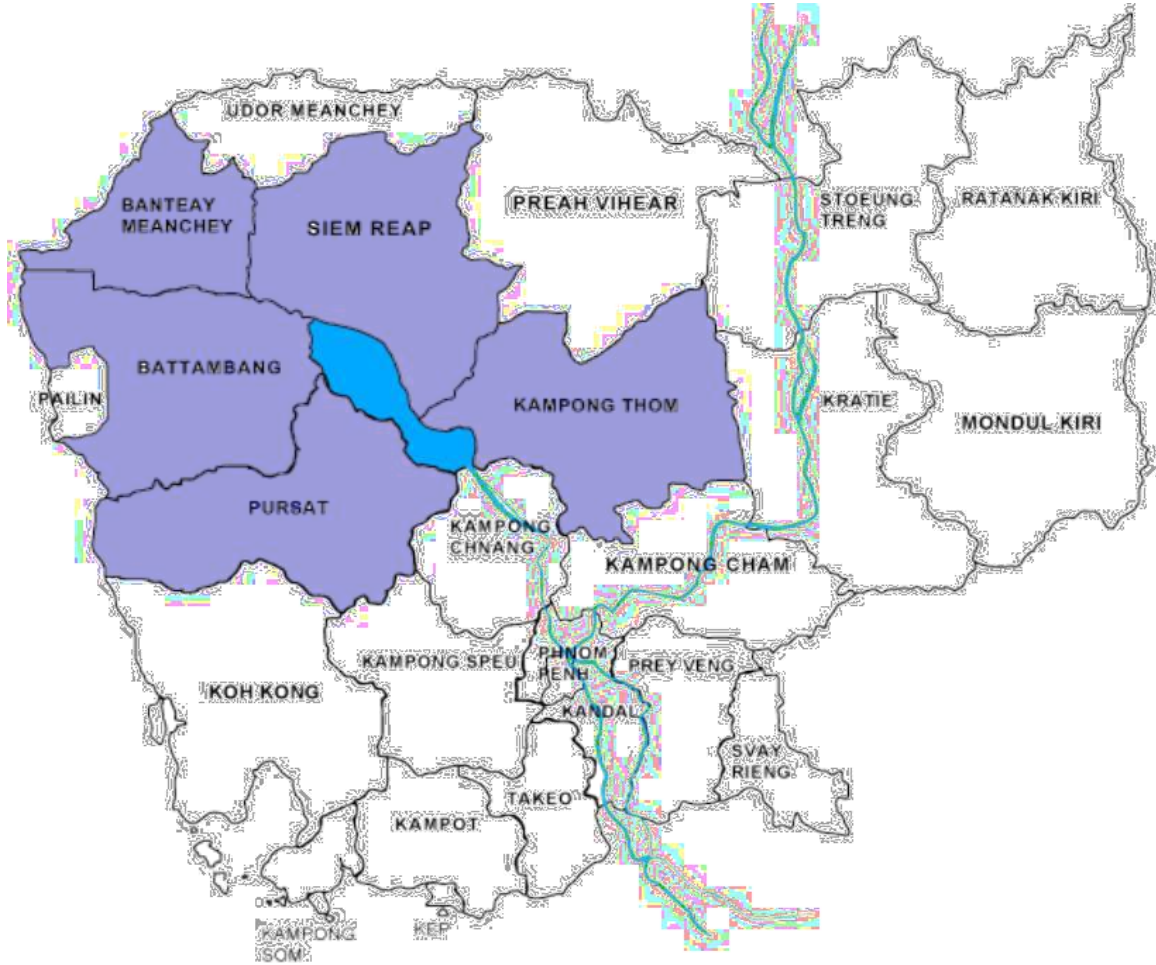
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## ACRONYMS AND ABBREVIATIONS

AC	Agricultural Cooperative
AVC	Agricultural Value Chains
BAT	Battambang
BEC	Bid Evaluation Committee
BH	Budget Holder
BMC	Banteay Meanchey
CCA	Climate Change Adaptation
CCCA	Cambodia Climate Change Alliance
CPA	Community Protected Area
FAO	Food and Agriculture Office
FLO	Finance Liaison Officer
GDA	General Directorate of Agriculture
GDLC	General Directorate of Local Community
GEF	Global Environment Facility
KPT	Kampong Thom
IA	Implementing Agency
IRRI	International Rice Research Institute
LTA	Lead Technical Adviser
LTO	Lead Technical Officer
MAFF	Ministry of Agriculture, Forestry and Fisheries
MoE	Ministry of Environment
MoWA	Ministry of Women's Affairs
MOWRAM	Ministry of Water Resources and Meteorology
NGO	Non-Government Organization
OPA	Operational Partner Agreement
PCRL	Promoting Climate Resilient Livelihoods in Rice Based Communities in the Tonle Sap
PDAFF	Provincial Department of Agriculture, Forestry and Fisheries
PDoENR	Provincial Department of Environment and Natural Resources
PMU	Project Management Unit
PRC	Project Review Committee
PUR	Pursat
PSC	Project Steering Committee
RGC	Royal Government of Cambodia
SNTA	Senior National Technical Adviser
SRP	Siem Reap
ToR	Terms of Reference
WCS	Wildlife Conservation Society

### MAP OF PROJECT AREA



## SUMMARY OF PROJECT

<b>FAO Project Symbol</b>	GCP/CMB/045/LDF		
<b>FAO Entity Number</b>	661522		
<b>GEF ID</b>	10177		
<b>Project Name</b>	Promoting Climate Resilience in Rice Based Communities in the Tonle Sap Basin (PCRL)		
<b>Operational Partners (OPs)</b>	General Directorate of Agriculture, Ministry of Agriculture, Forestry and Fisheries General Directorate of Local Communities, Ministry of Environment		
<b>Service Providers (SP)</b>	International Rice Research Institute (IRRI) Wildlife Conservation Society (WCS)		
<b>Project Financing (US\$ million)</b>	<b>Source</b>	<b>Amount (US\$ million)</b>	<b>Share of Total (%)</b>
	GEF	8,932,420	13.5%
	Co-financing (other projects)	66,395.280	86.5%
<b>Date of Signing of Operational Partner Agreements (OPAs)</b>	GDA: 15 December 2022 GDLC: 22 May 2023		
<b>Duration of Project</b>	December 2022 - December 2027 (5 years)		
<b>Project Objective</b>	Rice based communities in the Tonle Sap region of Cambodia reduce their climate vulnerability and increase their resilience to climate change through an ecosystems-based, market driven approach.		
<b>Project Outcomes</b>	<p>1.1. Strengthened national and sub-national climate change adaptation policies, planning frameworks, and governance.</p> <p>2.1. Increased resilience and adaptive capacities of production systems and the natural resource base.</p> <p>3.1. Scaling of adaptation innovations, technologies and new markets, and scaling-up agribusinesses, employment, and empowerment at community level.</p> <p>4.1. More effective knowledge management and assessment of adaptation innovations.</p>		
<b>Outputs</b>	<p><b>Component 1: Improving the enabling environment for climate change adaptation in the rice and related priority sectors through integrated policies and planning.</b></p> <p>1.1.1 National and sub-national institutions have improved their capacity for comprehensive planning and implementation.</p> <p>1.1.2 Cross-ministerial and cross-sectoral coordination in CCA and agriculture improved, in collaboration with the CCCA.</p> <p>1.1.3 Integration of water-related information into agricultural CCA planning and decision processes and landscape levels strengthened.</p> <p>1.1.4 Financial and incentive mechanisms through MAFF for climate resilient agriculture improved.</p> <p><b>Component 2: Supporting resilient production systems in rice-based communities for improved livelihoods.</b></p> <p>2.1.1 On farm diversification for improved resilience against climatic variations demonstrated and scaled out.</p> <p>2.1.2 Use of certified, premium, and stress-tolerant seeds increased.</p> <p>2.1.3 Increased adoption of climate-resilient on-farm technologies and practices</p> <p>2.1.4 Credit access for rice farmers improved</p>		

	<p><b>Component 3: Scaled up adaptation innovations, technologies, and new markets, and scaling up agribusinesses, employment, and empowerment at community level.</b></p> <p><i>3.1.1 The performance of ACs and producer groups within CPAs improved via human capacity building.</i></p> <p><i>3.1.2 Contract farming models negotiated between ACs, and rice processors demonstrated and upscaled incorporating crop insurance.</i></p> <p><i>3.1.3 Pilot locally prioritized standards-based production</i></p> <p><i>3.1.4 Investments in local climate-adaptive equipment, facilities, and activities funded.</i></p> <p><i>3.1.5 Credit availability for rice processors improved.</i></p> <p><b>Component 4: Building effective knowledge management, innovations, and M&amp;E systems.</b></p> <p><i>4.1.1 More effective management mechanisms established</i></p> <p><i>4.1.2 Tools, methods, and approaches for monitoring and tracking project progress adopted.</i></p> <p><i>4.1.3 Project's KMS integrated with national results-tracking for agricultural CCA.</i></p> <p><i>4.1.4 Inter-regional knowledge-sharing fostered.</i></p> <p><i>4.1.5 Innovation and new market opportunities fostered</i></p>
<b>Project Area</b>	The Project covers five provinces: Pursat, Battambang, Banteay Meanchey, Siem Reap, Kampong Thom.

## 1. INTRODUCTION

1. In response to the request from the Royal Government of Cambodia (RGC), the Global Environment Facility (GEF) has provided grant assistance that will be administered by the Food and Agriculture Organization of the United Nations (FAO) to support the implementation of the project entitled Promoting Climate Resilient Livelihoods in Rice Based Communities in the Tonle Sap Basin (PCRL).

2. Climate change poses significant current and expected risks to Cambodia, particularly for farmers. Forecast trends indicate more intense rainfall events during the wet season resulting in greater levels of precipitation and increased flooding. It will also result in a hotter and drier dry season leading to increased droughts and more crop failures, and with the overall result of increased variability in weather patterns. The rural households within the Tonle Sap basin that are heavily reliant on agriculture as their main source of livelihood are particularly vulnerable to these threats, with both high exposure and high sensitivity, especially those relying on rainfed production of lower-value commodity crops such as rice.

3. The project implementation will focus on the northern Tonle Sap Basin which is predominantly rainfed with less access to irrigation and has communities with particularly high vulnerabilities and low adaptive capacities to climate change. The main barriers that were identified to enabling these communities to overcome these constraints include the absence of an adequate enabling environment for climate change adaptation (CCA) in the agricultural sector particularly for rice production, agricultural networks that remain focused on conventional production practices that contribute to high vulnerability to climate change, existing agricultural value chains (AVCs) that reinforce climate vulnerabilities and the absence of sufficient knowledge management systems.

4. The project aims to increase the climate resilience of vulnerable smallholders in rice-based communities that are facing increased climate impacts within the target area. This will be achieved by improving their livelihoods through income-generation and value-adding activities, by enhancing the enabling environment, promoting climate-resilient on-farm practices, and improving the resilience, efficiency, and profitability of the rice value chain. The project will promote new technologies and innovations to strengthen the resilience in the production systems and reduce vulnerability to climate risks and hazards. The project will also promote a market-based approach to improve climate resilience through the engagement with local private sector actors and enhance the adaptive capacities and livelihoods of the targeted communities through the development of agribusiness skills and agricultural cooperatives (ACs), and producer groups including those within Community Protected Areas (CPAs). In particular, the project will seek to impact 5% of the total rice harvested area in the five provinces (approximately 67,000 ha) that equates to 37,000 rice-based households and at least 170,000 direct beneficiaries.

## 2. THE PROJECT

### 2.1 Project Design

5. The objective of the project is: *Rice based communities in the Tonle Sap Region of Cambodia reduce their climate vulnerability and increase their resilience to climate change through an ecosystem based, market-driven approach.* The project will achieve this objective by addressing the identified barriers through the following components:<sup>1</sup>

- **Component 1: Improving the enabling environment for CCA in the rice and related priority sectors through integrated policies and planning.**  
(Outcome: Strengthened national and sub-national climate change adaptation policies, planning frameworks, and governance)
- **Component 2: Screening resilient production systems in rice-based communities for improved livelihoods.**  
(Outcome: Increased resilience and adaptive capacities of production systems and the natural resource base)
- **Component 3: Scaling up adaptation technologies and practices in selected AVCs through partnerships, markets, and investments.**

<sup>1</sup> See Annex 1 for detailed summary of Project Components, Outcomes and Outputs.

*(Outcome: Scaling of adaptation innovations, technologies, and new markets, and scaling-up agribusinesses, employment, and empowerment at community level)*

➤ **Component 4: Building effective knowledge management, innovations, and monitoring & evaluation systems.**

*(Outcome: More effective knowledge management and assessment of adaptation innovations)*

6. The project will work in five provinces around the northern Tonle Sap Basin: Pursat (PUR), Battambang (BAT), Banteay Meanchey (BMC), Siem Reap (SRP) and Kampong Thom (KPT) which represent one of Cambodia's two main rice growing regions.

7. The duration of the project is five years commencing in December 2022 and will finish in December 2027.

## **2.2 Institutional Arrangements**

8. The overall responsibility for the execution, coordination and delivery of the project will be held by (i) the General Directorate of Agriculture (GDA) within the MAFF and (ii) the General Directorate of Local Community (GDLC) within the MoE. GDA and GDLC will act as the lead executing agencies and will be responsible for the day-to-day management of the project's results entrusted to them in full compliance with all of the terms and conditions of the Operational Partnership Agreements (OPAs) that have been signed with FAO. As the Operational Partners (OPs) of the project, GDA and GDLC are responsible and accountable to FAO for the timely implementation of the agreed project results, operational oversight of the implementation activities, timely reporting, and effective use of GEF resources for the intended purposes, in line with FAO and GEF policy requirements. The international partners (IRRI, WCS and SP3) and others provide technical and operational support to GDA and GDLC to fill the capacity gaps and the activities under each partner are closely coordinated through joint planning and implementation under the umbrella of the Project Management Unit (PMU). Additional governmental agencies (e.g., Ministry of Water Resources and Meteorology (MOWRAM), Ministry of Women Affairs (MoWA) and Ministry of Environment (MoE) related General Departments) and other partners will provide additional project-funded support where required.

### **i) Food and Agriculture Office (FAO)**

9. The Food and Agriculture Organization of the United Nations (FAO) has provided project-cycle management and support services as established in the GEF policy. As the GEF implement agency (IA), FAO holds overall accountability and responsibility to the GEF for delivery of the project results.

10. FAO will use the associated GEF agency fees to fund support through three distinct roles, including the Budget Holder (BH), who is the FAO Country Representative, will provide FAO's most immediate and direct fiduciary oversight of the project. Additional support will be provided by the FAO Regional Natural Resources Officer - PCRL Lead Technical Officer (LTO) and GEF Regional Field Program Expert will provide oversight and support to the project's technical work in coordination with governmental representatives, particularly via the PSC, the Funding Liaison Officer (FLO) will monitor and support the project cycle to ensure that the project's conduct and reporting accord with agreed standards and requirements, particularly for GEF.

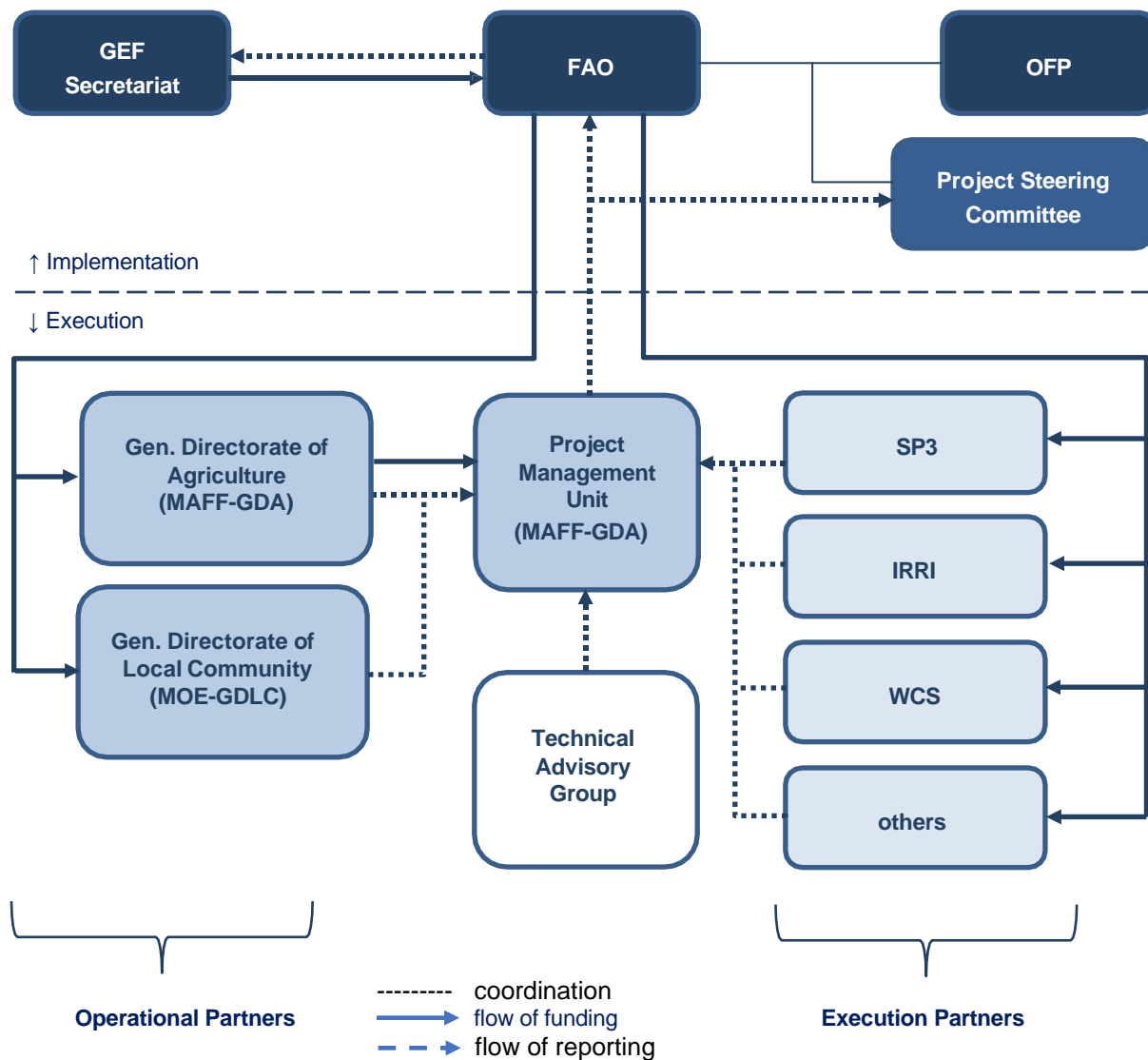
### **ii) General Directorate of Agriculture (GDA)**

11. The PMU has been officially established at the offices of the GDA<sup>2</sup> and the assignment of a total of eight GDA counterpart staff to support the implementation of the project. Under GDA the field activities will be managed through the offices of the Provincial Department of Agriculture, Forestry and Fisheries (PDAFF) within each target province. There have been two focal points with appropriate thematic interest identified in each PDAFF who will be responsible for coordinating the implementation of the project field activities in each province.<sup>3</sup>

<sup>2</sup> Under Letter #39 ANK dated 27<sup>th</sup> March 2023.

<sup>3</sup> See Annex 4 for list of GDA and GDLC teams at national and PDAFFs.

Figure 1: Project Organizational Structure



12. The PCRL Procurement Review Committee (PCR) and Bid Evaluation Committee (BEC) were also officially established.<sup>4</sup> The PCRL GDA Project Account was opened at the Advanced Asia Bank (ABA) Ltd on 31<sup>st</sup> March 2023 with three signatories. There was an initial advance of US\$ 36,802 requested in February 2023 which was almost fully utilized for the procurement of office equipment and furniture as well as the funding of the Inception Workshop. There was also a fund replenishment of US\$ 151,090 that was received on 16 October 2023.

13. The PMU office is located within the GDA compound (2<sup>nd</sup> Floor of Building B) and there has been office equipment and furniture procured by the GDA Finance Team.<sup>5</sup> Although the office is occupied by the consultant team it is already apparent that there is insufficient space available for all of the consultants who will be recruited, and one additional room will be required.

<sup>4</sup> Under Letter #59 ANK dated 24<sup>th</sup> ay 2023.

<sup>5</sup> See Annex 6 for inventory of equipment purchased.

### **iii) General Directorate of Local Community (GDLC)**

14. In the case of the GDLC there will not be a PMU established but they will also assign a number of counterpart staff to support the implementation of the project. A list of their 12 team members has been compiled that is awaiting approval by the Minister of MoE. Under GDLC the field activities will be managed through the offices of the Provincial Department of Environment and Natural Resources (PDoENR) within each target province. There will also be two focal points identified in each PDoENR who will be responsible for coordinating the implementation of the project field activities in each province.<sup>6</sup> The PCRL Procurement Review Committee (PCR) and Bid Evaluation Committee (BEC) are not yet officially established.

15. The PCRL GDLC Project Account was opened at the Foreign Trade Bank of Cambodia with three signatories, but two of these staff have been replaced and the new signatories now need to be updated with the bank before any funds can be withdrawn.<sup>7</sup> An initial advance of \$20,248 was received in June 2023 but none of these funds have been utilized.

16. An office space has been identified within the MoE which requires renovation work, and this will commence soon, after which the procurement of the required office furniture and equipment will proceed. There will be three consultants based at the GDLC office, but other consultants may also periodically visit there to work as needed.

### **iv) Project Steering Committee**

17. The PSC is responsible for providing guidance during the implementation period as well as decision-making to ensure that the execution of the project leads efficiently to the project objective, and that the project maintains alignment with all relevant national policies. The PSC will oversee the project implementation and ensure that all activities are executed in smooth coordination with all key implementing partners, and in accordance with the project document, inception report, and updates or amendments approved by the PSC.<sup>8</sup>

### **v) Technical Assistance Group**

18. The purpose of the Technical Assistance group (TAG) is to ensure coordinated, relevant technical guidance to the project. The TAG will also provide a basis for technical and operational coordination between stakeholders for climate-change adaptation in the agricultural sector.<sup>9</sup>

19. There has been no progress with the establishment of the TAG, but this will commence during Q1 of 2024.

### **vi) Implementing Partners**

#### **i. International Rice Research Institute (IRRI)**

20. A Letter of Agreement (LoA) is being negotiated between IRRI and FAO for the provision of support to the project. The duration of LoA is for 18 months, but this will be renewed to cover the whole duration of the project until December 2027. IRRI are expected to commence activities in January 2024 and the LOA includes support in the following specific areas, although there is no clear information yet on the staffing levels that will be deployed.

- **Output 1.1.3. Strengthen integration of water-related information into agricultural CCA planning and decision processes at national and landscape levels.**
  - Activity 1.1.3.1. Assess the efficiency and utility of informational processes and products for water-related planning and decision-making for agricultural CCA. *Executed by IRRI in coordination with MOWRAM, GDA, and GDLC. The assessment will entail multi-stakeholder consultations at national, sub-national, and local levels. The perspectives of women and vulnerable groups will be actively sought and incorporated. Prioritized actions for improvements will be identified.*
  - Activity 1.1.3.3. Develop a toolkit of resources to enable key decision-makers in MAFF and MoE to access relevant agro-meteorological tools and information in order to strengthen support to extension services for

<sup>6</sup> See Annex 4 for the GDLC team composition.

<sup>7</sup> Date of bank account opening by GDLC is not known.

<sup>8</sup> See Annex 5 for further details of the functions and membership of the PSC.

<sup>9</sup> See Annex 6 for further details of the functions of the TAG.

greater climate resilience. Executed by IRRI in coordination and planning with GDA and GDLC. Efforts will be made to strengthen capacity of GDA on use of climate forecast (flood, drought forecast) and translate them into advisory services for agricultural application.

- **Output 2.1.2. Use of certified, premium, and stress-tolerant seeds increased.**
  - Activity 2.1.2.2. Develop and produce associated training and promotional materials.
- **Output 2.1.3. Increased adoption of climate-resilient on-farm technologies and practices.**
  - Activity 2.1.3.1. Develop relevant business models for supported practices. *For CPAs, these activities will be coordinated by GDLC in partnership with WCS as key executing partner in coordination with GDA, and IRRI (as described below under WCS LOA). For all other project areas, these activities will be coordinated by GDA in partnership with IRRI as key executing partner. The various FFS content under Component 2 will be consolidated for efficient delivery (e.g., see Outputs 2.1.1. and 2.1.4.).*
  - Activity 2.1.3.5. Conduct exchange visit for farmers and community members under project areas and outside. *For CPAs, this activity will be executed by GDLC in coordination with GDA and WCS. For all other project areas, this activity will be executed by GDA in coordination with IRRI.*
- **Output 3.1.3. Pilot locally prioritized standards-based production.** *All activities will be executed by IRRI in close coordination with GDA.*
  - Activity 3.1.3.1. Develop materials to train farmers' groups to produce and market certified seeds.
  - Activity 3.1.3.2. Develop and deliver TOTs to GDA for production and marketing of certified seeds.
  - Activity 3.1.3.3. Develop regionally appropriate business models and equipment packages for production and marketing of certified seeds.
  - Activity 3.1.3.4. Develop MAFF's institutional capacity to certify seeds at national and provincial levels.
- **Output 3.1.4. Investments in local climate-adaptive equipment, facilities, and activities funded.**
  - Activity 3.1.4.1. Conduct a technology needs assessment for ACs in targeted communities.

## ii. Wildlife Conservation Society (WCS)

21. A Letter of Agreement (LoA) is also being negotiated between WCS and FAO for the provision of support to the project. The duration of LoA is for 18 months but will be renewed to cover the whole duration of the project until December 2027.

22. WCS are expected to commence activities in January 2024 and the LOA includes support in the following specific areas:

- **Output 2.1.1. Investments in local climate-adaptive equipment, facilities, and activities funded.** *All activities under this output will be conducted in close coordination with the CASC of the DALRM under GDA. For project areas related to CPAs this activity will be coordinated by GDLC, but WCS will be the key partner for implementation. For all other project areas, this activity will be coordinated by GDA and executed by SP3.*
  - Activity 2.1.1.1: Link current and forecast AEZ and crop suitability maps in order to identify candidates for locally suitable diversification options in the targeted districts. *WCS will conduct multi-stakeholder workshops at provincial level to identify and reach agreement on the locally suitable diversification options.*
  - Activity 2.1.1.2: Develop relevant business models for diversification of production and livelihoods. *WCS will conduct field surveys for rice value chain analysis at provincial level and then prepare the business models for diversification.*
  - Activity 2.1.1.3: Develop relevant FFS packages, including ToTs and in local languages where appropriate. *WCS will conduct SRP awareness raising events in target communities.*
  - Activity 2.1.1.4: Deliver ToTs and ToT refreshers. *WCS will coordinate the delivery of the ToTs and establish an Internal Management System (IMS).*
  - Activity 2.1.1.6: Establish relevant CRIP criteria and procedures. *WCS will coordinate with GDLC for all CPAs and for all other target areas that are under ACs they will coordinate with GDA.*
- **Output 2.1.3. Increased adoption of climate-resilient on-farm technologies and practices.** *These activities will be coordinated by GDLC for CPAs with WCS as the key executing partner but in coordination*

with GDA and IRRI, and for all other project areas will be coordinated by GDA in partnership with IRRI as the key executing partner (as described above under IRRI LOA).

- Activity 2.1.3.1: Develop relevant business models for supported practices. *WCS will conduct initial SRP standard compliance assessments.*
- Activity 2.1.3.2: Develop relevant FFS packages, including ToTs and in local languages where appropriate. *WCS will work in coordination with IRRI for the development of certified training procedures.*
- Activity 2.1.3.5: Conduct exchange visits for farmers and community members under project areas and outside. *This activity will be executed by GDLC in coordination with GDA and WCS, for all other project areas this activity will be executed by GDA in coordination with IRRI.*
- **Output 3.1.3: Pilot locally prioritized standards-based production**
- Activity 3.1.3.7: Develop and deliver ToTs to GDA on establishing local institutions to support standards-based production and marketing. *This activity will be executed by GDA and GDLC with WCS as the key executing partner in coordination with IRRI for certified trainings.*
- Activity 3.1.3.8: Develop materials and deliver training and technical support to farmer's groups to adopt standards-based production following IBIS rice model and marketing. *WCS will execute the activities in coordination with GDA for the establishment of SRP demonstration plots and the conduct of field days.*
- **Output 4.1.2: Tools, methods, and approaches for monitoring and tracking project progress adopted.**
- Activity 4.1.2.3: Conduct a feasibility assessment for tools and approaches to track farm-specific progress toward relevant sustainability criteria and production standards (e.g., SRP). *This activity will be executed by WCS in cooperation with both GDA and GDLC.*

23. WCS will deploy at least 16 staff members to support the implementation of the activities under the :LoA. These will comprise the following:

- **Senior positions:**
  - Country Director: Oversees the entire project, collaborates with senior-level stakeholders, particularly government officials, and monitors the project's progress and impact.
  - Senior Technical Advisor: Provides technical expertise on project implementation, works with the project team and other project partners.
  - Regional Technical Advisor: Provides technical expertise on sustainable rice production, collaborates with stakeholders to develop, and implement appropriate practices, and trains and supports project staff.
  - Landscape Manager: Oversees the landscape-level planning and implementation of the project, collaborates with stakeholders, and monitors the project's progress and impact at the landscape level.
- **Field team**
  - Team Leader: Oversees a team of project staff, ensuring project plans, budgets, and timelines are met. They provide technical guidance to farmers and extension workers, monitoring and evaluating the project's progress and impact.
  - Senior Agriculture Specialist: Brings technical expertise to the project, developing and conducting training programs on sustainable rice production practices. Collaborates with IRRI on field research and trials, providing technical advice to farmers and evaluating the impact of sustainable practices.
  - Field Coordinators: Work directly with farmers, implementing sustainable rice production practices, providing training and support, conducting field demonstrations, collecting data, and providing feedback to the project team.
- **Admin. teams**
  - Project Finance & Admin Officer: Manages the project's finances, including budget preparation, tracking expenditures, and ensuring compliance with donor regulations. They also provide administrative support to the project team.
  - Senior Finance Officer: Provides technical expertise on fiscal management and reporting to the project team. Oversees the preparation of financial reports and ensures their accuracy and compliance with donor requirements. Conducts financial audits and reviews to ensure the proper use of project funds.
  - Senior Budgeting Officer: Develops and manages the project's budget. Monitors project expenditures and ensures they are within budget. Analyse financial data and identifies trends and potential problems. Provides financial advice to the project team.

- Admin Officer: Provides general administrative support to the project team, including managing correspondence, managing travel arrangements, and maintaining office supplies. Assists with project planning and organization and maintains project records and files.
- Administration Support: Provides general administrative support to the project team, including coordinating meetings and events, taking minutes, and preparing agendas.

### iii. Implementing Partner 3

24. In view of the withdrawal of GIZ from the project FAO have commenced the recruitment process to select a replacement organization. There are likely to be further delays in their deployment, but it is anticipated that they may not commence their activities until Q2 2024 at the earliest. The duration of LoA is likely to cover the whole duration of the project until December 2027 and will include support in the following specific areas, although the detail of their tasks has not yet been defined in a draft LoA:

- **Output 1.1.1: National and sub-national institutions have improved capacity for comprehensive planning and implementation.**
  - Activity 1.1.1.1: Map key decision making processes, gaps, and opportunities relevant to CCA planning in the agriculture sector.
  - Activity 1.1.1.3: Develop materials for ToTs and deliver trainings for incorporating Vulnerability Risk Assessments (VRAs), Agro-ecological Zone (AEZ) scenario modelling and FAO Climate-change Platform for Risk Analysis and Agricultural Planning (C-PRAP).
- **Output 1.1.4: Financial and incentive mechanisms through MAFF for climate resilient agriculture developed.**
  - Activity 1.1.4.1: Conduct policy analyses of prospective incentive mechanisms for climate-resilient agriculture including contract framing and agricultural standards and recommend policy-based approaches using a cascade-based prioritization scheme.
  - Activity 1.1.4.3: Conduct trainings and provide technical assistance to MAFF, MoE, ARDB, and other relevant financial-sector stakeholders to incorporate CCA considerations into their policies and portfolios for the agricultural sector, including through the facilitation of blended financial approaches.
- **Output 2.1.1: On-farm diversification for improved resilience against climatic variations demonstrated and scaled out.** *For all of these activities SP3 will in collaboration with WCS to support the activities but with a particular focus on those under GDA for ACs as opposed to WCS who will support GDLC for areas under CPAs.*
  - Activity 2.1.1.1: Link current and forecast AEZ and crop suitability maps in order to identify candidates for locally suitable diversification options for targeted districts.
  - Activity 2.1.1.2: Develop relevant business models for diversification of production and livelihoods. .
  - Activity 2.1.1.3: Develop relevant FFS packages, including ToTs and in local languages where appropriate.
  - Activity 2.1.1.4: Deliver ToT and ToR refreshers.
  - Activity 2.1.1.6: Establish relevant CRIP criteria and procedures.
- **Output 2.1.4: Credit access for rice farmers.** *SP3 will work in coordination with GDA for target areas under ACs and with GDLC for target areas under GDLC.*
  - Activity 2.1.4.1: Conduct gender disaggregated assessment of credit-related needs and risks.
  - Activity 2.1.4.2: Develop FFS modules, including materials and equipment as appropriate.
- **Output 3.1.1: The performance of ACs improved via human capacity building.** *SP3 will work in coordination with GDA for target areas under ACs and with GDLC for target areas under GDLC.*
  - Activity 3.1.1.1: Conduct a capacity needs assessment for ACs in the target areas, identify distinct gap typologies or profiles (if appropriate) and propose capacity building priorities.
  - Activity 3.1.1.2: Develop capacity-building packages pursuant to the capacity needs assessment.
  - Activity 3.1.1.3: Deliver ToTs and ToT refreshers.
  - Activity 3.1.1.5: Strengthen the AC network.
- **Output 3.1.2: Contract farming models negotiated between agricultural cooperatives and rice processors demonstrated and up scaled, incorporating crop insurance.** *SP3 will work in coordination with GDA for these activities.*
  - Activity 3.1.2.1: Assess lessons learned and best practices from recent standards-based farming.

- Activity 3.1.2.3: Conduct trials for market-based, resilience-oriented incentives within contractual arrangements (e.g., climate-linked crop insurance, markets for climate-resilient crops and varieties).
- Activity 3.1.2.4: Formalize recourse options for breached contracts.
- Activity 3.1.2.5: Produce a white paper on opportunities to expand market-driven contract farming arrangements to additional climate resilient approaches (e.g., linked to agro-ecological approaches).
- **Output 3.1.5: Credit availability for rice processors improved.** *SP3 will work mainly with GDA for this activity as well as with one other partner for the piloting of credit packages with project-supported risk assurances for rice processors in the target areas.*
- Activity 3.1.5.1: Conduct a risk and needs analysis of the credit market for agricultural processors in the targeted area.
- Activity 3.1.5.2: Develop packages of options to address identified risks and needs.

25. At the time of preparation of this report it was noted that only one entity prepared and submitted a technical proposal. This now needs further discussion with FAO to determine whether it is possible to proceed on this basis or to reannounce the opportunity and repeat the process. This will inevitably lead to further extensive delays that will seriously disrupt the planned activities for the first year of implementation.

#### iv. Other Partners

26. The Project Document includes a provision for the recruitment of various other partners to support (i) the provision of small grants to ACs/ CPAs; and (ii) the development of an M&E system.<sup>10</sup> It is unclear who will be responsible for the other partners who will manage the distribution of the small grants to the ACs/CPAs. In addition, there are funds allocated (under Sub-outputs 2.1.1.7 and 2.1.3.6) for supporting the CRLIPs that are developed, but there is no indication of whether these funds will be delivered through a partner organization although the funds are under GDA/GDLC.

#### vii) Technical Assistance

27. The GDA and GDLC are supported by a team of project consultants who are recruited as individuals, most of whom will be deployed for the entire project duration.

28. The ToRs for all of the consultant positions were developed during project preparation and were included in the project Document. The Vacancy Announcements for eight project consultants were prepared by the GDA team and after approval from FAO they were released on 24<sup>th</sup> March with a closing date of 20<sup>th</sup> April. They were all advertised on a local recruiting platform and attracted a large number of applicants for all positions, but for the Lead Technical Adviser (LTA) there were only six applicants.

29. The GDA team completed the screening of all the CVs that were received for each position on the basis of a set of categories that in turn were based upon the ToR for each position and the requirements in respect of qualifications and experience. This resulted in short lists of up to six consultants for each position who were then ranked on the basis of their respective scores to identify four candidates who were invited for interview (see Table 1).

30. The interviews for the Lead Technical Adviser (LTA) and National Senior Technical Adviser (NSTA) were conducted on 20<sup>th</sup> June and 22<sup>nd</sup> June 2023, respectively. In the case of the LTA the 1<sup>st</sup> ranked candidate accepted the offer but for the NSTA the 1<sup>st</sup> ranked candidate declined the offer and since none of the other candidates were considered suitable the position was re-advertised. For the M&E and Knowledge Management Specialist the 1<sup>st</sup> ranked candidate also declined the offer and since none of the other candidates were considered suitable there was a 2<sup>nd</sup> round of interview with two other candidates that were selected from the original long list.

31. In the case of GDLC the recruitment process has been partially completed. The Vacancy Announcements for the four positions to be recruited were published on 11 September on another local recruitment platform and after shortlisting the interviews were conducted on 17 November 2023. However, there were very few applicants. After the interviews, the 1<sup>st</sup> ranked candidate for Local Development Specialist accepted the position. There was only one applicant for Operations Specialist, and he was

<sup>10</sup> In the original design this was intended through collaboration with ICRISAT and the use of their MEASURE system, but it was reported during the Inception Workshop that they have also withdrawn,

selected. There were two applicants for Project Support Officer and the 1<sup>st</sup> ranked candidate declined the salary offered.

**Table 1: Project Consultants**

	Position	Name	Date of mobilization	Duration of service (months)
<b>General Directorate of Agriculture</b>				
<b>International</b>	Lead Technical Advisor	David Moles	1-Aug-23	24.0
	Consultant on CCA planning in the agriculture sector	TBD	-	-
	Consultant on VRA and AEZ modelling	TBD	-	-
	Consultant on RuralInvest	TBD	-	-
<b>National</b>	National Senior Technical Adviser	Yin Dara	1-Nov-23	50.0
	M&E and Knowledge Management Specialist	Prum Vothana	1-Nov-23	50.0
	Communications Specialist	Yos Katank	18-Sep-23	51.4
	Gender Specialist	Sok Vanna	1-Oct-23	51.0
	Climate Change Specialist	Sam Sovanda	1-Jan-24	48.0
	Agricultural Value Chains Specialist	Nget Sophea	1-Jan-23	48.0
	Operations Specialist	Eng Vichetr	1-Oct-23	51.0
	Project Support Officer	Lav Seakyi	18-Sep-23	51.4
	Provincial Coordinators/Field Officer 1	TBD	-	-
	Provincial Coordinators/Field Officer 2	TBD	-	-
	Provincial Coordinators/Field Officer 3	TBD	-	-
	Consultant on CCA planning in the agriculture sector	TBD	-	-
Consultant on VRA and AEZ modelling	TBD	-	-	
<b>General Directorate of Agriculture</b>				
<b>National</b>	Local Development Specialist	Ms. By Molyvann	n.a.	n.a.
	Operations Specialist	Sok Chea	n.a.	n.a.
	Project Support Officer	TBD	-	-
	Provincial Coordinators/Field Officer 1	TBD	-	-
	Provincial Coordinators/Field Officer 2	TBD	-	-

### 3. INCEPTION WORKSHOP

32. The PCRL Inception Workshop was organized jointly by the GDA/PMU and GDLC teams and was conducted on 26<sup>th</sup> October 2023 at the Sunway Hotel in Phnom Penh. It was timed to coincide with the Inception Workshop for the PEARL project that was conducted on the following day also in Phnom Penh.

33. There was a total of 82 participants with representatives from the MAFF, MoE, Ministry of Water Resources and Meteorology (MOWRAM), Ministry of Women's Affairs (MoWA), FAO, other Development Partners (DPs), PDAFFs, and PDoENRs from the five target provinces, local and international NGOs, representatives of agricultural communities, farmers' associations and the private sector.

34. The main objectives of the Inception Workshop were as follows:

- Provide an overview of the project, including objectives, activities, and implementation methods.
- Discuss with relevant stakeholders and identify action plans, including indicators for each component in order to validate the project's priority action plan.
- Collect inputs and feedback from stakeholders to implement the project effectively.
- Increase synergies with key partners and stakeholders at all levels.

35. The workshop program included a number of technical sessions during the morning as follows:

- Presentation on “**Overview of Project Logic, Project Target Areas, and Beneficiaries**” by Mr. Jitendra Jaiswal, GEF Field Programme Expert, FAO - RAP
- Presentation on “Regional Perspective - Sustainable Rice Landscapes for Increased Resilience” by Mr. Beau Damen, Natural Resources Officer & LTO, FAO – RAP
- Presentation on “**Theory of Change, Results and Monitoring & Evaluation**” by Dr Vothana Prum, M&E, Knowledge Management Specialist of PCRL Project
- Presentation on “**Project Budget and Work Plan**” by Mr. David Moles, PCRL LTA

- Presentation on “**Implementation Arrangements, Synergies, Coordination Mechanism, and Stakeholders’ Engagements Plan**” by Dr. Proyuth Ly, Programme Advisor, FAO Cambodia (presented in replaced by Mr. Jitendra Jaiswal)
  - Presentation on “Review of the Gender Equity and Women’s Empowerment and private sector engagement arrangement” by Mrs. Sok Vanna, PCRL Gender Specialist
  - Presentation on “**Knowledge Management & Communication Strategy**” by Mr. Yos Katank, PCRL Communications Specialist
  - Presentation on “**Community Feedback and Grievance Redress Mechanism**” by Dr. Proyuth Ly, Programme Advisor, FAO Cambodia
36. During the afternoon there were four group discussions that focused on the following topics:
- **Group 1: Focus on the Project Budget and Work Plan.** Discussion questions include:
    - What are the risks that could affect project implementation?
    - Are there any relevant projects are being implemented in the target areas of this project?
  - **Group 2: Focus on Implementation Strategy and Coordination.** Discussion questions include:
    - What are the challenges/risk of on-going agricultural supply chain disruptions be addressed to ensure that the project implementation will not be impacted?
    - What mechanisms and strategies could be used to ensure adequate levels of coordination among local communities, NGOs, development partners, and relevant stakeholders?
  - **Group 3: Focus on M&E and Stakeholder Engagement Plan.** Discussion questions include:
    - What strategies can be adopted to ensure that all project stakeholders to participate and communicate effectively?
    - What are the most effective strategies for resolving disputes or disagreements among stakeholders during project implementation?
  - **Group 4: Focus on Gender and Knowledge Management and Communication.** Discussion questions include:
    - What are the strategies for effective capacity development of target communities, involved stakeholders to promote Gender equality during project implementation?
    - What mechanisms can be taken to ensure that information and knowledge gained through the project can be effectively shared with relevant stakeholders?
37. A full report of the Inception Workshop was prepared by the GDA consultant team in both Khmer and English.

#### 4. PREPARATION OF ANNUAL WORK PLAN AND BUDGET FOR 2024

38. There was a meeting organized by the GEF Field Program Expert (Mr. Jitendra Prasad Jaiswal) at the FAO office on 26<sup>th</sup> September with the participation of GDA and GDLC team members as well as representatives from IRRI and WCS. The purpose of the meeting was to update and finalize the Global Work Plan to reflect the delays in implementation that have occurred.<sup>11</sup>

39. Based upon the revised Global Work Plan the task of preparing an Annual Work Plan and Budget for 2024 has commenced. This task has been led by the PMU consultant team working in cooperation with the GDA and GDLC teams. In order to facilitate a better understanding of the project an overall summary of the Components, Outputs and Activities was prepared.<sup>12</sup>

<sup>11</sup> See Annex 2 for the Revised Global Work Plan. The Global Budget Tables have not been revised to reflect the change in the timing of the activities.

<sup>12</sup> See Annex 1 for Summary of Components and Activities.

40. Based upon the Global Work Plan, an Activity Plan has been drafted for 2024 that provides the detailed tasks for each activity under the Outputs that will commence implementation in that year showing the timing of each task, the units of measurement and the targets at provincial and/or national level, and the responsibility for lead and supporting the implementation. In the case of activities that are led by GDA or GDLC there is also an indication of the department that will have responsibility for managing the activities.

41. A Budget Plan has also been prepared based on the Activity Plan for GDA and GDLC activities based upon the indicative unit costs that are included in the Global Budget Plan. All of these documents are currently under review by the GDA and GDLC teams before being finalized and the detailed AWPB document is prepared.<sup>13</sup> The indicative budget for GDA and GDLC in 2024 is US\$1.18 million and US\$ 0.65 million respectively, although this is not yet finalized and the fully detailed AWPB with descriptive text is still under preparation.

## 5. TECHNICAL ASSISTANCE

### 5.1 Project Operational and Administrative Support

42. Two consultants have been recruited to support the GDA/PMU, namely the Project Support Officer and the Operations Specialist.

43. The operations support so far has focused on supporting the GDA PMU in the area of accounting to ensure that all financial transactions are properly recorded in Excel formats, quarterly financial reports are prepared in a timely manner and following the required formats as specified in the OPA. There have been two fund requests submitted, the first request was on 10<sup>th</sup> February 2023 in the amount of \$36,802 and the 2<sup>nd</sup> request was on 2<sup>nd</sup> October 2023 for the amount of \$151,090. In addition, the PCRL project has signed a Payroll Service Agreement for the ABA Bank for the processing of the salary payments to the consultants.

44. An Operations Manual is now being prepared that will cover both GDA and GDLC and provide guidelines for all administrative, financial and procurement activities under the project.

45. The GDA PMU has completed the procurement of office equipment and furniture that is now installed in the PMU office. However, there are additional office equipment needs that have been identified by the consultant team that includes the following items that will require an additional budget of \$8,400.

- Laptop with high specifications for operation of database as well as graphic design software for communications.
- Wide screen monitors (9).
- Laser jet colour printer.
- Smart TV (65 inch) with integrated web cam (for video conferencing) microphone and speaker.
- Water Cooler.
- Refrigerator
- Accounting Software Licence (Sage50)

### 5.2 Gender Mainstreaming

46. Based upon the ToR the Gender Specialist, who was mobilized on 1<sup>st</sup> October 2023.

47. The Gender Equality and Women's Empowerment for the project will follow the guidance and recommendations of both the GEF and FAO Policy on Gender Equality, along with the GEF Gender Implementation Strategy. Gender-responsiveness will be a guiding principle throughout the entire project. By taking a gender-responsive approach, efforts will be made to ensure that women are well represented and actively participate in the consultations undertaken as part of the project's implementation, including consultations with women-only groups.

48. As part of improving capacity of agricultural cooperatives and SMEs (Component 3), communication and educational materials will be prepared about the importance of women as economic actors (including holding management positions in agricultural cooperatives) and having equal access to

<sup>13</sup> See Annex 10 for the draft 2024 Activity Plan.

and control over resources. FFS curricula will raise awareness on these topics. To ensure that women benefit equally from contract farming and PGSSs to be established under the project (Component 3), the project will provide gender-sensitized financial literacy training to women and men and ensure strong women participation in contract negotiations with rice processors and PGS training conducted by farmer field schools.

49. The Gender Actions Plan (GAP) of the project has been designed in accordance with the gender challenges identified by the field formulation and project framework that are in line with GEF and FAO's gender policy. The suggested GAP matrix of the project has been developed that is in line with the project components by indicating outputs, activities, indicators, timeline, and responsibility.

### **5.3 Communications**

50. Based upon the ToR the Communications Specialist, who was mobilized on 18<sup>th</sup> September 2023.

51. Communication and visibility play a crucial role in promoting, disseminating, and sharing publicly with all relevant stakeholders about the project activities, progress, achievements, lessons learned, challenges, and best practices of the project implementation through many appropriate communication tools.

52. A draft Project Communications Strategy for 2023-2027 has been drafted that identified the key information that the project target audience may want to know about the project and the activities, and also identifies the types of information that the project needs to share with all of the beneficiaries. The Communications Strategy also aims to support the day-to-day implementation of the PCRL project through communication activities, materials, and channels that are seen as 'standard practice' communication used to profile and stimulate the awareness of the whole cycle of the PCRL project.

53. The key elements in the development of the communications strategy are to identify:

- Who are the project's target audiences?
- What do they need to know from the project?
- What information does the project want to share with the target audiences?
- What are effective tools/channels to reach the target audiences?

54. A project website will be established that has been tentatively identified as [www.pcril.org](http://www.pcril.org) (which is still available) but the arrangements for the purchase of the domain have not yet been finalized. The task of preparing the initial content for the design of the home page has commenced. It is planned to also open a Facebook Page (with the provisional title of PCRLTonleSapCambodia) and the preparation of the materials for uploading has also commenced.

55. It is proposed to conduct provincial orientation workshops in the target provinces during January 2024 to provide a venue for reaching agreement on the selection of the target ACs, farmer groups and CPAs in each of the pre-selected communes.

56. A Communications Strategy Workshop is planned to be conducted in during Q1 2024 with participation of the GDA and GDLC teams as well as provincial teams to discuss the overall communications strategies as they relate to each of the project components and outputs.

### **5.4 M&E and Knowledge Management**

57. Based upon the ToR the M&E and Knowledge Management Specialist, who was mobilized on 1<sup>st</sup> November 2023.

58. In order to facilitate ease of access to all project data and information a cloud based knowledge management system has been established (using Google Drive) and orientation has been provided to the GDA and GDLC teams as well as providing access to IRRI and WCS. To facilitate the planning and scheduling of meeting a Google Events Calendar has also been established.

59. A ToR for the baseline survey has been developed that provides an outline of the methodology for the conduct of the survey and will require the recruitment of a firm. However, the budget that has been allocated for the baseline survey is insufficient to meet the full cost of implementing the survey, either by

recruitment of a firm or by the hire of individual consultants including other field staff, and there is a need for further discussion with FAO to resolve this issue.

60. The FAO prescribed template for the six monthly progress report was used for the preparation of the first such report for the period from January to June 2023 that was required as a supporting document for the fund request that was submitted at the end of April. No progress report has yet been prepared by GDLC.

## 6. ISSUES AND CHALLENGES

61. The project has faced serious delays in implementation and there are strong indications that there are likely to be further delays experienced before the field activities can gather momentum and begin to generate results.

62. In the table below there is a description of the key issues that are being faced and appropriate remedial actions are proposed for each.

No.	Issues	Proposed Solutions
1	Extended delays in the signing of the LoAs	Although the LoAs were finalized and circulated to WCS and IRRI and are expected to be signed early in Q1 2024 for the initial 18 month period of implementation. In the case of the implementing partner that will replace GIZ, although the procurement process was advanced there was only one proposal received from the shortlisted firms. A decision on whether to make a further announcement is urgently needed, since this implementing partner will play a critical role in supporting many field activities. An urgent meeting with the FAO team is required to discuss these issues and reach agreement on how to accelerate the process so that the implementing partners can be mobilized without further delay.
2	Delays in consultant recruitment	Although the recruitment of the consultant team has been completed it took place over an extended period that was in excess of six months, and it will not be until early January that the complete team is expected to be fully mobilized. This has presented during challenges for the preparation of the AWPB. The recruitment of the four consultants who will support the VRAs and AEZ modelling as well as the improvement of commune level data collection for CCA planning, has not been completed and the activities to be implemented in 2024 cannot commence until the consultants have been mobilized.
3	The consultant team based at the GDA PMU do not have sufficient office space.	A small office space has been provided for the consultant team working at GDA PMU. Currently there are eight consultants working in that office and it already overcrowded, whilst a further six more consultants will be mobilized in January. There is an adjacent office that has been offered by GDA, but no further action has been taken to initiate this expansion and urgent action is needed that will also necessitate the need for the purchase of additional office furniture and equipment.
4	Lack of budget for purchase of office equipment.	The budget provided to GDA for office furniture and equipment has been fully utilized and most of the items purchased have been installed in the consultant's office at GDA. However, there remains a need for the purchase of some additional office furniture (as noted above) as well as additional office equipment. A list of the additional office equipment that is required has been submitted to FAO, but no decision has yet been taken.
5	Incomplete internal management systems under GDLC	Due to the reorganization within the MoE, it has not been feasible to achieve a formal agreement on the composition of the team that will support the PCRL. There will not be a PMU established at GDLC, but there is an urgent need to achieve this agreement so that the GDLC team can be engaged more effectively in the planning and implementation that is about to commence. Because of the absence of any formal agreement on the team composition it is not possible for GDLC to release any funds from the PCRL bank account that holds the initial advance payment made to GDLC about six months ago. There is an urgent need to resolve this situation so that the GDLC team can fully support implementation from the start of 2024.

No.	Issues	Proposed Solutions
6	Lack of working space at GDLC for consultants	The GDLC team were initially unable to identify an adequate working space for the PCRL consultants. However, there has now been a decision to renovate a small office space by incorporating this into the adjacent larger office and this will provide sufficient space for four desks and adequate working space for the consultants as well as one desk for occasional use by other consultants when they are working there in some cross cutting thematic areas and management. Urgent action is needed to establish the working space, as well as installing the office furniture and office equipment.
7	Difficulty in formulating the AWPB due to the involvement of many parties and lack of effective coordination mechanisms.	The consultant team prepared the draft activity plan and budget tables for the AWPB for 2024, but it has been challenging to get agreement on the scope of the activities that will be included and to identify who will be responsible for some of the activities. In the case of GDA, there are three departments that will be involved in the implementation. In the case of GDLC there will be no specific assignments to individual departments. Since the service providers (WS and IRR) have not signed the LOAs it has been difficult to engage them. There have also been some misunderstandings of the role of the service providers, in that they will only be responsible for the delivery of ToTs and all subsequent field training of farmers and other stakeholders will be the responsibility of the GDA and GDLC teams together with the provincial teams under the PDAFFs and PDoENRs. For the preparation of the AWPBs in subsequent years there will be a need for a more efficient mechanism for the formulation of the AWPBs that engages with the provincial teams as well as other stakeholders who will have become engaged during implementation in 2024.
8	Slow process in the establishment of the PSC	The formal establishment of the PSC took an extended period of time to complete due to the need for formal communications at Ministerial level. However, the official documentation has been completed and the arrangements should be made without delay for the conduct of the first meeting of the PSC when the draft AWPB for 2024 can be presented and endorsed as well as other decisions taken to enable the project implementation to move forward.
9	Lack of agreement on the assignment of the Provincial Coordinators under GDA and GDLC.	There are three Provincial Coordinators assigned to the GDA and two assigned to the GDLC (in terms of fund allocations). However, there is no stipulation in the Project Document of the provincial allocations that will be assigned for each of the OPs. A tentative agreement was made that the PCs to be recruited by GDLC will be assigned to SRP and KPT provinces. However, this needs to be confirmed by a formal decision by the PSC. For the recruitment of the Provincial Coordinators, it was decided that GDA should publish one Vacancy Announcement for the five Provincial Coordinators, and it also proposed that there be a joint Interview Panel for these five positions. When the formal agreement on the provincial assignments has been made by the PSC, then the contract can be awarded to selected candidates.
10	Lack of operations manual for the OPs to ensure compliance with all of FAO administrative and financial requirements.	The preparation of the Operations Manual has been assigned to the PCRF/GDA Operations Specialist. However, it will take a considerable time to prepare the document and it will necessitate decision making within GDA and GDLC on the specific persons who are assigned with the responsibility for a range of administrative and fiscal management functions. In the meantime, GDA and GDLC should use their own internal administrative and financial mechanisms to support project implementation.
11		The Risk Management Matrix covers a broad range of recommendations for improved administrative fiscal management within GDA. Some of these will be challenging for the PCRL consultants to fully address since they relate to the procedures that are in place for the whole of the GDA organization. The best that can be achieved is to ensure that all procedures that are applied under the PCRL demonstrate the required improvements so that these can be replicated through the whole GDA organization. Of particular concern is the management of the finances of the project and the need to streamline the payment procedures and to ensure that there is complete transparency and

No.	Issues	Proposed Solutions
	The risk management matrix that has been agreed has identified many remedial actions that are required by GDA.	integrity integrated into these processes. The adoption of an electronic payroll system for payments to the consultants has already been achieved, as opposed to writing individual cheques for the payments and physical deposits to individual bank accounts, but further improvement needs to be made to fully utilize all opportunities for electronic payment systems that provide effective recording and documentation of the payments. A system is also needed for the funding of the field activities to move away from the traditional practice of manually dispensing cash to the field staff who are implementing the activities. These and other procedures must all be fully described and documented with the Operations Manual.
12	Inadequate budget for the baseline study	The consultant team have prepared a draft ToR for the conduct of a baseline study that was based on the suggestions from the FAO team that a firm should be recruited through a conventional competitive bidding process. However, the cost estimate for the baseline survey is far in excess of the available budget, which is only sufficient to recruit two consultants (one international and one national) who will implement the study. There is no consideration of the need to recruit other staff to complete all of the fieldwork, data encoding and analysis, which will be substantial tasks. Therefore, there is a need to revise the budget allocation so that the survey can be done professionally and generate reliable data against which the impacts of the project can be evaluated.
13	Global Budget Tables are inconsistent with the revised Global Work Plan.	The Global Work Plan was revised to reflect the delay in implementation that had occurred, and the five year project now effectively has only a four year duration. In addition, there have been some inconsistencies noted in the global budget table and the manner in which it is presented has made it difficult to identify the allocation of the funds to some specific activities. There is a need to prepare a revised Global Budget table that covers a four year duration and to make fund reallocations based on emerging needs that were not foreseen during the project formulation.
14	The major sources of co-financing for the project through other projects are no longer available.	During the Inception Workshop it was noted that the two major sources of co-financing that were intended to support the project are no longer available since these projects have completed implementation (ADB/IFAD funded Tonle Sap Poverty Reduction and Smallholder Development Project – Additional Financing (TSSD-AF) and the IFAD funded Agriculture Services Program for an Inclusive Rural Economy (ASPIRE). There is a need to identify other potential on-going projects that have overlapping coverage areas and related activities within the Northern Tonle Sap area and to initiate discussions with the appropriate authorities to explore opportunities for collaboration and mutual support. This is of critical importance given that the amount of funding under the GEF financing is limited and the project concept assumes that significant support can be sourced through collaboration with other on-going projects.
15	Lack of clarity on the other partners that will be recruited by FAO to support specific activities.	There is a need for much further discussion on the scope and mode of implementation of activities such as the formal M&E system (ICRISAT - MEASURE) and the provision of small grants to the ACs and CPAs and also the funds for the CRLIPs. Since these are activities that should commence early in the implementation period there is a very urgent reach agreements on the scope of works of selected implementing partners, preparation of the ToTs and commencement of the recruitment.
16	Need for agreement on the mode of delivery of funding for financing the investments identified in the CRIPs.	The Global Budget includes funds for both GDA and GDLC to support the investments in the CRIPs but provides no specific information on how these funds should be delivered and to whom any such payments should be made. There is a need to reach agreement on the ownership of the CRIPs and also who will be responsible for managing the implementation of the activities that are funded.

## PROMOTING CLIMATE-RESILIENT LIVELIHOODS IN RICE BASED COMMUNITIES IN THE TONLE SAP REGION

<b>Component 1: Improving the enabling environment for CCA in rice and related priority sectors through integrated policies and planning.</b>		
<b>Outcome 1.1: Strengthened national and sub-national CCA policies, planning frameworks and governance.</b>		
<p>This outcome contributes to the following prioritized adaptation actions in Cambodia's NDC:</p> <ul style="list-style-type: none"> <li>➤ Strengthening technical and institutional capacity to conduct climate change impact assessments, climate change projections and mainstreaming of climate change into sector and sub-sector development plans.</li> <li>➤ Promoting and improving the adaptive capacity of communities, especially through community- based adaptation actions, and restoring natural ecological system to respond to climate change.</li> <li>➤ Developing climate-proof agriculture systems for adapting to changes in water variability to enhance crop yields.</li> <li>➤ Developing crop varieties suitable to Agro-Ecological Zones (AEZ) and resilient to climate change</li> </ul> <p>Additionally, activities under this outcome align with the NAP process and the CCCSP and the SCCAP for agriculture (CCCPAP-AFF).</p>		
Scope	Activities	Implementation
<b>Output 1.1.1: National and sub-national institutions have improved capacity for comprehensive planning and implementation.</b>		
<ul style="list-style-type: none"> <li>- Mapping key decision-making processes relevant to CCA planning in the agriculture sector.</li> <li>- Identifying critical informational gaps and opportunities for improved informational quality for each key decision.</li> </ul>	<ul style="list-style-type: none"> <li>1.1.1.1 Map key decision-making processes, gaps, and opportunities relevant to CCA planning in the agricultural sector.</li> <li>1.1.1.2 Conduct VRAs in five targeted provinces to provide critical information to assist policymakers and other stakeholders in making well informed decisions for climate-resilient LUP in agriculture sector and development of community based Local Adaptation Plans (LAPs) to enable better incorporation of climate-resilience priorities into the CIPs/CDPs.</li> <li>1.1.1.3 Development of materials for training and ToT and deliver ToTs for incorporating VRAs, AEZ scenario modelling and C-PRA.</li> <li>1.1.1.4 Deliver training from 1.1.1.3.</li> </ul>	<p>MAFF/GDA &amp; MoE/GDLC (Linked with GEF CBIT and SCALA programs)</p>
<b>Output 1.1.2: Cross-ministerial and cross-sectoral coordination in CCA and agriculture improved, in collaboration with the CCCA.</b>		
<ul style="list-style-type: none"> <li>- Using MSP contributing to the CCA aspects of CBIT (1.1) as the basis for establishment of an inter-sectoral network for scenario building for CCA planning (specific to CCA planning).</li> <li>- Improving CCA related data flows for aggregation &amp; planning by supporting the connection of commune level data to the NCS portal.</li> <li>- Developing protocols for sub-national CCA planning in the agricultural sector (to guide the drafting of local adaptation plans (LAPs) and their integration into the CIPs and DIPs).</li> <li>- Enabling GDA and GDLC to provide relevant inputs into development of the agricultural dimensions of</li> </ul>	<ul style="list-style-type: none"> <li>1.1.2.1 Establish an inter-sectoral network for scenario building for CCA planning for Cambodia and the Tonle Sap Plain (TSP).</li> <li>1.1.2.2 Connect commune level data to the NCS portal.</li> <li>1.1.2.3 Develop protocols for sub-national CCA planning in the agriculture sector.</li> <li>1.1.2.4 Inform the agricultural dimensions of the online tracking systems for the NDC.</li> </ul>	<p>MAFF/GDA &amp; MoE/GDLC</p>

<b>Component 1: Improving the enabling environment for CCA in rice and related priority sectors through integrated policies and planning.</b>		
<b>Outcome 1.1: Strengthened national and sub-national CCA policies, planning frameworks and governance.</b>		
the online tracking system for RGCs NDC (as well as related linkages between the NDC and SDGs).		
<b>Output 1.1.3: Integration of water related information into agricultural CCA planning and decision processes and landscape levels strengthened</b>		
<b>Scope</b>	<b>Activities</b>	<b>Implementation</b>
<ul style="list-style-type: none"> <li>- Improving the enabling environment for national and landscape level (TSP) stakeholders in the agricultural sector to access, interpret, integrate agro-meteorological and hydrological information for CCA decision making and planning processes.</li> </ul>	<p>1.1.3.1 Assess the efficiency and utility of informational processes and products for water related planning and decision making for agricultural CCA.</p> <p>1.1.3.2 Conduct of multi-stakeholder consultations at national, sub-national and local levels and execution of priority actions identified.</p> <p>1.1.3.3 Development of a toolkit of resources to enable key-decision makers in MAFF and MoE to access relevant agro-meteorological tools and information to strengthen extension support for greater climate resilience (including flood and drought forecasting).</p> <p>1.1.3.4 Conduct training and ToTs for relevant stakeholders in MAFF and MoE on the toolkits that are developed.</p>	<p>IRRI (in coordination with MOWRAM, MAFF/GDA &amp; MoE/GDLC). (Linked to Output 1.1)</p>
<b>Output 1.1.4: Financial and incentive mechanisms through MAFF for climate resilient agriculture developed</b>		
<ul style="list-style-type: none"> <li>- Evaluating options for policy base support to contract farming.</li> <li>- Assessing feasibility and impact of options for strengthening other forms of market-based incentives.</li> <li>- Identifying policy reforms to facilitate value-chain actors providing direct support for up-scaling of climate resilient technologies and practices.</li> <li>- Improving the capacity of ARDB and relevant decision makers in MAFF and MoE to enable secure financing for climate resilient agricultural technologies.</li> </ul>	<p>1.1.4.1 Conduct policy analysis of prospective incentive, mechanisms for climate-resilient agricultural production, including contract farming and agricultural standards, and recommend policy-based approaches using a cascade-based prioritization scheme.</p> <p>1.1.4.2 Draft and conduct full vetting for adoption-ready policies to support market-based incentive mechanisms and financing options for climate-resilient approaches in the agricultural sector.</p> <p>1.1.4.3 Conduct training and provide associated TA to MAFF, MoE, ARDB, and other relevant financial-sector stakeholders to incorporate CCA considerations into their policies and portfolios for the agricultural sector, including through the facilitation of blended financial approaches.</p>	<p>MAFF/GDA (see Output 3.3) and MoE/GDLC (CPAs) in partnership with SP3 as key EA and in coordination with WCS.</p>

<b>Component 2: Supporting resilient production systems in rice-based communities for improved livelihoods.</b>		
<b>Outcome 2.1: Increased resilience and adaptive practices of production systems and the natural resource base.</b>		
This outcome will be achieved via two primary mechanisms: FFS and community-led resilience investment packages (CRIPs):		
<ul style="list-style-type: none"> <li>➤ FFS content will comprise core module (focused on CSA and the SRP standard) plus additional modules for diversification of agricultural production and livelihoods and business skills.</li> <li>➤ CRIPs to provide CCA small-grants mechanism in response to community proposals in line with established criteria to ensure durable, equitable increases in local resilience (based on LAP and incorporated into CIP/DIP).</li> </ul>		
Scope	Activities	Implemented by
<b>Output 2.1.1: On farm diversification for improved resilience against climatic variations demonstrated and scaled out</b>		
<ul style="list-style-type: none"> <li>- Developing FFS modules and their application to capacitate communities for diversification of agricultural production and livelihoods.</li> </ul>	<ul style="list-style-type: none"> <li>2.1.1.1 Link current and forecast AEZ, crop suitability maps and other information to identify candidates for locally suitable diversification options in the targeted districts.</li> <li>2.1.1.2 Develop relevant business models for diversification of production and livelihoods.</li> <li>2.1.1.3 Develop relevant FFS packages, including ToTs and in local languages where appropriate.</li> <li>2.1.1.4 Deliver ToTs and ToT refreshers.</li> <li>2.1.1.5 Deliver FFSs. Including piloting diversification approaches with lead farmers and incentives for adoption and continuation.</li> <li>2.1.1.6 Establish relevant CRIP criteria and procedures.</li> <li>2.1.1.7 Select, fund, and support CRIPs.</li> </ul>	<p>(In close coordination with the Conservation Agriculture Service Centre (CASC) of DALRM.)</p> <p>MAGFF/GDA in partnership with SP3 and IRRI and MoE/GDLC (CPAs) in coordination with WCS</p>
<b>Output 2.1.2: Use of certified, premium, and stress-tolerant seeds increased.</b>		
<ul style="list-style-type: none"> <li>- Building climate resilience for producers who continue to grow rice through enhanced seed quality, use of premium varieties, and adoption of stress-tolerant varieties.</li> </ul>	<ul style="list-style-type: none"> <li>2.1.2.1 Conduct local demonstrations of selected varieties via model farmers.</li> <li>2.1.2.2 Develop and produce associated training and promotional materials.</li> <li>2.1.2.3 Coordinate with CARDI and private sector to promote the use of premium and certified seeds.</li> </ul>	<p>MAFF/GDA in partnership with CARDI, IRRI and PDAFFs.</p>
<b>Output 2.1.3: Increased adoption of climate-resilient on-farm technologies and practices</b>		
<ul style="list-style-type: none"> <li>- Improving climate resilience mainly in the context of rice production through a combination of FFS and CRIPs with at least one FFS package specifically supporting communities in transitioning to standards-based procedures (SRP, CamGAP - Output 3.1.3).</li> </ul>	<ul style="list-style-type: none"> <li>2.1.3.1 Develop relevant business models for supported activities.</li> <li>2.1.3.2 Develop relevant FFS packages, including ToTs and in local languages where appropriate.</li> <li>2.1.3.3 Deliver ToTs and ToT refreshers.</li> <li>2.1.3.4 Pilot climate-adaptive technologies and practices with lead farmers and offer incentives for adoption and continuation.</li> <li>2.1.3.5 Conduct exchange visits for farmers and community members under project areas and outside.</li> <li>2.1.3.6 Establish relevant CRIP criteria and procedures.</li> <li>2.1.3.7 Pilot village level Centres of excellence as mechanism to build networks among farmers, extension officials and private sector</li> </ul>	<p>MAFF/GDA in partnership with IRRI and MoE/GDLC (CPAs) in coordination with WCS.</p>

<b>Component 2: Supporting resilient production systems in rice-based communities for improved livelihoods.</b>		
<b>Outcome 2.1: Increased resilience and adaptive practices of production systems and the natural resource base.</b>		
<b>Scope</b>	<b>Activities</b>	<b>Implemented by</b>
<b>Output 2.1.4: Credit access for rice farmers improved</b>		
<ul style="list-style-type: none"> <li>- Improving famers' resilience and access to sustainable credit by improving financial literacy in targeted communities.</li> </ul>	<ul style="list-style-type: none"> <li>2.1.4.1 Conduct gender-disaggregated assessment of credit related needs and risks.</li> <li>2.1.4.2 Develop FFS modules, including materials and equipment as appropriate.</li> <li>2.1.4.3 Deliver FFS packages for financial literacy (ToT delivered under 2.1.1.1)</li> </ul>	<p>(Implemented in coordination with capacity development for ACs and producer groups within CPAs - Output 3.1). For ACs SPs in coordination with MAFF/GDA. For CPAs MoE/GDLC in coordination with GDA and WCS.</p>

<b>Component 3: Scaling up adaptation technologies and practices in selected value chains through partnerships, markets, and investments.</b>		
<b>Outcome 3.1: Scaled up adaptation innovations, technologies, and new markets, and scaling up agribusinesses, employment, and empowerment at community level.</b>		
<p>This outcome will be achieved by helping to generate economic value from climate-resilient and sustainable production approaches and ensuring that producers are able to generate and capture their share of that value.</p> <ul style="list-style-type: none"> <li>➤ Facilitation of stronger engagement between value chain actors to enable farmers to capture that value and avail of other demand-driven incentives for sustainable production.</li> </ul>		
Scope	Activities	Implemented by
<b>Output 3.1.1: The performance of ACs and producer groups within CPAs improved via human capacity building.</b>		
<ul style="list-style-type: none"> <li>- Developing medium term business plans for increasing support to locally prioritized climate adaptive approaches using FAO RuralInvest tool.</li> <li>- Delivery of training by RuralInvest certified trainers as well as mentoring and knowledge exchanges.</li> <li>- Providing small grants to support proposals that align with the LAPs and leverage CRIPs (using selection criteria and protocols for support to CRIPs).</li> </ul>	3.1.1.1 Conduct a capacity needs assessment for ACs and producer groups within CPAs in the target areas, identify district gap typologies or profiles (if appropriate) and propose capacity building priorities.	SP3 in coordination with MAFF/GDA DACP and MoE/GDLC.
	3.1.1.2 Develop capacity building packages pursuant to the capacity needs assessment.	
	3.1.1.3 Deliver ToTs and ToT refreshers.	
	3.1.1.4 Deliver capacity building packages including RuralInvest to selected ACs and producer groups within CPAs including follow up and coaching support.	MAFF/GDA and MoE/GDLC in coordination with CARD and SP3 respectively.
	3.1.1.5 Strengthen the AC and CPA network.	MAFF/GDA and MoE/GDLC in partnership with SP3
<b>Output 3.1.2: Contract farming models negotiated between ACs, and rice processors demonstrated and up-scaled incorporating crop insurance.</b>		
<ul style="list-style-type: none"> <li>- Facilitating and up-scaling contract farming between ACs and producer groups within CPAs by use of standards-based production to create a structured basis for the facilitation of farming contracts.</li> <li>- Assisting ACs and producer groups within CPAs in negotiation with large buyers for buyer-supported investments in assets and equipment to meet buyer's quality standards.</li> <li>- Replicating and scaling-up organic and/or Fairtrade-certified rice value chains to enable farmers to reach niche markets with higher premiums and preserve wildlife biodiversity.</li> </ul>	3.1.2.1 Assess lessons learned and best practices from recent standards-based contract farming. 3.1.2.2 Facilitate and scale-up contract farming. 3.1.2.3 Conduct trials for market-based, resilience-oriented incentives within contractual arrangements (e.g., climate linked crop insurance, markets for climate-resilient crops and varieties). 3.1.2.4 Formalize recourse options for breached contracts. 3.1.2.5 Produce a white paper on opportunities to expand market-driven contract farming arrangements to additional climate-resilient approaches (e.g., linked to agroecological approaches).	SP3 in coordination with MAFF/GDA DACP and MoE/GDLC

<b>Component 3: Scaling up adaptation technologies and practices in selected value chains through partnerships, markets, and investments.</b>		
<b>Outcome 3.1: Scaled up adaptation innovations, technologies, and new markets, and scaling up agribusinesses, employment, and empowerment at community level.</b>		
<b>Scope</b>	<b>Activities</b>	<b>Implemented by</b>
<b>Output 3.1.3: Pilot locally prioritized standards-based production.</b>		
<ul style="list-style-type: none"> <li>- Support the increased decentralization production of certified seeds in line with prioritized varieties (Output 2.2).</li> <li>- Support ACs and producer groups with CPAs in adopting and implementing standards-based production and marketing.</li> </ul>	3.1.3.1 Develop materials to train farmers' groups to produce and market certified seeds.	IRRI in coordination with MAFF/GDA
	3.1.3.2 Develop and deliver ToTs to GDA for production and marketing of certified seeds.	
	3.1.3.3 Develop regionally appropriate business models and equipment packages for production and marketing of certified seeds.	
	3.1.3.4 Develop MAFF's institutional capacity to certify seeds at national and provincial levels.	
	3.1.3.5 Train and provide TA to ACs and producer groups within CPAs to produce and market certified seeds.	MAFF/GDA
	3.1.3.6 Procure (or produce) and distribute foundation or registered seeds to designated ACs and producer groups within CPAs	
	3.1.3.7 Develop and deliver ToTs to GDA on establishing local institutions to support standards-based production and marketing.	MAFF/GDA and MoE/GDLC in partnership with WCS.
	3.1.3.8 Develop materials and deliver training and technical support to farmers' groups to adopt standards-based production & marketing.	MAFF/GDA and WCS
<b>Output 3.1.4: Investments in local climate-adaptive equipment, facilities, and activities funded.</b>		
<ul style="list-style-type: none"> <li>- Support for direct investment in the climate resilience of local value chain assets and activities particularly for ACs and producer groups under CPAs through small grants awarded on competitive basis in line with selection criteria for CRIPs.</li> </ul>	3.1.4.1 Conduct a technology needs assessment for ACs and producer groups within CPAs in targeted communities.	MAFF/GDA and MoE/GDLC
	3.1.4.2 Identify financing options for the funding of supported technologies and asset improvements.	
	3.1.4.3 Deliver climate-adaptive technologies and assets to ACs and producer groups within CPAs in targeted communities based on approved proposals.	
	3.1.4.4 Provide small grants to ACs and producer groups within CPAs for climate-adaptive activities based on approved proposals.	
<b>Output 3.1.5: Credit availability for rice processors improved.</b>		
<ul style="list-style-type: none"> <li>- Improving access to credit for rice processors in collaboration with ARDB, IFAD/AIMS and local MFIs through use of blended finance and bank loan guarantees.</li> </ul>	3.1.5.1 Conduct a risk and needs analysis of the credit market for agricultural processors in the targeted area.	MAFF/GDA and MoE/GDLC in association with ARDB
	3.1.5.2 Develop packages of options to address identified risks and needs.	
	3.1.5.3 Pilot credit packages with project-supported risk assurances for rice processors in the targeted area.	

<b>Component 4: Building effective knowledge management, innovations, and M&amp;E systems.</b>		
<b>Outcome 4.1: More effective knowledge management and assessment of adaptive innovations.</b>		
This outcome will be achieved by the following:		
<ul style="list-style-type: none"> <li>➤ The establishment of structures and processes for the project's delivery, ensuring effective knowledge management and transitional arrangements for long-term durability and scaling-up of results.</li> <li>➤ Ensuring efficient and effective systems of coordination among key project implementing partners for project delivery.</li> <li>➤ Conducting M&amp;E for the project, linking with broader KMS and support knowledge management sharing nationally and internationally.</li> <li>➤ Strengthening capacities in government operational partners in line with operational partner assessments.</li> </ul>		
Scope	Activities	Implementation
<b>Output 4.1.1: More effective management mechanisms established</b>		
<ul style="list-style-type: none"> <li>- Facilitating effective coordination among stakeholders to ensure on-going stakeholder engagement, distillation and dissemination of lessons learned, and strengthening of project management capacities of operational partners.</li> </ul>	4.1.1.1 Execute and update the project's stakeholder engagement plan. 4.1.1.2 Execute and update the project's communication plan. 4.1.1.3 Develop capacities, facilitate delivery, & execute mitigation measures pursuant to operational partner assessments and agreements. 4.1.1.4 Conduct spot checks and other assurance activities for operational partnerships.	MAFF/GDA and MoE GDLC
<b>Output 4.1.2: Tools, methods, and approaches for monitoring and tracking project progress adopted.</b>		
<ul style="list-style-type: none"> <li>- Enabling well informed management of the project and facilitating integration with stakeholder's broader KM systems and decision processes.</li> <li>- Expanding the evidential basis for the integration of market-based and ecosystems-based approaches to building climate resilience in agriculture, particularly at landscape level.</li> </ul>	4.1.2.1 Develop a KM system that facilitates execution of the project's M&E plan. 4.1.2.2 Execute the project's M&E plan. 4.1.2.3 Conduct a feasibility assessment for tools and approaches to track farm-specific progress towards relevant sustainability criteria and production standards (e.g., SRP).	MAFF/GDA and MoE GDLC
<b>Output 4.1.3: Project's KMS integrated with national results-tracking for agricultural CCA.</b>		
<ul style="list-style-type: none"> <li>- Ensuring that the project's KMS is integrated with Cambodia's national results-tracking for agricultural CCA.</li> </ul>	4.1.3.1 Integrate the project's KMS with MAFF and MoE initiatives at national and sub-national levels to track CCA priorities in accordance with RGC's commitments and targets.	MAFF/GDA and MoE GDLC
<b>Output 4.1.4: Inter-regional knowledge-sharing fostered.</b>		
<ul style="list-style-type: none"> <li>- Ensuring the project benefits from and shares best practices with other similar projects and initiatives internationally.</li> </ul>	4.1.4.1 Support engagement with relevant international platforms, projects, and initiatives.	MAFF/GDA and MoE GDLC
<b>Output 4.1.5: Innovation and new market opportunities fostered.</b>		
<ul style="list-style-type: none"> <li>- Supporting additional network collaboration and exploration of novel market opportunities.</li> </ul>	4.1.5.1 Host MSWs to foster value-chain related networks. 4.1.5.2 Conduct at least one feasibility study for an app-based solution to increase stakeholder's climate resilience.	MAFF/GDA and MoE GDLC

**PCRL GLOBAL WORK PLAN**

Activities	Mode	Execution Partner	2023				2024				2025				2026				2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Component 1: Improving the enabling environment for climate change adaptation in the rice and related priority sectors through integrated policies and planning.</b>																						
<b>1.1. Strengthened national and sub-national climate change adaptation policies, planning frameworks, and governance.</b>																						
<b>1.1.1. National and sub-national institutions have improved capacity for comprehensive planning and implementation.</b>																						
1.1.1.1. Map key decision-making processes, gaps, and opportunities relevant to CCA planning in the agricultural sector.	LOA	SP3																				
1.1.1.2. Conduct VRAs in the five targeted provinces, incorporating AEZ climate modelling for longer-term adaptation planning.	OPA	GDA																				
	OPA	GDLC																				
1.1.1.3. Develop materials for trainings and trainings-of-trainers (TOTs), and deliver TOTs for incorporating VRAs, AEZ scenario-modelling, and C-PRAP.	LOA	SP3																				
	OPA	GDA																				
1.1.1.4. Deliver trainings from 1.1.1.3.	OPA	GDA																				
	OPA	GDLC																				
<b>1.1.2. Cross-ministerial and cross-sectoral coordination in climate change adaptation and agriculture improved, in collaboration with the Cambodia Climate Change Alliance.</b>																						
1.1.2.1. Establish an inter-sectoral network for scenario-building for CCA planning for Cambodia and the Tonle Sap Plain.	OPA	GDLC																				
1.1.2.2. Connect commune-level data to the NCS portal.	OPA	GDA																				
	OPA	GDLC																				
1.1.2.3. Develop protocols for sub-national CCA planning in the agricultural sector.	OPA	GDA																				
1.1.2.4. Inform the agricultural dimension of the online tracking system for the NDC.	OPA	GDA																				
<b>1.1.3. Strengthen integration of water-related information into agricultural CCA planning and decision processes at national and landscape levels.</b>																						
1.1.3.1. Assess the efficiency and utility of informational processes and products for water-related planning and decision-making for agricultural CCA.	LOA	IRRI																				
1.1.3.2. Execute prioritized actions identified under 1.1.3.1.	OPA	GDA																				
	OPA	GDLC																				
1.1.3.3. Develop a tool-kit of resources to enable key decision-makers in MAFF and MoE to access relevant agro-meteorological tools and information in order to strengthen support to extension services for greater climate resilience.	LOA	IRRI																				
1.1.3.4. Conduct trainings and trainings of trainers (TOTs) for relevant stakeholders in MAFF and MoE (for products of 1.1.3.3.).	LOA	IRRI																				
<b>1.1.4. Financial and incentive mechanisms through MAFF for climate-resilient agriculture developed.</b>																						
1.1.4.1. Conduct policy analyses of prospective incentive mechanisms for climate-resilient agricultural production, including contract farming and agricultural standards, and recommend policy-based approaches using a cascade-based prioritization scheme.	LOA	SP3																				
1.1.4.2. Draft and conduct full vetting for adoption-ready policies to support market-based incentive mechanisms and financing options for climate-resilient approaches in the agricultural sector.	OPA	GDA																				
1.1.4.3. Conduct trainings and provide associated technical assistance to MAFF, MoE, ARDB, and other relevant financial-sector stakeholders to incorporate CCA considerations into their policies and portfolios for the agricultural sector, including through the facilitation of blended financial approaches.	LOA	SP3																				

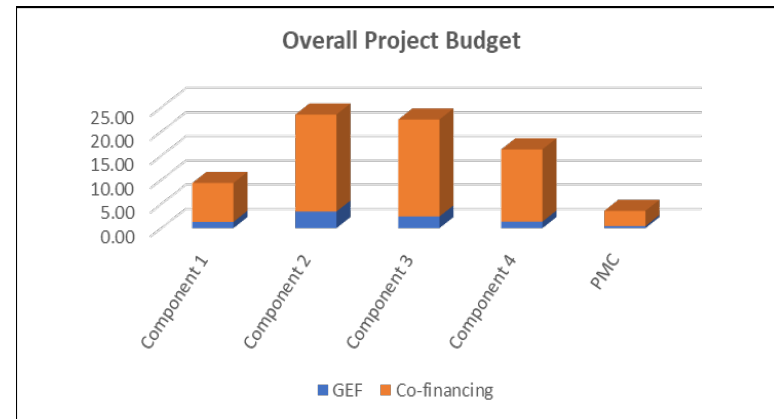
Activities	Mode	Execution Partner	2023				2024				2025				2026				2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Component 2: Supporting resilient production systems in rice-based communities for improved livelihoods</b>																						
<b>2.1. Increased resilience and adaptive capacities of production systems and the natural resource base.</b>																						
<b>2.1.1. On-farm diversification for improved resilience against climatic variations demonstrated and scaled out.</b>																						
2.1.1.1. Link current and forecast AEZ and crop suitability maps in order to identify candidates for locally suitable diversification options in the targeted districts.	LOA	SP3																				
	LOA	WCS																				
2.1.1.2. Develop relevant business models for diversification of production and livelihoods.	LOA	SP3																				
	LOA	WCS																				
2.1.1.3. Develop relevant FFS packages, including TOTs and in local languages where appropriate.	LOA	SP3																				
	LOA	WCS																				
2.1.1.4. Deliver the TOTs and TOT refreshers.	LOA	SP3																				
	LOA	WCS																				
2.1.1.5. Deliver the FFSs, including piloting diversification approaches with lead farmers and incentives for adoption and continuation.	OPA	GDA																				
	OPA	GDLC																				
2.1.1.6. Establish relevant CRIP criteria and procedures.	LOA	SP3																				
	LOA	WCS																				
2.1.1.7. Select, fund, and support CRIPs.	OPA	GDA																				
	OPA	GDLC																				
	LOA	Other partner																				
<b>2.1.2. Use of certified, premium, and stress-tolerant seeds increased.</b>																						
2.1.2.1. Conduct local demonstrations of selected varieties via model farmers.	OPA	GDA																				
2.1.2.2. Develop and produce associated training and promotional materials.	LOA	IRRI																				
2.1.2.3. Coordinate with CARDI and private sector to promote the use of premium and certified seed	OPA	GDA																				
<b>2.1.3. Increased adoption of climate-resilient on-farm technologies and practices.</b>																						
2.1.3.1. Develop relevant business models for supported practices.	LOA	IRRI																				
	LOA	WCS																				
2.1.3.2. Develop relevant FFS packages, including TOTs and in local languages where appropriate.	LOA	IRRI																				
	LOA	WCS																				
2.1.3.3. Deliver the TOTs and TOT refreshers. (These budgets are supplementary to TOT budgets under 2.1.1.4.) (Consolidated FFS delivered via 2.1.1. and 2.1.4.)	LOA	IRRI																				
	LOA	WCS																				
2.1.3.4. Pilot climate-adaptive technologies and practices with lead farmers and offer incentives for adoption and continuation.	OPA	GDA																				
	OPA	GDLC																				
2.1.3.5. Conduct exchange visit for farmer and community members under project areas and outside.	LOA	IRRI																				
	LOA	WCS																				
2.1.3.6. Establish relevant CRIP criteria and procedures	OPA	GDA																				
	OPA	GDLC																				
<b>2.1.4. Credit access for rice farmers improved.</b>																						
2.1.4.1. Conduct gender-disaggregated assessment of credit-related needs and risks.	LOA	SP3																				
2.1.4.2. Develop FFS module, including materials and equipment as appropriate (TOT delivered under 2.1.1.).	LOA	SP3																				
2.1.4.3. Deliver FFS packages for financial literacy (TOT delivered under 2.1.1.).	OPA	GDA																				
	OPA	GDLC																				

Activities	Mode	Execution Partner	2023				2024				2025				2026				2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Component 3: Scaling up adaptation technologies and practices in selected value chains through partnerships, markets, and investments</b>																						
<b>3.1. Scaling of adaptation innovations, technologies, and new markets, and scaling-up agribusinesses, employment, and empowerment at community level.</b>																						
<b>3.1.1. The performance of agricultural cooperatives improved via human capacity building.</b>																						
3.1.1.1. Conduct a capacity needs assessment for agricultural cooperatives in the target areas, identify distinct gap typologies or profiles (if appropriate), and propose capacity-building priorities.	LOA	SP3																				
3.1.1.2. Develop capacity-building packages pursuant to the capacity needs assessment.	LOA	SP3																				
3.1.1.3. Deliver TOTs and TOT refreshers.	LOA	SP3																				
3.1.1.4. Deliver capacity-building packages including rural invest to selected ACs and producer groups within CCA including follow up and coaching support.	OPA	GDA																				
	OPA	GDLC																				
3.1.1.5. Strengthen the AC and CPA network.	LOA	SP3																				
<b>3.1.2. Contract farming models negotiated between agricultural cooperatives and rice processors demonstrated and up-scaled, incorporating crop insurance.</b>																						
3.1.2.1. Assess lessons learned and best practices from recent standards-based contract farming.	LOA	SP3																				
3.1.2.2. Facilitate and scale-up contract farming.	OPA	GDA																				
3.1.2.3. Conduct trials for market-based, resilience-oriented incentives within contractual arrangements (e.g., climate-linked crop insurance, markets for climate-resilient crops and varieties).	LOA	SP3																				
3.1.2.4. Formalize recourse options for breached contracts.	LOA	SP3																				
3.1.2.5. Produce a white paper on opportunities to expand market-driven contract farming arrangements to additional climate-resilient approaches (e.g., linked to agroecological approaches).	LOA	SP3																				
<b>3.1.3. Pilot locally prioritized standards-based production.</b>																						
3.1.3.1. Develop materials to train farmers' groups to produce and market certified seeds.	LOA	IRRI																				
3.1.3.2. Develop and deliver TOTs to GDA for production and marketing of certified seeds.	LOA	IRRI																				
3.1.3.3. Develop regionally appropriate business models and equipment packages for production and marketing of certified seeds.	LOA	IRRI																				
3.1.3.4. Develop MAFF's institutional capacity to certify seeds at national and provincial levels.	LOA	IRRI																				
3.1.3.5. Train and provide technical assistance to ACs to produce and market certified seeds.	OPA	GDA																				
3.1.3.6. Procure (or produce) and distribute foundation or registered seeds to designated ACs.	OPA	GDA																				
3.1.3.7. Develop and deliver TOTs to GDA on establishing local institutions to support standards-based production and marketing.	LOA	WCS																				
3.1.3.8. Develop materials and deliver training and technical support to farmers' groups to establish local institutions supporting standards-based production and marketing following IBIS	LOA	WCS																				
<b>3.1.4. Investments in local climate-adaptive equipment, facilities, and activities funded.</b>																						
3.1.4.1. Conduct a technology needs assessment for ACs in targeted communities.	LOA	IRRI																				
3.1.4.2. Identify financing options for the funding of supported technologies and asset improvements.	LOA	IRRI																				
3.1.4.3. Deliver climate-adaptive technologies and assets to ACs in targeted communities based on approved proposals.	OPA	GDA																				
	OPA	GDLC																				
3.1.4.4. Provide small grants to ACs for climate-adaptive activities based on approved proposals.	OPA	GDA																				
<b>3.1.5. Credit availability for rice processors improved.</b>																						
3.1.5.1. Conduct a risk and needs analysis of the credit market for agricultural processors in the targeted area.	LOA	SP3																				
3.1.5.2. Develop packages of options to address identified risks and needs.	LOA	SP3																				
3.1.5.3. Pilot credit packages with project-supported risk assurances for rice processors in the targeted area.		Other partner																				

Activities	Mode	Execution Partner	2023				2024				2025				2026				2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Component 4: Building effective knowledge management, innovations, and monitoring &amp; evaluation systems</b>																						
<b>4.1. More effective knowledge management and assessment of adaptation innovations.</b>																						
<b>4.1.1. Project management mechanisms established.</b>																						
4.1.1.1. Execute and update the project's stakeholder engagement plan.	OPA	GDA																				
	OPA	GDLC																				
4.1.1.2. Execute and update the project's communication plan.	OPA	GDA																				
	OPA	GDLC																				
4.1.1.3. Develop capacities, facilitate delivery, and execute mitigation measures pursuant to Operational Partner assessments and agreements.	DEX	FAO																				
4.1.1.4. Conduct spot checks and other assurance activities for operational partnerships.	DEX	FAO																				
<b>4.1.2. Tools, methods, and approaches for monitoring and tracking project progress adopted.</b>																						
4.1.2.1. Develop a knowledge management system that facilitates execution of the project's monitoring and evaluation plan.	LOA	ICRISAT																				
4.1.2.2. Execute the project's monitoring and evaluation plan.	OPA	GDA																				
	OPA	GDLC																				
	DEX	FAO																				
4.1.2.3. Conduct a feasibility assessment for tools and approaches to track farm-specific progress toward relevant sustainability criteria and production standards (e.g., SRP).	LOA	WCS																				
<b>4.1.3. Project's KMS integrated with national results-tracking for agricultural CCA.</b>																						
4.1.3.1. Integrate the project's KMS with MAFF and MoE initiatives at national and sub-national levels to track CCA priorities in accordance with RGC's commitments and targets.	LOA	ICRISAT																				
<b>4.1.4. Inter-regional knowledge-sharing fostered.</b>																						
4.1.4.1. Support engagement with relevant international platforms, projects, and initiatives.	DEX	FAO																				
<b>4.1.5. Innovation and new market opportunities fostered.</b>																						
4.1.5.1. Host provincial multi-stakeholder workshops to foster value-chain-related networks.	OPA	GDA																				
	OPA	GDLC																				
4.1.5.2. Conduct at least one feasibility study for an app-based solution to increase stakeholders' climate resilience.	LOA	IRRI																				

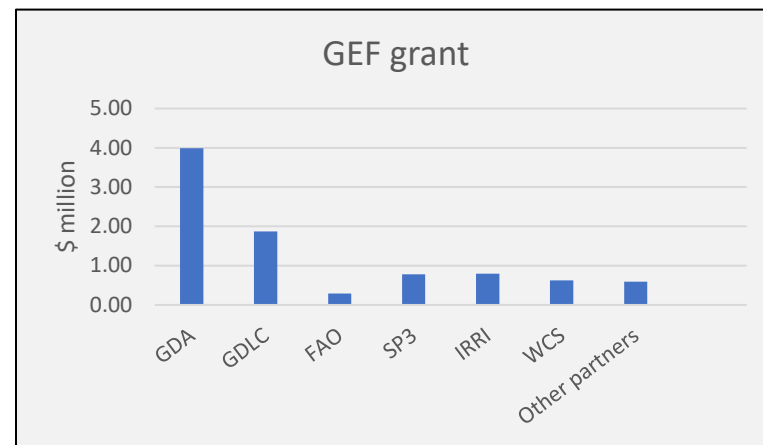
**PCRL OVERALL GLOBAL BUDGET (US\$ - based on Project Document)**

Summary			
COMPONENTS	GEF	Co-financing	Total
Component 1	1,299,550	8,056,800	9,356,350
Component 2	3,439,450	20,102,400	23,541,850
Component 3	2,414,450	20,102,400	22,516,850
Component 4	1,353,617	14,972,000	16,325,617
PMC	425,553	3,161,680	3,587,233
<b>TOTAL GEF</b>	<b>8,932,620</b>	<b>66,395,280</b>	<b>75,327,900</b>



**PCRL GEF BUDGET (USD - based on Project Document)**

Summary of expenditures						
Expenditures by Component/ Outcome						
Agency	1.1	2.1	3.1	4.1	PMC	Total GEF
GDA	593,230	1,450,850	1,075,850	706,809	159,612	3,986,350
GDLC	276,320	863,600	333,600	278,259	115,741	1,867,520
FAO	-	-	-	138,550	150,000	288,550
SP3	200,000	232,000	345,000	-	-	777,000
IRRI	230,000	148,000	360,000	60,000	-	798,000
WCS	-	245,000	300,000	80,000	-	625,000
Other partners	-	500,000	-	90,000	-	590,000
<b>Total</b>	<b>1,299,550</b>	<b>3,439,450</b>	<b>2,414,450</b>	<b>1,353,617</b>	<b>425,353</b>	<b>8,932,420</b>



**GDA PMU STAFF LIST**

No	Name	Position	Contact Number	E-mail
<b>MAFF/GDA</b>				
1	H.E Ngin Chhay	DG/GDA - PCRL Project Director	017 984 898	<a href="mailto:chhay.ipm@gmail.com">chhay.ipm@gmail.com</a>
2	Dr. Chou Cheythyrieth	DDG/GDA – PCRL Project Manager	012 826 692	<a href="mailto:thyrieth.ipm@gmail.com">thyrieth.ipm@gmail.com</a>
3	Mrs. Sin Sophorn	DDG/GDA	012 206 657	<a href="mailto:sophorn_sin@yahoo.com">sophorn_sin@yahoo.com</a>
4	Mr. Vanly Virya	Deputy Director/ DACP	012 864 754	<a href="mailto:vanlyvirya@gmail.com">vanlyvirya@gmail.com</a>
5	Mr. Yi Bunhak	Deputy Director/ DRC	017 596 916	<a href="mailto:yihak77@gmail.com">yihak77@gmail.com</a>
6	Mrs. Tuy Sokkheng	Deputy Director/ DALRM	012 791 699	<a href="mailto:tuysokkheng77@gmail.com">tuysokkheng77@gmail.com</a>
7	Mrs. Tean Somaline	Officer/ DAPAIC	017 984 367	<a href="mailto:somaline168@gmail.com">somaline168@gmail.com</a>
8	Mr. Nim Neth	Officer/ DAPAIC	092 526 619	<a href="mailto:nimneth168@gmail.com">nimneth168@gmail.com</a>
<b>PDAFFs</b>				
9	Mr. Horn Sovann	Deputy Director PDAFF Pursat	012 383 386	<a href="mailto:horn.sovann@yahoo.com">horn.sovann@yahoo.com</a>
10	Mr. Meas Set	Chief of Agronomy and Agricultural Productivity Office PDAFF Pursat	012 691 857	<a href="mailto:meas.seth7@yahoo.com">meas.seth7@yahoo.com</a>
11	Mr. In Sovannmony	Deputy Director PDAFF Battambang	097 975 138 8	<a href="mailto:sovanmonyin@gmail.com">sovanmonyin@gmail.com</a>
12	Mr. Khath Borin	Chief of Agronomy and Agricultural Productivity Office PDAFF Battambang	012 761 355	<a href="mailto:khathborin@yahoo.com">khathborin@yahoo.com</a>
13	Mr. Run Sophannara	Deputy Director PDAFF Banteay Meanchey	012 838 724	<a href="mailto:runsophannara@gmail.com">runsophannara@gmail.com</a>
14	Mr. Horn Oeun	Officer of Agronomy and Agricultural Productivity Office PDAFF Banteay Meanchey	011 444 804	<a href="mailto:oeunhorn@gmail.com">oeunhorn@gmail.com</a>
15	Mr. Hay Veasna	Deputy Director PDAFF Siem Reap	017 299 971	<a href="mailto:hay_veasna@yahoo.com">hay_veasna@yahoo.com</a>
16	Mr. Put Loeum	Vice Chief of Agronomy and Agricultural Productivity Office PDAFF Siem Reap	012 967 605	<a href="mailto:putloeum@hotmail.com">putloeum@hotmail.com</a>
17	Mr. Diep Piseth	Deputy Director PDAFF Kampong Thom	012 935 536	<a href="mailto:piseth_agro@yahoo.com">piseth_agro@yahoo.com</a>
18	Mrs. Hun Kotal	Vice Chief of Agronomy and Agricultural Productivity Office PDAFF Kampong Thom	012 783 963	-

**GDLC STAFF LIST**

No	Name	Position	Contact Number	E-mail
<b>MoE/GDLC</b>				
1	H.E. Sy Ramony	Director General	012 832 933	n.a.
2	Mr. Ngourn Sep	Deputy Director General	012 472 888	n.a.
3	Mr. Ney Chanthy	Deputy Head of Department	011 662 350	n.a.
4	Mr. Heng Sovanna	Deputy Head of Department	081 955 666	n.a.
5	Mr Sao Samnang	Deputy Chief of Office	096 845 9775	n.a.
6	Mr. Kang Chansovandeth	Contract Staff	n.a.	n.a,
7	Mr Huong Sopheaktra	Deputy Chief of Office	085 848 636	n.a.
8	Mr. San Brsoeur	Deputy Chief of Office	060 616 222	n.a.
9	Mrs. Khin Rotha	Deputy Chief of Office	078 820 249	n.a.
10	Mr. Phuok Bunthet	Deputy Head of Department	012 973 887	n.a.
11	Mr. Chhay Ty	Chief of Office	092 616 160	n.a.
12	Mr. Bun Sambath	Officer	012 885 212	n.a.
<b>PDoENRs</b>				
Not identified				

## PROJECT STEERING COMMITTEE

### A. Introduction

1. The Royal Government of Cambodia has received grant financing from the GEF through the FAO. The overall objective of the project is: Rice-based communities in the Tonle Sap region of Cambodia reduce their climate vulnerability and increase their resilience to climate change through an ecosystem-based, market driven approach. The five-year project will be implemented jointly by the GDA of the MAFF and the GDLC of the MoE. The technical and operational execution will be augmented by IRRI, WCS and other partners with FAO providing technical and administrative support. The project implementation will be guided by a Project Steering Committee (PSC), advised by a Technical Advisory Group (TAG) and coordinated by a PMU located at GDA.

### B. Purpose and Duties

2. The PSC is responsible for providing guidance during the implementation period as well as decision-making to ensure that the execution of the project leads efficiently to the project objective, and that the project maintains alignment with all relevant national policies. The PSC will oversee the project implementation and ensure that all activities are executed in smooth coordination with all key implementing partners, and in accordance with the project document, inception report, and updates or amendments approved by the PSC. The roles of the PSC are as follows:

- i. Provide institutional and political support for the project's goals and activities.
- ii. Provide overall guidance to the PMU in the implementation of the project.
- iii. Ensure all project outputs accord with the project document, inception report, and updates or amendments approved by the PSC.
- iv. Conduct regular review of overall project implementation progress and provide guidance in resolving issues and constraints.
- v. Review, amend (if appropriate), and approve the project's annual work-plan and budget.
- vi. Proactively identify and discuss related initiatives and policies, and their potential implications for the project.
- vii. Provide inputs to project reviews and the terminal evaluation, review findings, and provide comments for the response.
- viii. Facilitate among project executing partners and other relevant government inter-departmental discussion and knowledge-sharing.
- ix. Ensure dissemination of information, best practices, and lessons learned from the project as much as possible using the government structures in place; and
- x. Identify, propose, and support efforts to strengthen post-project sustainability.

### C. Membership

3. PSC membership is held *ex officio* (i.e., by office or official capacity), such that turnover does not affect membership. The PSC chair and members will be confirmed during the Inception Phase. A provisional list of the PSC's members and their roles is shown in Table 1. The PSC must include at least one voting member from a relevant civil society organization (CSO) or non-governmental organization (NGO).

### D. Nomination and Removal of Members

4. Nominated members may decline membership in the PSC and active members may renounce their membership at any time with notice to the chair and the PSC secretariat (PMU). The PSC may add new members (*ex officio*) in accordance with the voting rules of the PSC. However, the PSC should aim to balance the need for relevant representation against the need for practical functionality of the PSC and the number of voting members of the PSC should not exceed 25. In addition, members may be removed by consensus of the chair of the PSC, the FAO BH (as in-country representative of the GEF implementing agency), and the national GEF Operational Focal Point.

### E. Duties of the Chairperson

5. The Chairperson shall exercise the functions conferred on him/ her as indicated below:

- i. Maintain regular contact with the PMU teams (GDA and GDLC) for updating on the current project progress.

- ii. Declare the opening and closing of each PSC meeting.
- iii. Direct the discussions at such meetings and ensure observance of these rules, equitably accord the privilege to speak, put questions to the members, and announce decisions.
- iv. Rule on points of order.
- v. Control the proceedings of the PSC in accordance with these rules.
- vi. Ensure that the PSC's membership continues to represent relevant stakeholder groups.
- vii. Appoint such ad hoc committees as the PSC may direct.
- viii. Ensure circulation of all relevant documents by the secretariat to PSC members.
- ix. Approve the annual work plans and budgets (AWP/Bs).
- x. Enforce recusal for the purposes of discussion or voting for any members with a potential conflict of interest on a matter before the PSC for which the members have not recused himself/herself/themselves.
- xi. At his/her discretion, and in consultation with the PMU, request that the chairperson of the Technical Advisory Group (TAG) or his/her designee(s) present to or advise the PSC on relevant technical matters.
- xii. At his/her discretion and with at least three working days advance notice to the PSC Secretariat and members, invite the relevant observers or advisors to attend PSC meetings in a non-voting capacity.
- xiii. In consultation with the PSC Secretariat (PMU), determine the date, location, and agenda of the PSC meetings, the chairing of such meetings as well as nomination of Chairperson and members for PSC and TWG.

#### **F. Secretariat**

6. The PMU will act as the Secretariat to the PSC and will be responsible for providing the PSC members with all required documents in advance of each meeting of the PSC, including agendas, drafted annual work-plan and budget, and any documents to be discussed during the meeting. The secretariat will ensure timely and appropriate logistical arrangements for meetings, including translation services as requested. The secretariat will prepare a written report summarizing the main points of discussion, guidance, and decisions of the PSC, as well as any issues directed to FAO in its role as GEF Agency. The secretariat will circulate minutes to the PSC members for review and clarification prior to finalization and will archive the PSC's minutes. The secretariat will ensure that all matters necessary for the efficient operational conduct of the project and required administrative processes are raised to the PSC.

#### **G. Potential Conflicts of Interest**

7. PSC members should at all times represent the agencies, constituents, and considerations of their respective official positions (*ex officio*) rather than their personal interests. PSC members must notify the PSC chair regarding any potential personal or professional conflicts of interest and must recuse themselves from discussions or voting accordingly.

8. PSC members should represent agencies that are unlikely to sign LOAs or contracts related to the execution of the project. If such cases arise, those members should notify the chairperson and recuse themselves from associated discussions and voting.

#### **H. Meetings of the PSC**

9. The PSC will convene its first meeting at or around the time of the Inception Workshop to operationalize the project. Among other agenda items the PSC will address in its first meeting, the PSC will:

- i. Revise, as needed, and confirm the membership and roles of the PSC, including the chairperson and secretariat.
- ii. Accept the PSC's rules and terms of reference or propose amendments to FAO in its role as GEF Agency.
- iii. Determine the primary language for the PSC's oral discussions (as noted below).
- iv. Review, revise (as needed), and approve the annual work-plan and budget, including any requested amendments or changes, for submission by the PMU to FAO.
- v. Review, revise (as needed), and approve the initial membership and terms of reference of the Technical Working Committee (TWC); and

vi. Set an approximate date and location for the next PSC meeting.

10. The PSC will meet biannually (twice per year during Q1 and Q3) as well as on an *ad-hoc* basis as needed. No more than nine months may elapse between PSC meetings. PSC members may attend meetings virtually (e.g., videoconference) at the discretion of the chair and with adequate advance notice to the secretariat for making such arrangements.

11. Invitations to regular PSC meetings shall be issued at least 45 calendar days before the meeting. Invitations to special or *ad-hoc* meetings shall be issued at least 20 calendar days before the meeting. PSC members shall update their contact information with the PSC secretariat if it changes.

### **Agenda**

12. The secretariat will solicit requested agenda items from PSC members at least 40 days prior to regularly scheduled meetings, and as early as possible for ad-hoc meetings. The secretariat will draft agendas and submit them for the chairperson's review and approval. The secretariat will send agendas to PSC members and scheduled observers at least 15 calendar days prior to regularly scheduled meetings and as early as possible for ad-hoc meetings.

13. The agenda of each regular meeting shall include:

- i. Adoption of the agenda.
- ii. Resolution of any outstanding issues from the prior meeting.
- iii. A report from the PMU on project-related activities during the inter-sessional period.
- iv. A report and recommendations from the PMU on the proposed annual work-plan and budget for the ensuing period.
- v. Reports that require PSC consideration.
- vi. Review of alignment and harmonization between relevant projects.
- vii. Matters to be resolved before the next meeting.
- viii. Consideration of the time and location of the next meeting.
- ix. Any other matters approved by the chairperson.

14. The agenda of a special or *ad-hoc* meeting shall consist only of items relating to the purpose for which the meeting was called, unless otherwise directed by the chairperson.

### **I. Quorum**

15. A quorum comprises at least 60% of members who have not explicitly abstained (including recusal) and must include the chair or his/ her designated representative. Members who are unable to attend may appoint a representative on their behalf. If at least half (50%) of members are in attendance, a quorum may also be met at the chair's discretion if the requisite proportion of members (60%) concurs at a later date with the minutes and decisions of a meeting.

### **J. Decision making**

16. At each meeting, the PSC shall agree with the report text that embodies its views, recommendations, and decisions, including a statement of minority views upon request from those members. The secretariat will circulate a drafted PSC meeting report to the PSC's members as soon as possible after the meeting for comments. Comments shall be accepted over a period of seven calendar days. Following the chairperson's approval, the final meeting report will be distributed to the PSC's members and archived. Every PSC report will be uploaded into the FPMIS by the BH office.

17. The secretariat will circulate a drafted PSC meeting report to the PSC's members as soon as possible after the meeting for comments. Comments shall be accepted over a period of seven calendar days. Following the chairperson's approval, the final meeting report will be distributed to the PSC's members and archived. Every PSC report will be uploaded into the FPMIS by the BH office.

### **K. Composition of PSC**

18. The PSC is proposed to have a total number of 24 nominees that represent the Chairperson and two Deputy Chairpersons, 17 voting members, and four non-voting members that includes two advisors (who also act as the secretariat). In every case, there will be a specific person nominated by name as the sole representative of each entity to ensure that there is consistency in the attendance of the PSC meetings.

Proposed Membership of the PCRL Project Steering Committee					
#	Organization	Abbrev.	Name	Title	PSC Role
1	Min. of Agriculture, Forestry, and Fisheries	MAFF	H.E. Yang Saing Koma	MAFF Secretary of State	Chairperson
2	Min. of Environment	MOE	H.E. Pheav Sovuthy	MOE Under Sec. of State	Deputy Chairperson
3	Min. of Agriculture, Forestry, and Fisheries - General Directorate of Agriculture	MAFF	H.E. Ning Chhay	Director General, General Directorate of Agriculture (GDA)	Deputy Chairperson
4	Min. of Environment	MOE	TBC	GEF Operational Focal Point	Member
5	Min. of Environment - General Directorate of Local Community	MOE/ GDLC	TBC	Director General (GDLC)	Member
6	Min. of Agriculture, Forestry & Fisheries	MAFF/ GDA	Dr. Chou Cheythyrieth	Deputy Director General (GDA)	Member
7	Cambodia Climate Change Alliance	CCCA	TBC	Head of Dept. of Climate Change (NCSO)	Member
8	Food and Agriculture Organization of the United Nations	FAO	Ms. Rebekah Bell	FAO representative	Member
9	Food and Agriculture Organization of the United Nations	FAO	Mr. Ly Proyuth	FAO representative	Member
10	Asian Development Bank	ADB	TBC	ADB/CARM representative	Member
11	International Fund for Agricultural Development	IFAD	TBC	IFAD Cambodia representative	Member
12	United Nations Development Program	UNDP	TBC	UNDP Cambodia Office representative	Member
13	Wildlife Conservation Society	WCS	Robert J Tizard	WCS Cambodia office	Member
14	International Rice Research Institute	IRRI	Dr. Rica Joy Flor	IRRI Cambodia Officer	Member
15	Cambodia Agricultural Cooperative Alliance	CACA	Mr. Huy Seksa	Chairman of CACA	Member
16	Project Management Unit	PMU	Ms Sin Sophorn	Deputy Director General GDA	Non-voting member
17	Project Management Unit	PMU	Vanly Virya	Deputy Director/DACP GDA	Non-voting member

### Reports and recommendations

19. At each meeting, the PSC shall agree with the report text that embodies its views, recommendations, and decisions, including a statement of minority views upon request from those members. The secretariat will circulate a drafted PSC meeting report to the PSC's members as soon as possible after the meeting for comments. Comments shall be accepted over a period of seven calendar days. Following the chairperson's approval, the final meeting report will be distributed to the PSC's members and archived. Every PSC report will be uploaded into the FAO (Program Management System Management Information System (FPMIS) by the FAO Representation in Cambodia office.

### Official language

20. Spoken: The primary spoken language for discussions in the PSC meetings shall be Khmer. The PMU, as the PSC Secretariat, will be responsible for arranging simultaneous translation services as needed.

Written: The official written language for PSC documentation shall be Khmer. The PMU, as PSC Secretariat, shall arrange for translation services of all written documents.

**OFFICE EQUIPMENT AND FURNITURE - GDA**

No	Description	Qty	Cost	Procurement Method	Date of purchase
<b>Office equipment purchased</b>					
1	Desktop PC	1	1,250	NCB	28-Jul-23
2	Laptops	5	9,950	NCB	28-Jul-23
3	Printer (HP Laser Jet 404)	1	500	NCB	28-Jul-23
4	LCD Projector (Panasonic PT0LW336)	1	750	NCB	28-Jul-23
4	Multi-function printer (Toshiba e Studio)	1	5,700	NCB	28-Jul-23
<b>Office furniture purchased</b>					
6	Office Desk	10	2,800	NCB	11-Aug-23
7	Office Chair	10	1,500	NCB	11-Aug-23
8	Meeting Room Table	1	750	NCB	11-Aug-23
9	Meeting Chairs	9	1,280	NCB	11-Aug-23
10	Cabinets	5	1,400	NCB	11-Aug-23
<b>Additional Office equipment (proposed)</b>					
12	Monitors (36 in) with docking stations	9	2,700	NCB	-
13	Printer (H=Laser Jet Color)	1	1,500	NCB	-
14	Smart TV with integrated Webcam	1	2,500	NCB	-
15	Speaker & microphone for video call	1	400	NCB	-
16	Water Cooler	1	350	NCB	-
17	Refrigerator (2 door)	1	800	NCB	-
18	Accounting Software (Sage 50)	1	1,500	NCB	-

**OFFICE EQUIPMENT AND FURNITURE - GDLC**

No	Description	Qty	Cost	Procurement Method	Date of purchase
<b>Office equipment and furniture (proposed)</b>					
	Computers, Printer, Projector, Photocopier, screen presentation	Unknown		NCB	-

## COMMUNICATIONS STRATEGY (2023-2027)

### A. OVERVIEW

#### 1.) INTRODUCTION

With grant financing from the Global Environment Facility (GEF) through the Food and Agriculture Organization of the United Nations (FAO), the General Directorate of Agriculture (GDA) of the Ministry of Agriculture, Forestry and Fisheries (MAFF) and the General Directorate of Local Community (GDLC) of the Ministry of Environment (MoE) to implement a project called “Promoting Climate-Resilient Livelihoods in Rice-Based Communities in the Tonle Sap Region”.

The project has a five-year duration (2022–2027) to reduce the climate vulnerability of the rice-based communities and increase their resilience to climate change through an ecosystem-based, market-driven approach. It works in five target provinces around the Tonle Sap Lake i.e. Pursat, Battambang, Banteay Meanchey, Siem Reap, and Kampong Thom, where most vulnerable communities have little adaptability to climate change.

It is an internal document with the purpose of having a Communications Strategy based on the mentioned Project Document and the Communication Plan.

The development of the Communications Strategy emphasizes that communication is central to the PCRL project across all four components which seeks to inform multiple stakeholders about PCRL with specific information.

#### 2.) OBJECTIVES OF COMMUNICATIONS STRATEGY

The overall objectives for communications in PCRL are to support the day-to-day implementation of the project through communication activities, materials, and channels that we see as ‘standard practice’ communication used to profile and stimulate the awareness of the whole PCRL project.

- ❖ **Objective 1:** To promote and disseminate publicly about outputs and activities of the project.
- ❖ **Objective 2:** To support the community-led and gender-differentiated dissemination and sharing of information of the project.
- ❖ **Objective 3:** To develop appropriate communication tools to support the project implementation, progress and achievements.
- ❖ **Objective 4:** To share lessons learned, challenges, and best practices of the project with all relevant stakeholders.

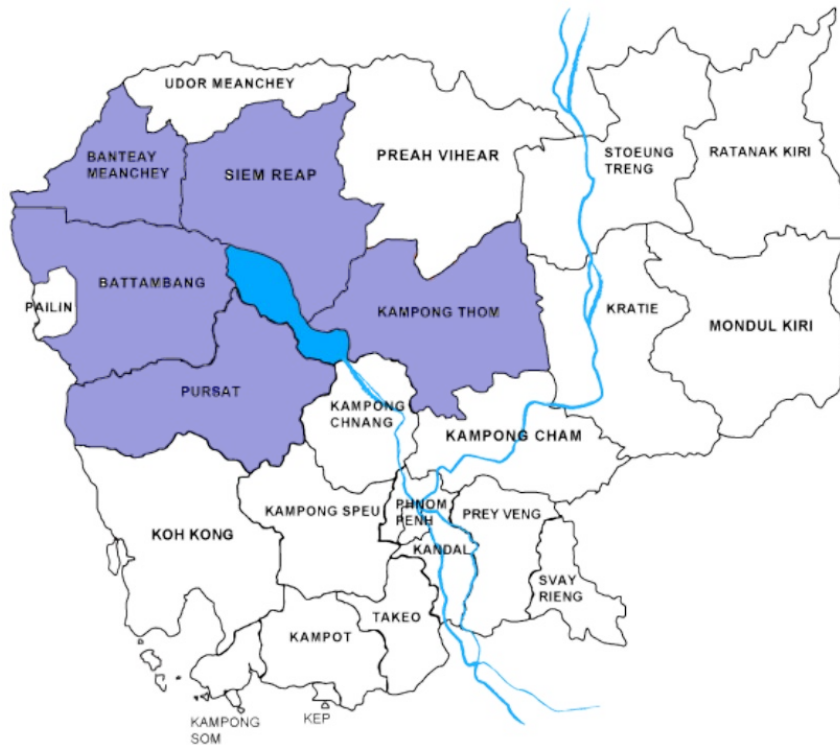
The key to developing the communications strategy is to identify:

- Who are the project’s target audiences?
- What do they need to know from the project?
- What information does the project want to share with the target audiences?
- What are effective tools / channels to reach the target audiences?

#### 3.) PCRL OVERALL OBJECTIVE

The project’s overarching goal is to reduce the climate vulnerability of the rice-based communities and increase their resilience to climate change through an ecosystem-based, market-driven approach. It will target five provinces surrounding Tonle Sap—Pursat, Battambang, Banteay Meanchey, Siem Reap, and Kampong Thom—because these provinces face high climate-related risks with similar threats and opportunities.

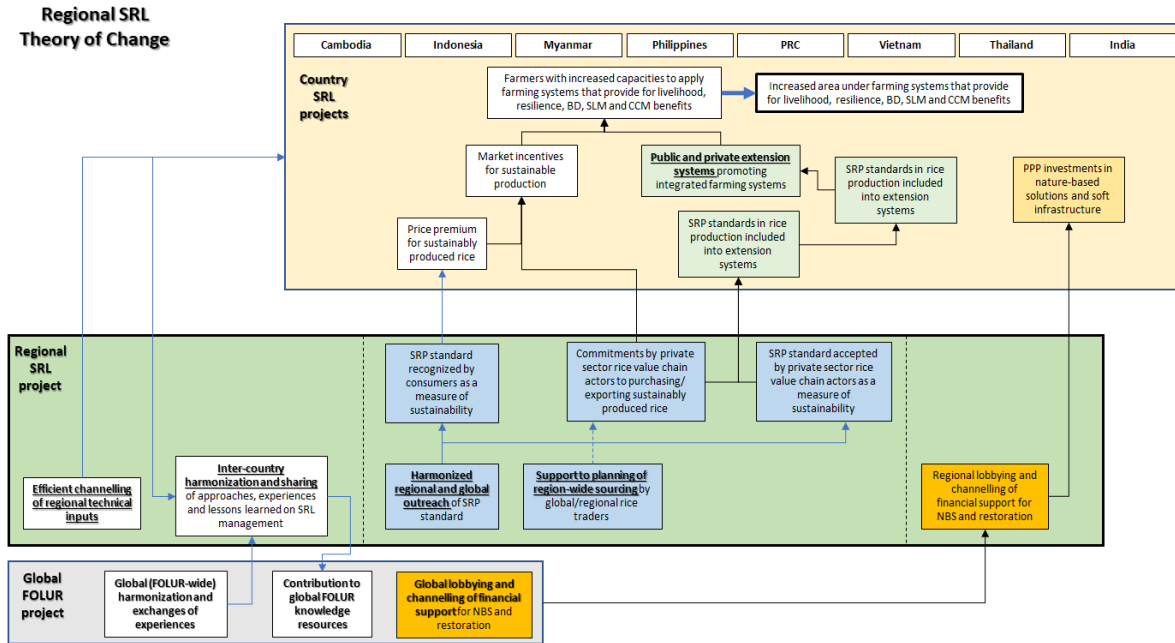
The figure below depicts a map of the project's targeted provinces.



#### 4.) PCRL THEORY OF CHANGE

Below are the proposed alternative scenarios with a brief description of the expected outcomes and components of the project and the project's Theory of Change.

- The project contributes to the over-arching goal of building climate resilience into the livelihoods of vulnerable rice-based communities in the Tonle Sap region.
- The project's objective is that rice-based communities in the Tonle Sap region of Cambodia reduce their climate vulnerability and increase their resilience to climate change through an ecosystem-based, market-driven approach.
- Therefore, the project's alternative scenario is to increase climate resilience of vulnerable smallholders in rice-based communities faced by increasing climate impacts in the targeted provinces. The project aims to improve livelihoods through income-generating and value-adding activities by improving the enabling environment, promoting climate-resilient on-farm practices, and improving the resilience, efficiency, and profitability of the rice value chain.
- The project will promote new technologies and innovations to strengthen the resilience in production systems and reduce vulnerability to climate risks and hazards.
- The project will also promote a market-based approach to improve climate resilience through the engagement of local private sector and will enhance the adaptive capacities and livelihoods of the targeted communities through development of agribusiness skills and agricultural cooperatives (ACs), producer groups including within CPAs.
- In particular, the project will seek to impact 5% of the total rice harvested area in the five provinces (67,309 ha), equating to roughly 37,000 rice-based households or 170,200 direct beneficiaries.



## 5.) PCRL COMPONENTS

**COMPONENT 1: Improving the enabling environment for CCA in rice and related priority sectors through integrated policies and planning.**  
**Outcome 1.1: Strengthened national and sub-national CCA policies, planning frameworks, and governance.**

- This outcome contributes to the following prioritized adaptation actions in Cambodia’s NDC:
- Strengthening technical and institutional capacity to conduct climate change impact assessments, climate-change projections, and mainstreaming climate change into sector and sub-sector development plans.
  - Promoting and improving the adaptive capacity of communities, mainly through community-based adaptation actions, and restoring natural ecological systems to respond to climate change.
  - Developing climate-proof agriculture systems for adapting to changes in water variability to enhance crop yields.
  - Developing crop varieties suitable to agroecological zones (AEZ) and resilient to climate change.

Additionally, activities under this outcome align with the NAP process, the CCCSP and the SCCAP for agriculture (CCC PAP-AFF).

- ✚ Output 1.1.1: National and sub-national institutions have improved capacity for comprehensive planning and implementation.
- ✚ Output 1.1.2: Cross-ministerial and cross-sectoral coordination in CCA and agriculture improved, in collaboration with the CCCA.
- ✚ Output 1.1.3: Integration of water-related information into agricultural CCA planning and decision processes and landscape levels strengthened.
- ✚ Output 1.1.4: Financial and incentive mechanisms through MAFF for climate resilient agriculture developed.

**COMPONENT 2: Supporting resilient production systems in rice-based communities for improved livelihoods**  
**Outcome 2.1: Increased resilience and adaptive practices of production systems and the natural resource base.**

This outcome will be achieved via two primary mechanisms: Farmer Field School (FFS) and community-led resilience investment packages (CRIPs):

- FFS content will comprise a core module (focused on CSA and the SRP standard) plus additional modules for diversification of agricultural production, livelihoods and business skills.
- CRIPs to provide CCA small-grants mechanism in response to community proposals in line with established criteria to ensure durable, equitable increases in local resilience (based on LAP and incorporated into CIP/DIP).

- ✚ *Output 2.1.1: On-farm diversification for improved resilience against climatic variations demonstrated and scaled out.*
- ✚ *Output 2.1.2: Use of certified, premium, and stress-tolerant seeds increased.*
- ✚ *Output 2.1.3: Increased adoption of climate-resilient on-farm technologies and practices.*
- ✚ *Output 2.1.4: Credit access for rice farmers improved.*

### **COMPONENT 3: Scaling up adaptation technologies and practices in selected value chains through partnerships, markets, and investments**

#### **Outcome 3.1: Scaled up adaptation innovations, technologies, and new markets, and scaling up agribusinesses, employment, and empowerment at the community level.**

This outcome will be achieved by helping to generate economic value from climate-resilient and sustainable production approaches and ensuring that producers are able to generate and capture their share of that value.

Facilitation of stronger engagement between value chain actors to enable farmers to capture that value and avail of other demand-driven incentives for sustainable production.

- ✚ *Output 3.1.1: The performance of ACs and producer groups within CPAs improved via human capacity building.*
- ✚ *Output 3.1.2: Contract farming models negotiated between ACs, and rice processors demonstrated and up-scaled incorporating crop insurance.*
- ✚ *Output 3.1.3: Pilot locally prioritized standards-based production.*
- ✚ *Output 3.1.4: Investments in local climate-adaptive equipment, facilities, and activities funded.*
- ✚ *Output 3.1.5: Credit availability for rice processors improved.*

### **COMPONENT 4: Building effective knowledge management, innovations, and M&E systems.**

#### **Outcome 4.1: More effective knowledge management and assessment of adaptive innovations.**

This outcome will be achieved by the following:

- The establishment of structures and processes for the project's delivery, ensuring effective knowledge management and transitional arrangements for long-term durability and scaling-up of results.
- Ensuring efficient and effective systems of coordination among key project implementing partners for project delivery.
- Conducting M&E for the project, linking with broader KMS, and support knowledge management sharing nationally and internationally.

Strengthening capacities in government operational partners in line with operational partner assessments.

- ✚ *Output 4.1.1: More effective management mechanisms established.*
- ✚ *Output 4.1.2: Tools, methods, and approaches for monitoring and tracking project progress adopted.*
- ✚ *Output 4.1.3: Project's KMS integrated with national results-tracking for agricultural CCA.*
- ✚ *Output 4.1.4: Inter-regional knowledge-sharing fostered.*
- ✚ *Output 4.1.5: Innovation and new market opportunities fostered.*

## **A. TARGET AUDIENCES**

## THE PRIMARY TARGET AUDIENCES

- **Community Level**
  - Agricultural Cooperatives (Acs) and Community Protected Areas (CPAs) in five target provinces
  - Farmer Water User Communities (FWUCs)
  - Farmer Field School (FFS)
- **Provincial Level**
  - PDAFFs and PDoE in 5 target provinces i.e., two from PDAFF and two from PDOE from each province
  - Technical Working Group on Agriculture and Water (TWG-A&W)
  - Technical Working Group on Climate Change (TWG-CC)
- **National Level**
  - Project Steering Committee (PSC)
  - Technical Advisory Group (TAG)
  - Project Management Unit (PMU)
  - Ministry of Agriculture Forestry and Fisheries
    - General Directorate of Agriculture (GDA) and relevant departments:
      - Dept of Rice Crops (DRC)
      - Dept of Agriculture Land Resources Management (DALRM)
      - Dept of Agricultural Cooperatives (DACP)
      - Dept of Agro-industry (MAFF)
      - Cambodian Agricultural Research and Development Institute (CARDI)
      - Teuk Vil Research Center
  - Ministry of Environment
    - General Directorate of Local Community (GDLC) and relevant departments:
      - Dept. of Community Livelihoods
      - Dept. of Climate Change
      - Dept. of Eco-Tourism
      - Dept. of Southern-Tonle Sap NRM Conservation and
      - Dept of Conservation of the Northern Tonle Sap Protected Area
      - Cambodia Climate Change Alliance (CCCA) / MoE
      - National Council for Sustainable Development (NCSD)
  - Ministry of Water Resources and Meteorology
  - Ministry of Women's Affairs
  - Council of Ministers / Council for Agricultural and Rural Development (CARD)
- **Service Providers / Partners**
  - International Rice Research Institute (IRRI)
  - Wildlife Conservation Society (WCS)
  - SP3
  - Other partners
- **Donors:** GEF through FAO
- **Media**

## THE SECONDARY TARGET AUDIENCES

- **Development partners / NGOs / INGOs**
  - Other potential donors funding similar activities around Tonle Sap Region (GIZ, IFAD, ADB, WB/IFC, JICA, Oxfam, UNDP, UN Women)
  - Other NGOs and INGOs implementing similar projects around Tonle Sap Region (FNN, GRET, IRAM, SWISS contact, CIRAD)
- **Projects within MAFF / GDA**
  - ASPIRE-AT
  - Climate Friendly Agribusiness Value Chains Project
  - Cambodian Agricultural Sector Diversification Project and
  - WAT4CAM
- **Business / Trade Associations and Farmers Organizations**

- FLIA
- CACA
- AMRU
- ASPARA
- Brico Co. Ltd
- Cambodian Rice Federation
- City Rice Import Export Co. Ltd
- C.L.H Agri Development Co. Ltd.

## B. COMMUNICATION NEEDS AND ACTIONS

Through consultations and evaluations, we have identified a number of pieces of information that our audiences want to know from PCRL, and we have also identified what information pieces or needs that PCRL needs to share with its primary and secondary audiences. The below table identifies what the communication needs from the project are and what the key information that the project needs to provide its target audiences.

THE PRIMARY TARGET AUDIENCES		
Target audiences	What are their needs and interests for information from PCRL to share?	Most effective media means / tools
<b>COMMUNITY LEVEL</b> <ul style="list-style-type: none"> <li>Agricultural Cooperatives (Acs) and Community Protected Areas (CPAs) in 5 target provinces</li> <li>Farmer Water User Communities (FWUCs)</li> <li>Farmer Field School (FFS)</li> </ul>	<ul style="list-style-type: none"> <li>Project information</li> <li>Current project activities</li> <li>Project achievements</li> <li>Research findings</li> <li>Best-practice production techniques.</li> <li>Lessons learned</li> <li>Success stories</li> <li>Capacity building opportunities</li> <li>Engagement opportunity</li> <li>Inspiration (farmer role model)</li> <li>How they can benefit from the project</li> <li>How they can contribute to the project</li> <li>Agribusiness skills</li> <li>Filed Farmers School modules</li> <li>Criteria for value-chain interventions</li> <li>Training and promotional materials</li> <li>Farming contracts arrangements</li> <li>Capacity development and financial support</li> <li>Clearer understanding of the legal and policy constraints on AC operations</li> <li>Governance frameworks (particularly in terms of standardization and training in establishing and ensuring good governance)</li> <li>Business management (e.g., basic accounting, marketing, computer skills, record-keeping, contract negotiation, sourcing)</li> <li>Lending, contract farming, business-model evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Facebook/live</li> <li>Telegram (group)</li> <li>Short videos</li> <li>Orientations</li> <li>Meetings</li> <li>Training sessions</li> <li>Forums</li> <li>Workshops</li> <li>Study tours</li> <li>Farmer-farmer exchanges</li> <li>Rice product fairs</li> <li>Exhibitions</li> <li>Printed materials</li> <li>Audiovisuals</li> <li>Interviews</li> </ul>

	<ul style="list-style-type: none"> <li>• Support for standards-based production (e.g., facilitating adoption of SRP, CamGAP, organic standards, etc., or local establishment of compliance efforts, such as PGS or SRP Assurance Scheme)</li> <li>• Agribusiness and SME development</li> <li>• Local adoption of climate-resilient technologies (e.g., technical assistance, financing options, operational support; CD materials for climate-resilient seeds)</li> <li>• Standards-based production aligned with SRP Standard</li> <li>• Socially and environmentally sound contract farming, SRP certification, and agricultural diversification</li> <li>• Climate-resilient practices such as the use of climate-tolerant seeds</li> <li>• the importance and benefits of established trade relationships for market access</li> <li>• Support the rehabilitation or construction of small-scale community-based water retention</li> <li>• Private investment support</li> <li>• Medium-term business plans for increasing support to locally prioritized climate-adaptive approaches</li> <li>• Business plans using the FAO RuralInvest tool, a free, multilingual method, and toolkit for preparing sustainable agricultural, rural-investment projects and business plans.</li> <li>• Solutions to strengthen the AC and CPA network (e.g., see potential app development)</li> <li>• Capacity needs assessment for ACs, distinct gap typologies or profiles, and capacity-building priorities</li> <li>• Capacity-building packages pursuant to the capacity needs assessment</li> <li>• TOTs and TOT refreshers</li> <li>• Understanding of how to evaluate or improve the efficacy of lending practices</li> <li>• Capacitation of ACs and producer groups within CPAs</li> <li>• Business matching forums between ACs and producer groups within CPAs and potential partners</li> <li>• Business tours with large buyers (e.g., Amru and Golden Rice) for buyer-supported investments in assets</li> </ul>	
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	<p>and equipment to meet buyers’ quality standards—e.g., inputs, nurseries, equipment for sowing/transplantation, sorting, cleaning, drying, storage, packaging, marketing, distribution</p> <ul style="list-style-type: none"> <li>• Integrated climate-related crop insurance</li> <li>• Small grants to ACs and producer groups within CPAs</li> <li>• The capacity building and performance of ACs and producer groups within CPAs by addressing prioritized needs</li> <li>• Contract farming models between ACs, and rice processors and incorporating crop insurance.</li> <li>• Standards-based production and marketing</li> <li>• Technology needs assessment</li> <li>• Climate-adaptive technologies and assets</li> <li>• Primarily target short-term credit</li> <li>• Investments in local climate-adaptive equipment, facilities, and activities.</li> <li>• Credit availability for rice processors</li> <li>• Two primary mechanisms: Farmer Field School (FFS) and Community-led Resilience Investment Packages (CRIPs)</li> </ul>	
<p><b>PROVINCIAL LEVEL</b></p> <ul style="list-style-type: none"> <li>• PDAFFs and PDoE in 5 target provinces i.e., two from PDAFF and two from PDOE from each province</li> <li>• Technical Working Group on Agriculture and Water (TWG-A&amp;W)</li> <li>• Technical Working Group on Climate Change (TWG-CC)</li> </ul>	<ul style="list-style-type: none"> <li>• Project information</li> <li>• Research findings</li> <li>• Lessons learned</li> <li>• Current project activities</li> <li>• Project achievements</li> <li>• Work plans</li> <li>• Project reports</li> <li>• Engagement opportunity</li> <li>• Inspiration (farmer role model)</li> <li>• Newsletters</li> <li>• Success stories</li> <li>• How they can benefit from the project</li> <li>• How they can contribute to the project</li> <li>• Coordination within provincial, district, and commune counterparts</li> <li>• Capacities for climate-related planning and implementation/ scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Facebook/live</li> <li>• Telegram (group)</li> <li>• Email/phone calls</li> <li>• Video calls</li> <li>• Short videos</li> <li>• Orientations</li> <li>• Meetings</li> <li>• Consultations</li> <li>• Training sessions</li> <li>• Forums</li> <li>• Workshops</li> <li>• Farmer-to-farmer exchanges</li> <li>• Event Calendar</li> <li>• Success stories</li> <li>• Photo captions</li> </ul>

	<ul style="list-style-type: none"> <li>• Capacities for integrating CCA-relevant data into decision processes (e.g., agro-meteorological data)</li> <li>• Capacity development in support of climate-resilient agricultural practices</li> <li>• Capacities to establish and implement multi-level, data-informed</li> <li>• Capacities to integrate diversified livelihoods into rice-based production systems</li> <li>• Capacities to plan, design, and deliver public services for resilience-building</li> <li>• CCA strategies and plans in the agricultural sector</li> <li>• Data on climate vulnerabilities of rice-growing communities</li> <li>• A clear understanding of local vulnerabilities and priorities</li> <li>• VRAs, agro-ecological zone (AEZ) modeling, development of the FFS modules, criteria for value-chain interventions in the five targeted provinces, incorporating AEZ climate modeling for longer-term adaptation planning</li> <li>• FAO's Climate-change Platform for Risk Analysis and Agricultural Planning (C-PRAP)</li> <li>• Utility of available agro-meteorological and hydrological information</li> <li>• Sub-Degree on Contract Farming, Chapter 2, Article 7 of the Sub-decree on Contract Farming, which states that the Coordination Committee for Agricultural Production Contracts (CCAPC) "shall intervene or reconcile arguments or conflicts that might occur from the implementation of contract farming." Although the described purview of the CCAPC is national, an analog of this function—e.g., arbitration—could be enacted at the provincial level</li> <li>• Feasibility and impact of options for strengthening other forms of market-based incentives</li> <li>• Training materials to use in training farmers' groups (ACs, CPAs),</li> <li>• TOTs (including associated materials) e.g., provincial extension counterparts)</li> </ul>	<ul style="list-style-type: none"> <li>• Online Newsletters</li> <li>• Study tours</li> <li>• Rice product fairs</li> <li>• Exhibitions</li> <li>• Printed materials</li> <li>• Audiovisuals</li> <li>• Interviews</li> </ul>
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	<ul style="list-style-type: none"> <li>• Regionally appropriate business models/packages for farmers and ACs and producer groups within CPAs to use in producing certified seeds (e.g., direct seeders, paddy dryers, moisture meters)</li> <li>• Capacities to support standards-based production</li> <li>• Provincial multi-stakeholder workshops to foster value-chain-related networks in order for stakeholders to gain a better understanding of priorities, challenges, constraints, suggestions, needs, and innovations emerging from different actors</li> <li>• Opportunity to share their perspectives, discuss challenges, and present best practices, including the project's successes among stakeholders</li> <li>• Provincial capacities in weather forecasting, agro-met services, and early warning systems, as well as through diversification strategies</li> <li>• Provincial vulnerability assessments with incorporated AEZ climate modeling</li> <li>• Support to implement policy frameworks on market-based incentive mechanisms for climate-resilient agricultural practices and value chains</li> <li>• Detailed information on climate change projections in Cambodia at the provincial, district, and local levels</li> <li>• Provincial and local CCA planning</li> <li>• A comprehensive set of provincial threat profiles</li> <li>• Regular meetings and workshops to document and share lessons learned, challenges, and best practices among key representatives—e.g., farmers, farmer groups (ACs, CPAs)</li> <li>• Community-led and gender-differentiated dissemination systems for sharing information and facilitating the learning cycle</li> <li>• Annual multi-stakeholder provincial workshop(s) for sharing the experiences with relevant stakeholders (field practitioners, model farmers, agricultural cooperatives, CPA members, key experts, etc.) to share information and experiences.</li> <li>• Farmer-to-farmer exchanges that address specific practical challenges and experiences</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Anticipated opportunities for exchanges include: 1) Demo plots for improved rice varieties (e.g., climate-tolerant, high-value), 2) Demo plots for climate-adaptive diversification and agro-ecological practices, including SRP-compliant production</li> <li>• SRP-certifiable production, including associated record-keeping and AC coordination</li> <li>• Home gardens/ Organic vegetable growing, including community-based vegetable (GAP) systems;</li> <li>• Water-smart and water-harvesting systems, including local water resource management (e.g., managing water retention, community ponds, rainwater collection, water pipe system, etc.)</li> <li>• Participatory Guarantee Systems (PGS) for GAP or SRP and associated market linkages</li> <li>• ACs using climate-resilient technologies</li> <li>• Community-led climate-resilient infrastructural investments (e.g., supported via CRIPs)</li> <li>• The development and implementation of community-based local adaptation plans (LAPs)</li> <li>• Consultation with the TAG and with approval of the PSC during the inception phase</li> <li>• Information relevant to their respective roles and thereby develop an understanding of system risks and vulnerabilities as well as the effectiveness of different measures over time</li> <li>• A feedback mechanism and adaptive learning tool</li> <li>• The development of a knowledge management system that facilitates the execution of the project's M&amp;E plan</li> <li>• A feasibility assessment for tools and approaches to track farm-specific progress toward relevant sustainability criteria and production standards (e.g., SRP)</li> <li>• Effective integration of sub-national level planning approaches (via PDAFFs) based on community needs and priorities</li> </ul>	
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	<ul style="list-style-type: none"> <li>• A wider information and communication facilities in different means/approaches to farmer groups, ACs, women groups</li> <li>• Multi-stakeholder consultations (e.g., PDoWRAMs, PDAFFs, PDoEs, ACs) during implementation re: agro-hydromet awareness, planning, and decision-making.</li> <li>• CD for PDAFFs &amp; PDoEs in support of climate-resilient agricultural practices (e.g., conservation agriculture, diversification, resilience planning)</li> <li>• National and sub-national climate change adaptation policies, planning frameworks, and governance.</li> <li>• Protocols for sub-national CCA planning in the agricultural sector</li> <li>• Inclusive agricultural market-development initiatives</li> <li>• Investments in rural livelihoods through climate-sensitive planning, budgeting, and execution</li> <li>• MAFF policies supporting the uptake of socially and environmentally sound contract farming and the SRP Standard</li> </ul>	
<p><b>NATIONAL LEVEL</b></p> <ul style="list-style-type: none"> <li>• Project Steering Committee (PSC)</li> <li>• Technical Advisory Group (TAG)</li> <li>• Project Management Unit (PMU)</li> <li>• Ministry of Agriculture Forestry and Fisheries             <ul style="list-style-type: none"> <li>○ General Directorate of Agriculture (GDA) and relevant departments:</li> <li>○ Dept of Rice Crops (DRC)</li> <li>○ Dept of Agriculture Land Resources Management (DALRM)</li> <li>○ Dept of Agricultural Cooperatives (DACP)</li> <li>○ Dept of Agro-industry (MAFF)</li> <li>○ Cambodian Agricultural Research and Development Institute (CARDI) / MAFF</li> <li>○ Teuk Vil Research Center</li> </ul> </li> <li>• Ministry of Environment             <ul style="list-style-type: none"> <li>○ General Directorate of Local Community (GDLC) and relevant departments:</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Project information</li> <li>• Research findings</li> <li>• Lessons learned</li> <li>• Policy engagement</li> <li>• Relevant M&amp;E data</li> <li>• Current project activities</li> <li>• Project achievements</li> <li>• Project work plans</li> <li>• Project reports</li> <li>• Capacity building</li> <li>• Engagement opportunity</li> <li>• Inspiration (farmer role model)</li> <li>• Success stories</li> <li>• Newsletters</li> <li>• Press Releases</li> <li>• Partnership opportunity</li> <li>• Event engagement</li> <li>• How they can benefit from the project</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Facebook</li> <li>• Meetings</li> <li>• Discussions</li> <li>• Advisories</li> <li>• Workshops</li> <li>• Telegram Group</li> <li>• Email/phone calls</li> <li>• Video calls</li> <li>• Success stories</li> <li>• Photo captions</li> <li>• Online Newsletters</li> <li>• Event Calendar</li> <li>• Press release</li> <li>• Interviews</li> <li>• Printed materials</li> <li>• Audiovisuals</li> </ul>

<ul style="list-style-type: none"> <li>○ Dept. of Community Livelihoods</li> <li>○ Dept. of Climate Change</li> <li>○ Dept. of Eco-Tourism</li> <li>○ Dept. of Southern-Tonle Sap NRM Conservation</li> <li>○ Dept of Conservation of the Northern Tonle Sap Protected Area</li> <li>○ Cambodia Climate Change Alliance (CCCA) / MoE</li> <li>○ National Council for Sustainable Development (NCSD)</li> <li>● Ministry of Water Resources and Meteorology</li> <li>● Ministry of Women’s Affairs</li> <li>● Council of Ministers / Council for Agricultural and Rural Development (CARD)</li> </ul>	<ul style="list-style-type: none"> <li>● How they can contribute to the project</li> </ul>	
<p><b>SERVICE PROVIDERS / PARTNERS</b></p> <ul style="list-style-type: none"> <li>● International Rice Research Institute (IRRI)</li> <li>● Wildlife Conservation Society (WCS)</li> <li>● SP3</li> <li>● Other partners</li> </ul>	<ul style="list-style-type: none"> <li>● Project information</li> <li>● Research findings</li> <li>● Lessons learned</li> <li>● Policy engagement</li> <li>● Relevant M&amp;E data</li> <li>● Current project activities</li> <li>● Project achievements</li> <li>● Work plans</li> <li>● Annual and quarterly reports</li> <li>● Bi-monthly reports/newsletters</li> <li>● Capacity building</li> <li>● Engagement opportunity</li> <li>● Inspiration (farmer role model)</li> <li>● Success stories</li> <li>● Press Releases</li> <li>● Partnership opportunity</li> <li>● Event engagement</li> <li>● How they can benefit from the project</li> <li>● How they can contribute to the project</li> </ul>	<ul style="list-style-type: none"> <li>● Website</li> <li>● Facebook</li> <li>● Meetings</li> <li>● Discussions</li> <li>● Workshops</li> <li>● Telegram Group</li> <li>● Email/phone calls</li> <li>● Video calls</li> <li>● Success stories</li> <li>● Photo captions</li> <li>● Online Newsletters</li> <li>● Event Calendar</li> <li>● Press release</li> <li>● Interviews</li> <li>● Printed materials</li> <li>● Audiovisuals</li> </ul>
<p><b>DONORS (GEF &amp; FAO)</b></p>	<ul style="list-style-type: none"> <li>● Project work plans</li> <li>● Project reports</li> <li>● Project information</li> </ul>	<ul style="list-style-type: none"> <li>● Website</li> <li>● Facebook</li> <li>● Meetings</li> </ul>

	<ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Press Releases</li> <li>• Research findings</li> <li>• Lessons learned</li> <li>• Relevant M&amp;E data</li> <li>• Current project activities</li> <li>• Project achievements</li> <li>• Capacity building</li> <li>• Engagement opportunity</li> <li>• Inspiration (farmer role model)</li> <li>• Success stories</li> <li>• Partnership opportunity</li> <li>• Event engagement</li> <li>• How they can benefit from the project</li> <li>• How they can contribute to the project</li> </ul>	<ul style="list-style-type: none"> <li>• Discussions</li> <li>• Workshops</li> <li>• Email/phone calls</li> <li>• Success stories</li> <li>• Photo captions</li> <li>• Online Newsletters</li> <li>• Press release</li> <li>• Printed materials</li> <li>• Audiovisuals</li> <li>• Reports</li> <li>• Regular updates</li> <li>• Sharing information through email</li> </ul>
<p><b>MEDIA</b></p>	<ul style="list-style-type: none"> <li>• Project information</li> <li>• Research findings</li> <li>• Lessons learned</li> <li>• Relevant M&amp;E data</li> <li>• Current project activities</li> <li>• Project achievements</li> <li>• Media Advisory</li> <li>• Press Releases</li> <li>• Engagement opportunity</li> <li>• Inspiration (farmer role model)</li> <li>• Success stories</li> <li>• Partnership opportunity</li> <li>• How they can benefit from the project</li> <li>• How they can contribute to the project</li> <li>• Best practice/achievement of the project to be shared on media</li> <li>• Cooperation for special broadcasting and publishing</li> <li>• Keeping informed on any event or public awareness organized by the project</li> <li>• Media field trip</li> <li>• Sharing good stories and photos, special interviews or talk show</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Facebook</li> <li>• Success stories</li> <li>• Photo captions</li> <li>• Online Newsletters</li> <li>• Press release</li> <li>• Printed materials</li> <li>• Audiovisuals</li> <li>• Reports</li> <li>• Media field trips</li> <li>• Media contact list</li> </ul>

<b>THE SECONDARY TARGET AUDIENCES</b>		
<b>Target audiences</b>	<b>What are their needs and interests for information from PCRL to share?</b>	<b>Most effective media means / tools</b>
<b>DEVELOPMENT PARTNERS / NGOS / INGOS</b> <ul style="list-style-type: none"> <li>Other potential donors funding similar activities around Tonle Sap Region (GIZ, IFAD, ADB, WB/IFC, JICA, Oxfam, UNDP, UN Women)</li> <li>Other NGOs and INGOs implementing similar projects around Tonle Sap Region (FNN, GRET, IRAM, SWISS contact, CIRAD)</li> </ul>	<ul style="list-style-type: none"> <li>Project work plans</li> <li>Project reports</li> <li>Project information</li> <li>Newsletters</li> <li>Press Releases</li> <li>Research findings</li> <li>Lessons learned</li> <li>Relevant M&amp;E data</li> <li>Current project activities</li> <li>Project achievements</li> <li>Capacity building</li> <li>Engagement opportunity</li> <li>Inspiration (farmer role model)</li> <li>Success stories</li> <li>Partnership opportunity</li> <li>Event engagement</li> <li>How they can benefit from the project</li> <li>How they can contribute to the project</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> <li>Facebook</li> <li>Meetings</li> <li>Discussions</li> <li>Workshops</li> <li>Email/phone calls</li> <li>Success stories</li> <li>Photo captions</li> <li>Online Newsletters</li> <li>Press release</li> <li>Printed materials</li> <li>Audiovisuals</li> <li>Reports</li> <li>Regular updates</li> <li>Sharing information through email</li> </ul>
<b>PROJECTS WITHIN MAFF / GDA</b> <ul style="list-style-type: none"> <li>ASPIRE-AT</li> <li>Climate Friendly Agribusiness Value Chains Project</li> <li>Cambodian Agricultural Sector Diversification Project</li> <li>WAT4CAM</li> </ul>	<ul style="list-style-type: none"> <li>Project work plans</li> <li>Project reports</li> <li>Project information</li> <li>Newsletters</li> <li>Press Releases</li> <li>Research findings</li> <li>Lessons learned</li> <li>Relevant M&amp;E data</li> <li>Current project activities</li> <li>Project achievements</li> <li>Capacity building</li> <li>Engagement opportunity</li> <li>Inspiration (farmer role model)</li> <li>Success stories</li> <li>Partnership opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> <li>Facebook</li> <li>Meetings</li> <li>Discussions</li> <li>Workshops</li> <li>Email/phone calls</li> <li>Success stories</li> <li>Photo captions</li> <li>Online Newsletters</li> <li>Press release</li> <li>Printed materials</li> <li>Audiovisuals</li> <li>Reports</li> <li>Regular updates</li> </ul>

	<ul style="list-style-type: none"> <li>• Event engagement</li> <li>• How they can benefit from the project</li> <li>• How they can contribute to the project</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing information through email</li> </ul>
<p><b>BUSINESS / TRADE ASSOCIATIONS AND FARMERS ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• Cambodian Rice Federation</li> <li>• CACA</li> <li>• FLIA</li> <li>• AMRU</li> <li>• ASPARA</li> <li>• Brico Co. Ltd</li> <li>• City Rice Import Export Co. Ltd</li> <li>• C.L.H Agri Development Co. Ltd.</li> </ul>	<ul style="list-style-type: none"> <li>• Project work plans</li> <li>• Project reports</li> <li>• Project information</li> <li>• Newsletters</li> <li>• Press Releases</li> <li>• Research findings</li> <li>• Lessons learned</li> <li>• Relevant M&amp;E data</li> <li>• Current project activities</li> <li>• Project achievements</li> <li>• Capacity building</li> <li>• Engagement opportunity</li> <li>• Inspiration (farmer role model)</li> <li>• Success stories</li> <li>• Partnership opportunity</li> <li>• Event engagement</li> <li>• How they can benefit from the project</li> <li>• How they can contribute to the project</li> <li>• Feasibility studies</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Facebook</li> <li>• Meetings</li> <li>• Discussions</li> <li>• Workshops</li> <li>• Training sessions</li> <li>• Email/phone calls</li> <li>• Success stories</li> <li>• Photo captions</li> <li>• Online Newsletters</li> <li>• Press release</li> <li>• Printed materials</li> <li>• Audiovisuals</li> <li>• Reports</li> <li>• Regular updates</li> <li>• Sharing information through email</li> <li>• Rice product fairs</li> <li>• Exhibitions</li> </ul>

## C. COMMUNICATION CHANNELS

Given the diversity of audiences that need to be informed and engaged, the project will select its communication channels based on types of media that can be appropriately used by priority audiences. Several specific communication tools under this project will be consistently developed to achieve the following:

- Reach a wider audience
- Provide useful information
- Promote project activities
- Increase stakeholder engagement opportunities

Details of the most effective communication means/tools from A to Z to be developed and to undertake the PCRL communications activities include:

A. Project website	B. Training sessions	C. Media advisory/press release
D. Project Facebook	E. Training manuals/modules	F. Media trips
G. Short videos	H. Template for writing a success story and case study	I. Study tours and exchanges (farmer-to-farmer)
J. Success stories & photo captions	K. Printed materials (leaflets, fact sheets, posters, signboards, banners)	L. Slide presentations
M. Newsletters	N. Face-to-face meeting/discussion	O. Reports (weekly, monthly, quarterly, and annually)
P. Factsheets	Q. Email/phone call	R. Events Calendar (Gmail group)
S. Telegram Group/Network	T. Video call (Teams, Zooms and Google Event Calendar)	U. Rice product fairs and exhibitions
V. Workshops, forums, consultations	W. Media engagement/coverage	X. National platform and dialogue
		Y. Constructive Dialogue
		Z. Public campaigns and facing event

## SUMMARY OF EFFECTIVE COMMUNICATION MEANS / TOOLS

- **PROJECT WEBSITE:** (in Khmer and English) is a common tool and accessible option for most of the audience to get information about the PCRL project. To share information publicly about the project's implementation and best practices, this website [www.pcrl.org] will be integrated within existing governmental websites (e.g., MAFF-GDA and MoE-GDLC) to ensure sustainability and ownership. The website will also contain links to the project's grievance mechanisms. The PCRL website is the best tool for different audiences to consult with and to get more information and content which includes:
  - Project information (objectives, activities, expected results, etc.)
  - Current project activities
  - Project events and achievements
  - Job announcement
  - Research findings and case studies
  - Best practices
  - Success stories/photo captions

- Other communication materials
  - Partnerships and links
  - Implementing agencies and donor funding logos.
  - Integration within existing governmental websites (e.g., MAFF-GDA and MoE-GDLC)
- **PROJECT FACEBOOK PAGE** (in Khmer and English): is the power of social media and the most effective tool to communicate between the project and all the target audiences. Most beneficiaries and stakeholders have their own Facebook or business page, and the project can easily communicate with them. With the project's Facebook page, we can also provide key messages through stream updates on how they can benefit from the project, how to engage with the project, and, as well as to respond to practical questions. It is the most accessible tool after the website for information sharing and exchanging other project updates with line government agencies. Through this tool, the project and the government counterparts can share or tag their action plans, strategies, policies, and legal framework to the audiences. Most of the PCRL project activities/events posted on this Facebook page are usually tagged and shared by the GDA, GDLC, and FAO Cambodia to the broader audience. Moreover, the project information, videos, and other activities can be posted on the Facebook page to reach many audiences. If we want to invest in the boost option for a couple of posts per month, it could be no more than \$10 to \$20 for that period. The trick is making sure we're boosting Facebook posts that are either substantial or that we know would be useful to our audience and inspire a lot of engagement. We also can go to Facebook live on the project's important event and inspiration (farmer role model). The content for this Facebook page include:
- Project information/factsheet
  - Project activities
  - Project identity
  - Project success stories/photo captions
  - Project videos/photos
  - Project events
  - Project reports
  - Training manuals
  - Event Calendars
  - Funder logos
  - Other printed materials, etc.
- **SHORT VIDEOS:** This can be a real video or animation edited in Khmer with English subtitles. These short videos will be produced by the project or contracted agency with the support of the project's Communications Specialist to highlight technical information, success stories, field experiences, best practices, relevant interviews, stakeholder engagement, as well as positive impacts of the project (with consent). PCRL will also produce videos to communicate and to seek partnerships or funding opportunities from relevant stakeholders to support the project beneficiaries, especially ACs and CPAs in the five target provinces. These videos will be posted on the project website, YouTube, and Facebook page and will be shared widely by the local media, GEF, and FAO Cambodia.
- **SUCCESS STORIES AND PHOTO CAPTIONS:** The success story and photo caption will be in Khmer and English. The main purpose of the story and photo is to highlight technical information, best practices, and other positive impacts of the project. The Communications Specialist will consolidate the content and photos to develop the stories and write photo captions. The content and photos can be consolidated from the Project Management Unit (PMU), Provincial Coordinators (CPs), and other project partners/service providers. These success stories will be circulated by an email list to both primary and secondary audiences of the project, and also to the media. As part of improving the project's visibility, making, and branding, it is really important to inform our donors, partners, and stakeholders about the project's achievements and success stories. As required and encouraged by FAO Cambodia, success stories are the most wanted by the donor to share among other partners and stakeholders around the globe. These success stories

and photo captions will be sent broadly through an email list with about 200 media outlets/individuals

- **ONLINE NEWSLETTER:** The newsletter will be developed in Khmer and English into an online format and will be sent by email to relevant partners and stakeholders. This online newsletter (once/trimester) is about to highlight the project updates that include project events, activities implemented, best photos, and achievements on the ground. With this online newsletter, the project can effectively keep its audiences informed and improve interaction, feedback, and call to action.
- **TELEGRAM GROUP / NETWORK:** With the support from the project (M&E and KM Specialist), the Communications Specialist is going to lead and establish a Working Group (unofficial) and use Telegram as the main tool for communication. The Working Group/Committee is composed of all relevant contact persons from line ministries (representatives), partners, and stakeholders to smoothly communicate and respectively share all the information related to PCRL such as policy framework, events, rice product fairs, exchange programs, etc. These line ministries include the Ministry of Agriculture Forestry and Fisheries, the Ministry of Environment, the Ministry of Water Resources and Meteorology, the Ministry of Women’s Affairs, and the Council of Ministers. This Telegram Group/Network will be directly used among key target audiences including at community, provincial, and national levels, and service providers/partners who are involved with the project. Through this tool, the PMU can smoothly communicate and respectively share the information related to “What are their needs and interests from PCRL and What PCRL will share with them”. In a fast way, we can share project information, high-quality photos, supportive documents, research findings, best practices, and other learning tools etc.
- **WORKSHOPS AND TRAININGS:** The first workshop [Inception Workshop] was successfully conducted on 26 October 2023 with a total of 82 participants (19 females). At the end of this important workshop, the whole workshop achieved better results than expected. For more details and a link to all Inception Workshop-related documents:  
<https://drive.google.com/drive/folders/1760zDy4dPa8WfPxTv4s82VZbyVIMphUv?usp=sharing>

There will be many more workshops, forums, consultations, and trainings among communities, partners, and stakeholders. Farmers and producer groups including within CPAs and ACs often have a limited understanding of buyers’ priorities, and vice versa. To help address this issue, the project will host provincial multi-stakeholder workshops, forums, consultations, and trainings to foster value-chain-related networks for stakeholders to gain a better understanding of priorities, challenges, constraints, suggestions, needs, and innovations emerging from different actors. These workshops, forums, consultations/training will provide an excellent opportunity for various stakeholders to share their perspectives, discuss challenges, and present lessons learned and best practices, including the project’s successes. The provincial workshops among the five target provinces will bring key representatives—e.g., farmers, farmer groups (ACs, CPAs, etc.), PDAFFs, PDoE, PDoWRM, PDoWA, etc.—to meet and discuss.

- **PRINTED MATERIALS:** Print materials are visibly important and possible to reach the intended audiences through written words or illustrations. Under this project, some communication materials will be printed such as leaflets, pamphlets/brochures, fact sheets, flyers, posters, signboards, display panels/banners, training manuals, and project reports/minutes, etc. So far, the project has produced its first Project Factsheet in Khmer and English, and distributed to more than 80 participants during the Inception Workshop on 26 October 2023. The Report on the Inception Workshop in English and Khmer was also prepared.
- **FACE-TO-FACE MEETINGS / DISCUSSIONS:** The best way to buy in: Face-to-face meeting/discussion is regularly conducted between the Project Management Unit (PMU) and the government counterparts and stakeholders. We will seek engagement opportunities to involve both government representation and stakeholders in relevant activities.

- **EMAIL / PHONE CALLS / VIDEO CALLS:** Teams, Zooms, and Google Event Calendar are regular tools recommended for faster interaction and communication back and forth between the PMU and the relevant stakeholders for general communication.
- **MEDIA ENGAGEMENT:** The project's Communications Specialist and the PMU will keep a close relationship with the media to promote the broadcasting and the publication of the project's activities. The project will engage with the media through **email and phone calls** for any invitation to the event organized by the project, as well as share best practices, lessons learned, and achievements with the media. **Media Advisory, Press Releases, and Speeches/Remarks** are usually prepared in advance before the event and provided to the media after getting clearance from key stakeholders and partners (in Khmer and English), along with other supportive documents, videos, and photos. Moreover, many types of events are possible, and attracting media interest will always be a key consideration in making the events cost-effective. Press releases will be an integral part of the events.  
So far, through coordination from the Communications Specialist, a few following media agencies and websites have covered the news on the Inception Workshop:
  1. The National Council for Sustainable Development  
<https://ncsd.moe.gov.kh/dcc/news/promoting/climate-resilient-of-rice-producing-community-Tonle-Sap/FAO/GEF>
  2. Fresh News Asia  
រាជរដ្ឋាភិបាលប្រជុំលើកកម្ពស់ជីវភាពរស់នៅ ដែលធន់នឹងអាកាសធាតុ សម្រាប់សហគមន៍ផលិតស្រូវនៅតំបន់ទន្លេសាប ([freshnewsasia.com](http://freshnewsasia.com))  
<https://m.freshnewsasia.com/index.php/en/localnews/315585-2023-10-27-03-20-14.html>
  3. National Television Khmer (TVK) and downloaded  
[https://m.facebook.com/story.php?story\\_fbid=723964996215564&id=100057664111447&sfnsn=mo&mibextid=RUbZ1f](https://m.facebook.com/story.php?story_fbid=723964996215564&id=100057664111447&sfnsn=mo&mibextid=RUbZ1f)
  4. Apsara TV (downloaded)  
<https://drive.google.com/drive/folders/1KefrN0DdniZdIK2nJW8wKhtbjj5qcput?usp=sharing>
- **MEDIA TRIPS:** Media trips should be organized for a limited number of at least 10 media agencies (TV, Radio, printed, online) so that they can go out to the project site and meet or interview the beneficiaries and other relevant stakeholders to highlight the key achievements of the project. The project will organize a media trip once per year for a limited 10 selected media agencies (TV, Radio, printed, online) so that they can go out to capture good stories and pictures from the project sites. For the best visibility and branding, the media can take good photos and interview project staff, beneficiaries, and other relevant stakeholders to highlight the key achievements on the ground.

**D. CONSIDERATION / CONCLUSION**

The priority actions under the Communications Specialist to manage and to support the current project activities and partners are:

**1. Website**

- The TOR for Design and Establishment of PCRL Website has been drafted
- Based on the available 3 Quotations, the project will select a company or individual consultant for carrying out this assignment.
- The project’s Operation Specialist will send the request form for website governance board approval to GDA and FAO to ensure that the development of a new website for the PCRL project is allowed.
- The Communications Specialist is in charge of consolidating the content in Khmer and English and other supportive documents to post on the website and update and share it among partners and stakeholders.

**Joint logos to be appeared in the PCRL website**



**2. Facebook**

- The project Facebook page has not yet been signed up, possibly with the name [PCRLTonleSapCambodia], appearing with an attractive profile and covers pictures with joint logos of GDA, GDLC, GEF, and FAO.
- All the communication materials, success stories, videos, photos, etc. will be continuously posted and shared on this Facebook page daily.

**Sample cover of the PCRL Facebook page**



**3. Project Logo**

- Through a consultation with TAG, we suggest having a project logo be formally used as a standard branding of the project.
- This proposed logo will be roughly designed by an outsourced consultant or agency, with a total cost of about \$50.
- This logo will be used in every communication material and other formats.

**4. Communications Strategy Workshop**

We proposed to have a one-day Communications Strategy Workshop (CSW) to be conducted internally and to be participated by the PMU as follows:

Title of Meeting/Workshop: Communications Strategy Workshop (CSW)  
 Date of Meeting/Workshop: January 2024 (TBC)  
 Time of Meeting/Workshop: Full day (09:00 - 17:00 am)  
 Meeting/Workshop Venue: GDA/PMU Office  
 Participants: Technical Advisory Group (TAG), GDA/PMU (DRC, DALRM, DACP) and GDLC representatives

Workshop Objectives:

- To identify project components that link with communications
- To identify who can make project components happen
- To identify what actions needed for communications

#### 5. Provincial Orientation Workshops

These workshops are estimated to be conducted from January 2023 in two target provinces around the Tonle Sap Lake i.e. Battambang and Siem Reap.

#### 6. Training Sessions on Communications

These training sessions on communications will be provided by the Communications Specialist to the intended project staff and partners on:

- a. Project branding and communications strategy
- b. Core value of communications
- c. How to write the story
- d. How to take good photos
- e. How to promote the project
- f. Information sharing mechanism

The Communications Specialist will prepare a Concept Note for these training sessions after conducting the Communications Strategy Workshop.

## E. EVALUATION AND AMENDMENT

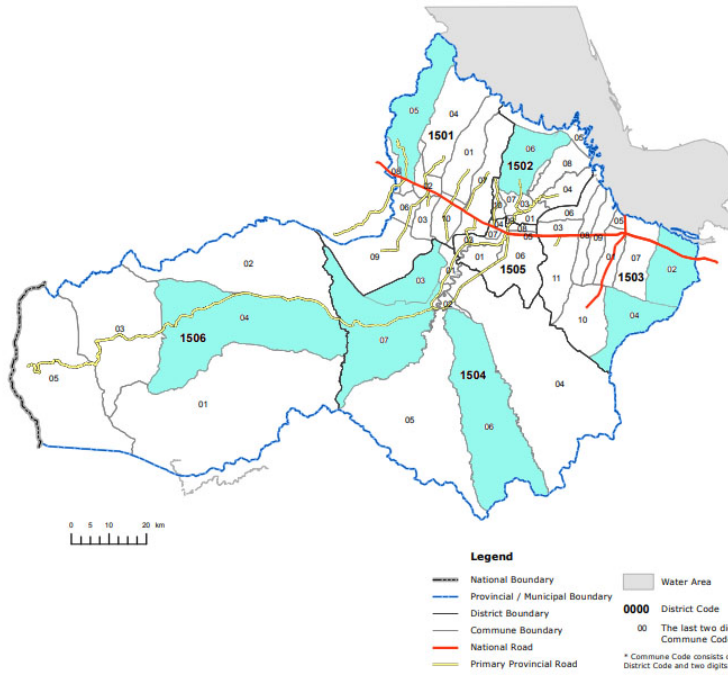
- The evaluation of the Communications Strategy will assess the effectiveness and impact of the relevant communication actions with both primary and secondary audiences. We can also do so by counting the number of 'likes and followers' on the project's Facebook page.
- We can also conduct informal surveys with project beneficiaries, relevant partners, and stakeholders to better understand where they get their information and what is most useful for them.
- The Communications Specialist will regularly consult with the PMU and TAG on what specific project supporting materials are needed for individual activities, in addition to what is mentioned in this strategy document.
- A Communication Preference Survey (CPS) can also be conducted by using open questions with appropriate prompts and benchmarks and, if possible, asking the M&E, KM Specialist to support the development of questionnaires discuss the results, and then use them to amend the strategy if necessary.
- The CPS should be conducted among both internal staff and external audiences including GDA / MAFF, GDLC / MoE, FAO communication team, ACs and CPAs, PDAFFs and PDoE in five target provinces, Project Steering Committee (PSC), TAG, and PMU, NGOs partners (SPs) and the media group.
- The CPS could cover the following questions:
  - ✓ What do you read or hear about our project?
  - ✓ What do you think that the project's communication works and doesn't work?
  - ✓ What do you want to read or see more from the project?

- ✓ What are your preferred communications tools for the project?
- ✓ What kind of information inspires you the most from the project?
- ✓ What do you think about our project website and Facebook page?
- ✓ How often do you access information from the project?
- ✓ How often do you visit our project website/ and Facebook page?
- ✓ How useful do you find our Facebook page?
- ✓ Any other comments or suggestions for our project?

**Special Note:** Based on the actual timing during this Inception Report period, the Communications Strategy and Work Plan will be under amendment and will be shared again with FAO Cambodia. The reflection and revision of the Communications Strategy and Work Plan will be made after the Communications Strategy Workshop (CSW) to be conducted on 2 January 2024.

PROVINCIAL MAPS AND TARGET COMMUNES

Pursat

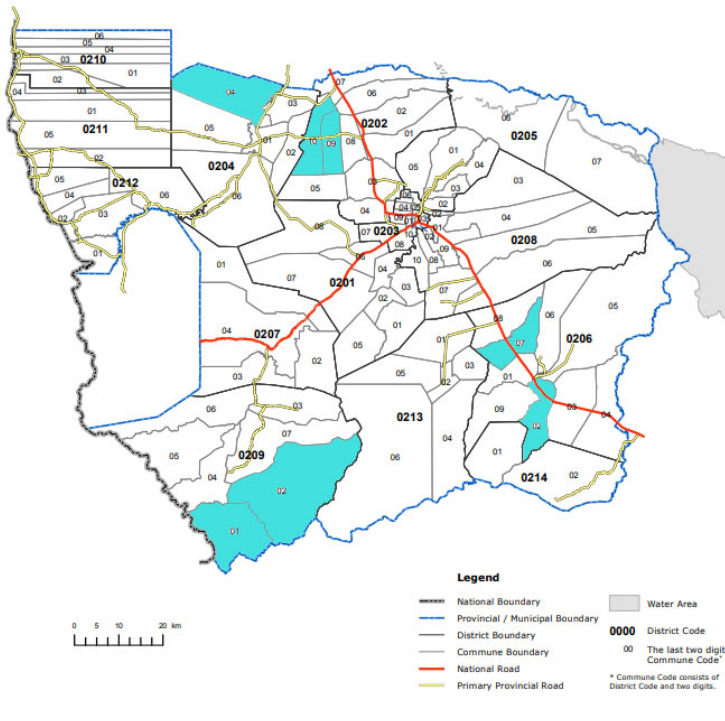


Code of Province / Municipality, District, and Commune

- 15 PURSAT**
- 1501 Bakan**  
150101 Boeung Bat Kandaol  
150102 Boeung Khnar  
150103 Khnar Totueng  
150104 Me Tuek  
150105 Ou Ta Paomg  
150106 Rumlech  
150107 Snam Preah  
150108 Svay Doun Kaev  
150109 Ta Lou  
150110 Trapeang chomg
- 1502 Kandieng**  
150201 Anlong Vil  
150203 Kandieng  
150204 Kanhchur  
150205 Reang Til  
150206 Srae Sdok  
150207 Svay Luong  
150208 Sye  
150209 Veal  
150210 Kaoh Chum
- 1503 Kraker**  
150301 Anlong Tnaot  
150302 Ansa Chambak  
150303 Boeung Kantuot  
150304 Chheu Tam  
150305 Kampong Luong  
150306 Kampong Pou  
150307 Klal Trach  
150308 Ou Sandan  
150309 Sna Ansa  
150310 Svay Sa  
150311 Traet Chum
- 1504 Phnum Kravanh**  
150401 Bak Chenchhien  
150402 Leach  
150403 Piteah Rung  
150404 Prongil  
150405 Rokat  
150406 Santraee  
150407 Samraong
- 1505 Krong Pursat**  
150501 Sangkat Chamraeun Phal  
150503 Sangkat Lokok Sa  
150504 Sangkat Piteah Prey  
150505 Sangkat Prey Nhi  
150506 Sangkat Roieab  
150507 Sangkat Svay At  
150508 Sangkat Banteay Dei
- 1506 Veal Veang**  
150601 Ou Saom  
150602 Krapeu Pr  
150603 Anlong Reab  
150604 Pramaoy  
150605 Thma Da

\* Codes and boundaries are as of May 18, 2011.

Battambang

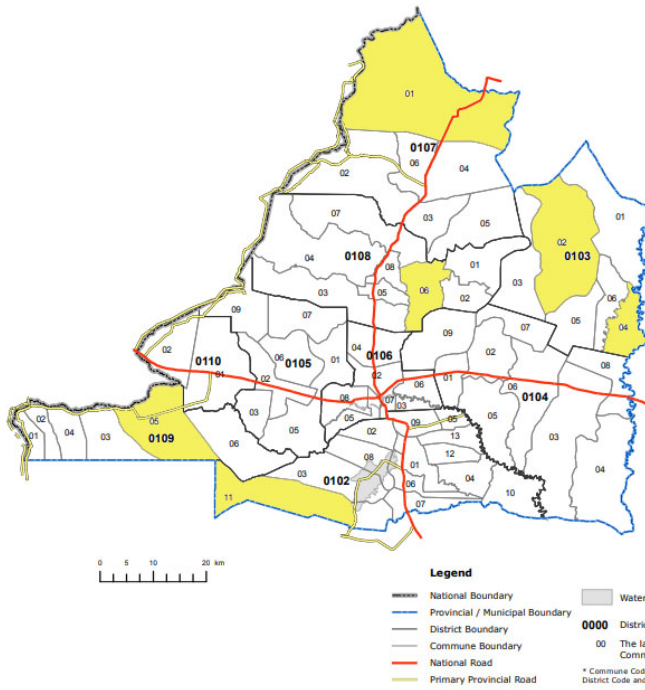


Code of Province / Municipality, District, and Commune

- 02 BATTAMBANG**
- 0201 Banan**  
020101 Kantueu Muoy  
020102 Kantueu Pir  
020103 Bay Diemram  
020104 Chheu Teal  
020105 Chaeng Mean Chey  
020106 Phnum Sampov  
020107 Sioeng  
020108 Ta Kream
- 0202 Thma Kou**  
020201 Ta Pung  
020202 Ta Meun  
020203 Ou Ta Ki  
020204 Chrey  
020205 Anlong Run  
020206 Chroy Sdau  
020207 Boeung Pring  
020208 Kouk Khmum  
020209 Bansay Traeng  
020210 Rung Chrey
- 0203 Krong Battambang**  
020301 Sangkat Tuol Ta Aek  
020302 Sangkat Preaek Preah Sdach  
020303 Sangkat Rotanak  
020304 Sangkat Chamkar Samraong  
020305 Sangkat Sla Kaet  
020306 Sangkat Kdol Daun Teav  
020307 Sangkat Ou Mat  
020308 Sangkat Voat Kor  
020309 Sangkat Ou Char  
020310 Sangkat Svay Pao
- 0204 Bavel**  
020401 Bavel  
020402 Khnach Romeas  
020403 Lvea  
020404 Prey Khpos  
020405 Anpil Pram Daem  
020406 Kdol Ta Haen
- 0205 Aek Phnum**  
020501 Preaek Norint  
020502 Samraong Khong  
020503 Preaek Kngob  
020504 Preaek Luong  
020505 Peam Aek  
020506 Prey Chas  
020507 Kaoh Chiveang
- 0206 Moung Ruessel**  
020601 Moung Ruessel  
020602 Kear  
020603 Prey Svay  
020604 Ruessei Krang  
020605 Chrey  
020606 Ta Loas  
020607 Kakaoth  
020608 Prey Touch  
020609 Robas Mongkol
- 0207 Rotonak Mondol**  
020701 Sdau  
020702 Andaeuk Haeb  
020703 Phlov Meas  
020704 Traeng
- 0208 Sangkae**  
020801 Anlong Vil  
020802 Norea  
020803 Ta Fun  
020804 Roka  
020805 Kampong Preah  
020806 Kampong Prieng  
020807 Reang Kesel  
020808 Ou Dambang Muoy  
020809 Ou Dambang Pr  
020810 Vaot Ta Moem
- 0209 Samlout**  
020901 Ta Taok  
020902 Kampong Lpov  
020903 Ou Samret  
020904 Sung  
020905 Samlout  
020906 Mean Chey  
020907 Ta Sanh
- 0210 Sampov Lun**  
021001 Sampov Lun  
021002 Angkor Ban  
021003 Ta Sda  
021004 Santepheap  
021005 Serei Mean Chey  
021006 Chrey Seima
- 0211 Phnom Proek**  
021101 Phnom Proek  
021102 Pech Chenda  
021103 Chak Krey  
021104 Barang Theaek  
021105 Ou Rumduot
- 0212 Kamrieng**  
021201 Kamrieng  
021202 Boeung Reang  
021203 Ou Da  
021204 Triang  
021205 Ts Saen  
021206 Ta Krey
- 0213 Koas Krala**  
021301 Thipakdei  
021302 Kaos Krala  
021303 Hah  
021304 Preah Phos  
021305 Doun Ba  
021306 Chhnal Mean
- 0214 Rukhak Kiri**  
021401 Preaek Chk  
021402 Prey Tralach

\* Codes and boundaries are as of May 18, 2011.

Banteay Meanchey



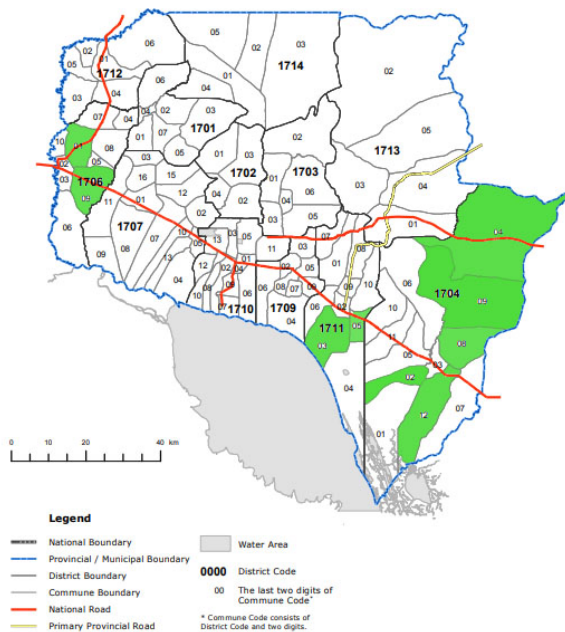
Code of Province / Municipality, District, and Commune

01 BANTEAY MEANCHEY

<b>0102 Mongkol Borei</b>	<b>0106 Krong Serei Saophoan</b>
010201 Banteay Neang	010602 Sangkat Kampong Svay
010202 Bat Trang	010603 Sangkat Kaoh Pong Satv
010203 Channaom	010604 Sangkat Miak
010204 Kouk Ballangk	010605 Sangkat Ou Ambel
010205 Koy Maeng	010606 Sangkat Phniet
010206 Ou Prasat	010607 Sangkat Preah Ponlea
010207 Phnum Touch	010608 Sangkat Tuek Thla
010208 Rohat Tuek	
010209 Ruessai Kraok	<b>0107 Thma Puok</b>
010210 Sambuur	010701 Banteay Chhmar
010211 Soea	010702 Kouk Rosmet
010212 Srah Reang	010703 Phum Thmei
010213 Ta Lam	010704 Thma Puok
	010705 Kouk Kakthen
	010706 Kumru
<b>0103 Phnum Srok</b>	<b>0108 Svay Chek</b>
010301 Nam Tau	010801 Phkoam
010302 Poy Char	010802 Sarongk
010303 Ponley	010803 Sla Kram
010304 Spear Sraeng	010804 Svay Chek
010305 Srah Chik	010805 Ta Baen
010306 Phnum Dei	010806 Ta Phou
	010807 Treas
	010808 Roluos
<b>0104 Preah Netr Preah</b>	<b>0109 Malai</b>
010401 Chnuor Mean Chey	010901 Boeng Beng
010402 Chob Vari	010902 Hali
010403 Phnum Lieb	010903 Ou Sampoar
010404 Prasat	010904 Ou Sralau
010405 Preak Netr Preah	010905 Tuol Pongro
010406 Rohat	010906 Ta Kong
010407 Tean Kam	
010408 Tuek Chour	<b>0110 Krong Paoy Paet</b>
010409 Bos Sbov	011001 Sangkat Nent
	011002 Sangkat Paoy Paet
<b>0105 Ou Chrov</b>	
010501 Changha	
010502 Kouk	
010503 Kuttasat	
010505 Samraong	
010506 Saughl	
010507 Soengh	
010509 Ou Beichaoan	

\* Codes and boundaries are as of May 18, 2011.

Siem Reap



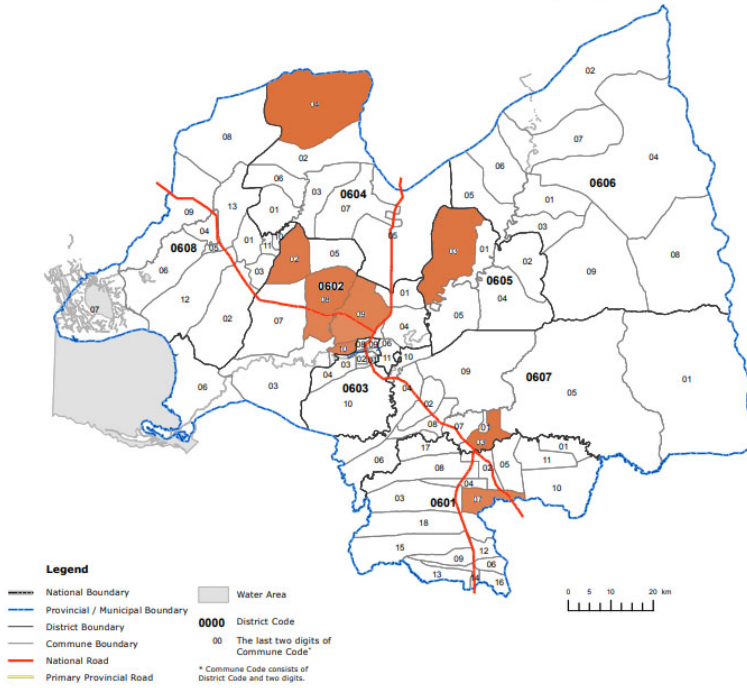
Code of Province / Municipality, District, and Commune

17 SIEM REAP

<b>1701 Angkor Chum</b>	<b>1707 Puok</b>	<b>1711 Sotr Nikom</b>
170101 Chiar Chhuk	170701 Sassar Sdam	171101 Chan Sa
170102 Doun Peng	170702 Doun Kaev	171102 Dam Daek
170103 Kouk Doung	170703 Kdei Run	171103 Dan Run
170104 Kouk	170704 Kaev Paar	171104 Kampong Khleang
170105 Nokor Pheas	170705 Khnat	171105 Kien Sangkae
170106 Srae Khvav	170707 Lvea	171106 Khchas
170107 Ta Saem	170708 Huah Paen	171107 Khear Fou
	170709 Pou Treay	171108 Popel
<b>1702 Angkor Thum</b>	170710 Puok	171109 Samraeng
170201 Choei Ta Trav	170711 Prey Chhuk	171110 Ta Yeak
170202 Leang Dai	170712 Reul	
170203 Peak Snaeng	170713 Samraong Yeas	<b>1712 Srei Snam</b>
170204 Svay Chek	170715 Trei Nhoar	171201 Chrsuy Neang Nguon
	170716 Yeang	171202 Kiang Hay
<b>1703 Banteay Srei</b>	<b>1709 Prasat Bakong</b>	171203 Tram Sassar
170301 Khnar Sanday	170902 Bakong	171204 Moung
170302 Khun Ream	170903 Ballangk	171205 Prei
170303 Preah Dak	170904 Kampong Phluk	171206 Slaeng Spear
170304 Rumschek	170905 Kantreang	
170305 Run Ta Aek	170906 Kamdaek	<b>1713 Svay Leu</b>
170306 Tbaeng	170907 Mean Chey	171301 Boeng Mealea
	170908 Roluos	171302 Kantuot
<b>1704 Chi Kraeng</b>	170909 Trapeang Thum	171303 Khnang Phnum
170401 Anlong Samnar		171304 Svay Leu
170402 Chi Kraeng	<b>1710 Krong Siem Reab</b>	171305 Ta Siem
170403 Kampong Kdei	171001 Sangkat Sla Kram	<b>1714 Varin</b>
170404 Khvav	171002 Sangkat Svay Dankum	171401 Prasat
170405 Kouk Thlok Kraom	171003 Sangkat Kouk Chak	171402 Lvea Kraeng
170406 Kouk Thlok Leu	171004 Sangkat Sala Kamraeuk	171403 Srae Nouy
170407 Lveang Ruessai	171005 Sangkat Nokor Thum	171404 Svay Sa
170408 Pongro Kraom	171006 Sangkat Chreav	171405 Varn
170409 Pongro Leu	171007 Sangkat Chong Knies	
170410 Ruessai Lok	171008 Sangkat Sambuur	* Codes and boundaries are as of
170411 Sangvaey	171009 Sangkat Siem Reab	May 18, 2011.
170412 Spear Thaat	171010 Sangkat Sraengae	
	171011 Sangkat Ampil	
<b>1706 Kralanh</b>	171012 Sangkat Krabei Riel	
170601 Chanleas Dal	171013 Sangkat Tuek Vil	
170602 Kampong Thkov		
170603 Kralanh		
170604 Krouch Kor		
170605 Rong Kou		
170606 Sambuur		
170607 Saen Sokh		
170608 Snuol		
170609 Sranal		
170610 Ta An		

\* Codes and boundaries are as of May 18, 2011.

### Kampong Thom



**Code of Province / Municipality, District, and Commune**

**06 KAMPONG THOM**

<b>0601 Baray</b>	<b>0605 Prasat Sambour</b>
060101 Bak Sna	060501 Chhuk
060102 Ballangk	060502 Koul
060103 Baray	060503 Sambour
060104 Boeng	060504 Sraeung
060105 Chaeung Daeung	060505 Tang Krasau
060106 Chreameang	
060107 Chhuk Khsach	<b>0606 Sandan</b>
060108 Chong Doung	060601 Chheu Teal
060109 Chrolong	060602 Dang Kambet
060110 Kokir Thum	060603 Kleng
060111 Krava	060604 Mean Kith
060112 Andoung Pou	060605 Mean Chey
060113 Pongro	060606 Ngan
060114 Sou Young	060607 Sandan
060115 Sralau	060608 Sochet
060116 Svay Phleung	060609 Tum Ring
060117 Traot Chum	
060118 Trel	<b>0607 Santuk</b>
	060701 Boeng Lvea
<b>0602 Kampong Svay</b>	060702 Chroab
060201 Chey	060703 Kampong Thma
060202 Damrei Slab	060704 Kakaoh
060203 Kampong Kou	060705 Kraya
060204 Kampong Svay	060706 Phov
060205 Nipect	060707 Prasat
060206 Phat Sanday	060708 Tang Krasang
060207 San Kor	060709 Ti Pou
060208 Tbaeng	060710 Tboeung Krapeu
060209 Trapeang Ruessei	
060210 Kdei Doung	<b>0608 Stoung</b>
060211 Prey Kuy	060801 Banteay Stoung
	060802 Chamma Kraom
<b>0603 Krong Stueng Saen</b>	060803 Chamma Leu
060301 Sangkat Damrei Choan Khla	060804 Kampong Chen Cheung
060302 Sangkat Kampong Thum	060805 Kampong Chen Tboeung
060303 Sangkat Kampong Roteh	060806 Msa Krang
060304 Sangkat Ou Kanthor	060807 Peam Bang
060305 Sangkat Kampong Krabau	060808 Popok
060306 Sangkat Prey Ta Hu	060809 Pralay
060307 Sangkat Achar Leak	060810 Preah Damrei
060308 Sangkat Srayov	060811 Rung Roearng
	060812 Samprouch
<b>0604 Prasat Ballangk</b>	060813 Trea
060401 Doung	
060402 Kraya	
060403 Phan Nheum	
060404 Sakream	
060405 Sala Visai	
060406 Sampeaki	
060407 Tuol Kreul	

\* Codes and boundaries are as of May 18, 2011.

## PROMOTING CLIMATE RESILIENT LIVELIHOODS IN RICE BASED COMMUNITIES IN THE TONLE SAP BASIN

### BASELINE SURVEY - TERMS OF REFERENCE

#### A. Background

1. The Royal Government of Cambodia (RGC) has received a grant from the Global Environment Facility (GEF) to assist in financing the Promoting Climate Resilient Livelihoods in Rice Based Communities in the Tonle Sap Basin (PCRL) Project, hereinafter referred to as the Project.
2. Climate change poses significant current and expected risks to Cambodia, particularly for farmers. Forecast trends indicate a wetter wet season with more intense rainfall events (leading to increased flooding), a hotter and drier dry season (leading to increased droughts), a later onset and shorter duration of the wet season (leading to longer droughts and more crop failures), and increased variability in weather patterns. Agriculturally reliant communities, such as those in the Tonle Sap plain, are particularly vulnerable to these threats (high exposure, high sensitivity), especially those relying on rain-fed production of relatively lower- value commodity crops such as rice. Unfortunately, these communities and the institutions that support them also have low adaptive capacities, particularly at sub-national levels.
3. The project will work in the five provinces around Tonle Sap Lake - Pursat (PUR), Battambang (BAT), Banteay Meanchey (BMC), Siem Reap (SRP), and Kampong Thom (KPT) - which is one of Cambodia's two major rice-growing regions, but which is predominantly rain-fed (very low access to irrigation) and has communities with particularly high vulnerabilities and low adaptive capacities to climate change.
4. The objective of the Project is: *Rice based communities in the Tonle Sap region of Cambodia reduce their climate vulnerability and increase their resilience to climate change through an ecosystem-based, market- driven approach.*
5. Efforts toward achieving that objective face the following barriers:
  - ✓ Inadequate enabling environment for climate change adaptation in the agricultural sector, particularly for rice production.
  - ✓ Current agricultural networks are narrowly suited to conventional production practices that contribute to high vulnerability to climate change.
  - ✓ Agricultural value chains reinforce climate vulnerabilities.
  - ✓ Insufficient knowledge management systems.
6. Therefore, the project will achieve its objective by addressing those barriers with the following components:
  - 1) Improving the enabling environment for climate change adaptation in the rice and related priority sectors through integrated policies and planning.
  - 2) Supporting resilient production systems in rice-based communities for improved livelihoods.
  - 3) Scaling up adaptation technologies and practices in selected value chains through partnerships, markets, and investments
  - 4) Building effective knowledge management, innovations, and monitoring & evaluation systems.
7. The project's design also specifically targets benefits to women and vulnerable groups.
8. The five-year project will be delivered by the General Directorate of Agriculture (GDA) of the Ministry of Agriculture, Forestry, and Fisheries (MAFF) and the General Directorate of Local Community (GDLC) of the Ministry of Environment (MOE). Technical and operational execution will be augmented by IRRI, WCS and one other implementing partner. The FAO will provide technical and administrative support. The project will be guided by a Project Steering Committee chaired by GDA, advised by a Technical Advisory Group, and coordinated by a Project Management Unit located in GDA of MAFF.
9. The GDA wishes to recruit a qualified consultancy firm (hereinafter referred to as the Consultant) to design and implement a Baseline Study for the Project.

## B. Objectives of the Assignment

10. The objective of the consultancy is to design the tools for and guide the collection and analysis of the baseline household level data which will be used to measure the overall Project impact through regular M&E activities during the implementation period. The survey must be designed with reference to the PCR Results Framework (RMF) and it is essential that data is gathered to provide a means of measuring all of the impact level and results level indicators.

## C. Scope of Services

11. The specific tasks that the Consultant will be required to perform are as follows:

- Prepare an Inception Report
- Develop the survey design in consultation with the PCRL Project Management Unit (PMU) including the sampling methodology, sample size, survey instrument, final testing and identification/inclusion of questions to measure the key variables.
- Translate the survey instruments into Khmer, provide training to the field enumerators and conduct field testing and make adjustment to the questionnaires.
- Undertake the collection of the baseline data from households in the Project target communes/*sangkat* as well as other non-target communes/*sangkats*.
- Establish a data entry template/format using an agreed social science software package that can detect errors during data entry and includes double entry of all questionnaires in order to achieve a clean baseline dataset according to standard methodologies.
- Conduct analysis of data and present the major findings in terms of descriptive statistics in a final report.
- Conduct data entry and cleaning.
- Prepare progress reports and a final report.

12. The primary responsibility of the Consultant will be to work with the PCRL/GDA PMU as well as the GDLC team and the implementing partners during the design of the survey, the supervision of the data collection for the household surveys and the analysis of the datasets.

### Survey questionnaire

13. The tasks of the Consultants will be as follows:

- Developing, finalizing and translating (into Khmer) the households survey questionnaire.
- Pilot testing of the survey questionnaire in one commune per province.
- Finalizing and printing the survey questionnaires.

14. The survey questionnaire should cover at least the following items:

- ✓ **General information about the households** - including basic information on the household composition, age of the members, educational status, proximity to roads and markets and travel time, etc. It should include information on whether any of the household members belong to farmer groups or cooperatives and the duration of their membership. Vulnerable households comprising poor households (ID Poor 1), female headed households and households with disabled persons, must be included in the sample frame for each village surveyed.
- ✓ **Household assets** - covering such factors as types of house, size and status of tenure of landholdings, ownership of household assets as well as farm equipment, and other productive assets.
- ✓ **Disaster susceptibility** - frequency and dates of natural disasters in recent past and impact on sample households.
- ✓ **Farm production** - volumes of production and value of sales for crops, livestock and fisheries over the last two years including data on the markets being used for selling produce and measure of impact of CoVID pandemic on sales and production.
- ✓ **Off farm production** - including income generation activities of all household members such as food processing, weaving, production of farm inputs, household based industries and the sale of labor.
- ✓ **Gender issues** - detailed information on gender will be required to be integrated into all aspects of the survey.

Provincial Coordinators and Field Enumerator Training

15. The Consultant will be responsible for the preparation, organization and implementation of enumerator training activities. The specific tasks of the Consultant will be as follows:

- ✓ Preparation of training materials and detailed Field Enumerator Manual.
- ✓ Training of Provincial Coordinators and Field Enumerators who are recruited by the consultant, in the use of the questionnaire.

16. The consultant will conduct training for the household interviews after the preparation of the detailed training manuals for the survey field teams in Khmer. The pilot testing of the survey questionnaire should be done using 20 households selected from one village in each province. This will also be used as a training exercise and will be an integral part of the training of the survey enumerators. After pilot testing of the survey questionnaire, the consultant will debrief with the field enumerators and field supervisors and send an electronic copy of survey responses to PCRL PMU with proposals for change in order to improve the survey questionnaire.

17. The survey data collected from the pilot communes will be entered by the Data Encoders to allow for field checking of unclear or incomplete responses and to assist in the identification of areas of weakness in the questionnaire.

Sample Selection

18. The design of a robust sampling frame will be the responsibility of the Consultant, and the proposed sampling design will be subject to the approval of the PCRL/GDA PMU and GDLC team before the commencement of any field work. The sampling frame for the beneficiary households should be designed to provide population estimates at district level with at least a 95 per cent probability of a confidence limit of  $\pm 5$  per cent and aim for an overall design effect of between 1.5 to 2 within both the target domain (TD) and control domain (CD). On this basis the average population of the targeted households per district should be calculated as well as the number of villages and communes to be sampled.

19. The sampled households for the TD and control domain (CD) must be randomly selected from the commune lists of households. The consultant will be required to determine the need for weights and powers in order to improve the precision of the sample estimates and provide recommendations to the PCRL PMU on their use. This could relate for example to the need to achieve a balance in the sample estimates in respect of female headed households and other vulnerable households with very small or no landholdings.

20. The consultant will be required to work in close collaboration with the Provincial Department of Agriculture, Forestry and Fisheries (PDAFFs) and Provincial Department Environment and Natural Resources (PDoENR) in each target province, as well as the commune councils in the selected communes. The PDAFFs/PDoENRs will be responsible for facilitating the introductions for the consultants to the local authorities. This will include providing access to the inventories of ID 1 and 2 poor households for all sampled communes (for both TD and CD areas).

Data Collection

21. The consultant will be fully responsible for all data collection during the conduct of the household surveys and they should use digital data collection wherever possible as well as taking account of the possibility of continuing restrictions on travel within the target areas. The specific tasks of the consultant will be as follows:

- ✓ Mobilization of the field enumerators and provincial coordinators to the selected target and non-target communes for the data collection.
- ✓ Organization of orientation meetings with commune councils and village leaders to introduce the field workers and to explain the purpose of the household data collection.
- ✓ Completion of household interviews in a timely manner and payment of agreed level of compensation to each of these households.
- ✓ Arrangements for the substitution of alternative households, in consultation with the commune council and village leader, in the case of household interviews that cannot be completed due to absence of the household heads at the time of the survey in the village.
- ✓ Delivery of the data forms to the province prior to data entry.

22. The household data collection will be managed by the field teams (Field Enumerators and Provincial Coordinators) with support from the PDAFFs and PDoENRs based upon an agreed specified schedule.

#### Data Entry and Analysis

23. The consultant will be fully responsible for the entry of all data collected from the household surveys. The specific tasks will be as follows:

- ✓ Development of an error checking system for data entry based upon acceptable ranges for each parameter to minimize encoding errors;
- ✓ Verification and correction of errors detected through the assistance of the Provincial Coordinators and Field Enumerators;
- ✓ Summaries of the baseline data will be prepared using a format for the tabulations which is agreed to by PCRL/GDA PMU and GDLC team.

24. The data entry will be done by the data encoders working at national level. The data entry will be checked by the Provincial Coordinators and all issues rectified in the field before the field staff move on to the next commune and/or district. The final data sets must be compiled, and consistency checks performed to the approval of the PCRL PMU. Data must be submitted in STATA, SPSS or SAS formats.

#### Data Analysis and Reporting

25. The consultant will be responsible for the analysis of the baseline survey data and the preparation of full report for submission to the PCRL PMU. The specific tasks will be as follows:

- ✓ Development of structure for the final report of the studies in collaboration with PCRL PMU.
- ✓ Data analysis using an agreed social science software package.
- ✓ Presentation of the main conclusions in draft Final Report following agreed format.
- ✓ Incorporate changes/supplementary analyses following comments on draft Final Report.

26. The Consultant will be responsible for preparing the format of the Final Report, based on the objectives of the baseline study, which will be subject to the agreement by PCRL GDA/PMU and GDLC team and then used for the final report writing. The Consultant will conduct comprehensive analyses of the baseline survey data in order to generate the summary tables to be used in the compilation of the draft Final Report. The consultant will submit the draft Final Report, which should also include the summary of the survey methodology and the survey instruments as annexes within two months of the completion of the field work. The draft Final Report will be reviewed by the PCRL PMU team, and the Consultant should then incorporate changes and conduct extra analysis if required before submitting a final draft.

#### Equipment and Logistics

27. The specific responsibilities of the consultant will be as follows:

- ✓ Design/provision of all computer software used for data entry and for analyses of baseline survey data.
- ✓ All transportation and logistical arrangements for the field staff during the conduct of the household interviews within the target and non-target communes (no Project transport will be available for the field work).
- ✓ Provision of computer equipment in each province for use by the data encoders.
- ✓ Secure storage of all household questionnaires upon completion of the baseline survey in each selected commune.
- ✓ Provision of computer equipment for the final analysis and summarizing of the baseline survey data in Phnom Penh at the conclusion of the baseline survey.

### **D. Ethical issues, confidentiality and informed consent**

28. Field supervisors will meet with relevant authorities including the PDAFFs and PDoENRs and the commune authorities to explain the purpose of the study before commencing any field work.

#### Ethical issues

29. The survey will subscribe to high ethical standards in respect of communications with all relevant individuals and authorities with the survey data being used only for the purposes of the Project evaluation and respondent's data will not be shared with any other parties.

#### Confidentiality

30. Every effort must be made to protect the confidentiality and the identity of the people in the households that are surveyed. The importance of confidentiality and the protection of the identity of all respondents will be emphasized during the training of data collection staff.

#### Informed consent

31. Consent will be obtained from individuals prior to conducting the interviews. An informed consent sheet that includes an introduction to the purpose of the study and how the questions will be administered will be provided to all respondents to seek their voluntary participation, including information on the risks and benefits to those who participate and the confidentiality of the collected data. Written consent will be obtained from each household head prior to the commencement of the interviews.

### **E. Responsibilities of the client (GDA)**

32. The PCRL/GDA PMU and GDLC team will be responsible for securing the administrative approvals for the survey from the local authorities and will also ensure close support to the survey work by the provincial and district authorities.

### **F. Required qualifications**

33. The selected consulting firm must have the following qualifications:

- ✓ Demonstrated track record in the organization of large scale household surveys in remote rural areas in Cambodia;
- ✓ In house technical capacity and experience for planning and organizing household survey and in data management and statistical analysis;
- ✓ Experience in at least two of the following social science software programs: CS-Pro, SPSS, STATA, and SAS.

34. The International Team Leader must be very fluent in English and have advanced report writing skills and the National Deputy Team Leader and Statistician must be fluent in both English and Khmer and all other national team members should have some knowledge of English:

- ✓ International Team Leader/Senior Social Science Expert (3 months): Advanced degree in social science or related field with specialisation in survey design. At least 15 years of experience in the management of large scale quantitative rural surveys, experience in household data collection and analysis and demonstrated ability to coordinate teams and ensure timely reporting. Previous experience of working in Cambodia in rural areas. Excellent report writing skills in English and basic knowledge of Khmer.
- ✓ Deputy Team Leader/Social Survey Expert (4 months): Advanced degree in social science, econometrics or related field with strong background in rural surveys methodologies. At least five years of experience in the design of samples for households surveys in Cambodia. Good reporting skills in English and Khmer required.
- ✓ Statistician (4 months): Advanced degree in Statistics or related fields with strong background in the collection and analysis of agricultural survey data. At least five years of experience in designing household and agricultural surveys required. Preferably with experience in multi-topic surveys in Cambodia. Good report writing skills in English and basic knowledge of Khmer.
- ✓ Provincial Coordinators ( 1 per province - 3 months each): Degree in an agricultural science or in related fields with post-graduate training in statistics or related field. Experience with supervision of rural survey implementation in remote areas in Cambodia. Good level of English language skills and fluency in written and spoken Khmer.
- ✓ Data Encoders (2 - 2 months each): Advanced training in computer skills and experience of survey data entry. Basic knowledge of statistical software applied in the analysis of the baseline survey data. Some English language capability required as well as fluency in written and spoken Khmer.

- ✓ Field enumerators (3 per province - 2 months each): High School Certificate and experience in the conduct of collection of data at household level through the use of interviews. Demonstrated experience of working independently in remote rural areas. Fluency in written and spoken Khmer.

## G. Deliverables

35. The implementation schedule for the Baseline Survey will be as follows:

Milestone	Week															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Sampling Design	█	█													
2	Preparation of Training Manuals			█	█											
3	Training of Field Supervisors and Enumerators				█	█	█									
5	Household Surveys					█	█	█	█	█	█					
6	Data Entry and Analysis										█	█	█	█		
7	Data Analysis and Reporting														█	█

36. The Consultant will be required to produce the following deliverables that will provide the basis for the progress payments.

Deliverable	Description	Format	Timing
1	Sampling Design/Household Questionnaires with notes based on review/discussion with PCRL PMU	MS Word /Excel files	Week 2
2	Training Manuals for Field Enumerators and Provincial Coordinators (Khmer & English)	MS Word /Excel files	Week 3
3	Training Report/Final Household Questionnaires including modifications from testing in Pilot Communes (in English and Khmer)	MS Word /Excel files	Week 5
4	Progress Report - Household Interviews	MS Word /Excel files	Week 11
5	Completed and clean provincial data sets using agreed social science software	MS Word /Excel & SPSS files	Week 13
6	Draft Final Report documenting the results of the Baseline Survey based upon agreed formats with PCRL PMU in electronic form	MS Word/Excel	Week 14
7	Consultation Workshop	PowerPoint Presentation	Week 15
8	Final Report of the Baseline Survey	MS Word/Excel Bound Hard Copies (x5)	Week 16

## H. Reporting obligations

37. The Consultants will report to the PCRL PMU for each of these deliverables. Final deliverables should be submitted to the PCRL PMU according to the schedule agreed upon given the limits for the contract duration. All deliverables are subject to agreement by the PCRL PMU and should therefore be submitted by the firm in time minimum of 15 days) that allows for comments and if required some changes to be made by the Consultant.

## I. Duration and payment for the consultancy

38. The budget for this consultancy is a maximum of \$XXXXX. This will cover the costs for all activities described above. The consultancy should tentatively commence before the end of Q1 2024 and have a maximum duration of four months. The payment schedule will be specified in the final contract and will follow the timing of the deliverables.

39. The completed dataset will be the property of GDA and GDLC. The consultants may use the data for specified research purposes after receiving written consent from the PCRL PMU.

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## OVERALL ACTIVITY AND MONITORING PLAN 2024

Description of tasks/planned indicators for 2024	Timing (month)												Province/National Targets							Responsibility				
	1	2	3	4	5	6	7	8	9	10	11	12	Unit	PUR	BTB	BMC	SRP	KPT	NTL	Total	Lead	Support	TA team	
<b>COMPONENT 2: SUPPORTING RESILIENT PRODUCTION SYSTEMS IN RICE-BASED COMMUNITIES FOR IMPROVED LEVELHOODS.</b>																								
<b>OUTCOME 2.1: INCREASED RESILIENCE AND ADAPTIVE CAPACITIES OF PRODUCTION SYSTEMS AND THE NATURAL RESOURCE BASE.</b>																								
<b>OUTPUT 2.1.1: ON-FARM DIVERSIFICATION FOR IMPROVED RESILIENCE AGAINST CLIMATIC VARIATIONS DEMONSTRATED AND SCALED OUT.</b>																								
<b>Activity 2.1.1.1: Link current and forecast AEZ, crop-suitability maps and other information in order to identify candidates for locally suitable diversification options in the targeted districts.</b>																								
a). Conduct multi-stakeholder workshops at provincial level in each province to link current/forecast AEZ, crop suitability maps and other information													No. of workshops	1	1	1	1	1	0	5	SP3 & WCS	GDADALRM	GDLC	CSAS
b). Consolidate information from provincial workshops and prioritize local suitable diversification options													No. of reports	1	1	1	1	1	0	5	SP3 & WCS	GDADALRM	GDLC	CSAS
c). Development of packages for supporting selected crop diversification options in target districts													No. of packages	0	0	0	0	0	1	1	SP3 & WCS	GDADALRM	GDLC	CSAS
d). Climate risk-informed land-use and agriculture sector priorities integrated into national/sectoral planning, budgeting, monitoring & adaptation measure for sustainable rice production													No. of packages	0	0	0	0	0	1	1	SP3 & WCS	GDADALRM	GDLC	CSAS
<b>Activity 2.1.1.2: Develop relevant business models for diversification of production and livelihoods.</b>																								
a). Conduct field survey for value chain analysis in each province focusing on diversified crops and livelihoods													No. of field surveys	1	1	1	1	1	0	5	SP3 & WCS	GDADRC	GDLC	CSAS
b). Compilation of results of field surveys and identification of strategies for development of relevant business models applicable to strengthening diversified value chains													No. of reports	1	1	1	1	1	0	5	SP3 & WCS	GDADRC	GDLC	CSAS
<b>Activity 2.1.1.3: Develop relevant FFS packages, including TOTs and in local languages where appropriate.</b>																								
a). Preparation of FFS training modules focused on crop diversification and CSA and design of presentation materials in Khmer													No. of modules	0	0	0	0	0	1	1	SP3 & WCS	GDADRC	GDLC	CSAS
<b>Activity 2.1.1.4: Deliver the TOTs and TOT refreshers.</b>																								
a). Delivery of TOT courses in each province for PDARF and DoANRE staff from target districts													No. of courses	1	1	1	1	1	0	5	SP3 & WCS	GDADRC	GDLC	CSAS
<b>Activity 2.1.1.5: Deliver the FFSs, including piloting diversification approaches with lead farmers and incentives for adoption and continuation.</b>																								
a). Identification of lead farmers within targeted ACA/farmer groups for establishment of demonstrations of crop diversification/CSA (Pursat, Siem Reap & Kampong Thom)													No. of lead farmers	5	0	0	5	5	0	15	GDADRC	GDLC	CSAS	
b). Procurement of materials/equipment/supplies for on-farm demonstration establishment (Pursat, Siem Reap & Kampong Thom)													No. of packages	1	0	0	1	1	0	3	GDADRC	GDLC	CSAS	
c). Delivery of FFSs in selected provinces focused on farmers within targeted ACA/farmer groups (Pursat, Siem Reap & Kampong Thom)													No. of FFS courses	5	0	0	5	5	0	15	GDADRC	GDLC	CSAS	
d). Assessment of levels of adoption and diffusion of crop diversification/CSA technologies within target districts (Pursat, Siem Reap & Kampong Thom)													No. of assessment	1	0	0	1	1	0	3	GDADRC	GDLC	CSAS	
<b>Activity 2.1.1.6: Establish relevant CRIP criteria and procedures.</b>																								
a). Conduct of consultation meeting to develop criteria and procedures for community-led CRIP and LAPs with relevant local stakeholders													No. of meeting	1	1	1	1	1	0	5	SP3 & WCS	GDA	NSTA	
b). Preparation of guidelines for the preparation of community led CRIPs and LAPs and incorporation into CIPs with local co-financing and mechanisms for financing													No. of guidelines	0	0	0	0	0	1	1	SP3 & WCS	GDA	NSTA	
c). Conduct orientation meetings at district level with local authorities and representatives from target ACA/farmer groups on CRIP criteria and procedures													No. of meeting	1	1	1	1	1	0	5	SP3 & WCS	GDA	NSTA	
d). Provide on-going facilitation and support to target ACA/farmer groups for formulation of CRIPs and LAPs													No. of groups	2	2	2	2	2	0	10	SP3 & WCS	GDA	NSTA	
<b>Activity 2.1.1.7: Select, fund, and support CRIPs.</b>																								
a). Evaluation of CRIPs and LAPs prepared by local communities based on agreed screening criteria													No. of CRIPs	5	5	5	5	5	0	25	GDADACP	GDLC	NSTA	
b). Negotiation with local communities of agreements on funding levels and mechanisms for fund release													No. of meetings	2	2	2	2	2	0	10	GDADACP	GDLC	NSTA	
c). Signing of Agreements with local community and local authorities for funding of approved CRIPs													No. of agreements	5	5	5	5	5	0	25	GDADACP	GDLC	NSTA	
d). Implementation of activities financed under the CRIP													No. of CRIP	5	5	5	5	5	0	25	GDADACP	GDLC	NSTA	
<b>OUTPUT 2.1.2: USE OF CERTIFIED, PREMIUM, AND STRESS TOLERANT SEEDS INCREASED.</b>																								
<b>Activity 2.1.2.1: Conduct local demonstrations of selected varieties via model farmers.</b>																								
a). Conduct of survey in each province to identify rice varieties with climate resilience													No. of surveys	1	1	1	1	1	0	5	GDADRC	GDLC	CSAS	
b). Identification of lead farmers for the conduct of demonstrations on climate resilient varieties and use of certified seed													No. of farmers	3	3	3	3	3	0	15	GDADRC	GDLC	CSAS	
c). Establishment of on-farm demonstrations with selected lead farmers to demonstrate/least performance of CR varieties against existing varieties													No. of demonstrations	3	3	3	3	3	0	15	GDADRC	GDLC	CSAS	
d). Conduct of field days at paddy initiation at on-farm demonstration sites to observe the performance of the CR varieties													No. of field days	3	3	3	3	3	0	15	GDADRC	GDLC	CSAS	
e). Conduct of field harvest days at on-farm demonstration sites to measure the yield and calculate economic benefits of CR varieties and certified seed													No. of field days	3	3	3	3	3	0	15	GDADRC	GDLC	CSAS	
<b>Activity 2.1.2.2: Develop and produce associated training and promotional materials.</b>																								
a). Development of farmer training modules on the seed certification procedures and the benefits of using premium certified seeds													No. of modules	0	0	0	0	0	1	1	IRRI	GDADRC	GDLC	CSAS
b). Preparation of promotional materials on CR varieties and benefits of using certified seed													No. of sets	0	0	0	0	0	1	1	IRRI	GDADRC	GDLC	CSAS
<b>Activity 2.1.2.3: Coordinate with CARDI and private sector to promote the use of premium and certified seeds.</b>																								
a). Conduct of promotional workshops in each province in cooperation with CARDI to promote the use of certified seed													No. of workshops	1	1	1	1	1	0	5	GDADRC	GDLC	CSAS	
b). Assess the projected demand for certified seed													No. of assessment	1	1	1	1	1	0	5	GDADRC	GDLC	CSAS	
c). Develop action plan for strengthening the production of certified seed through ACs and RSPGs													No. of plan	0	0	0	0	0	1	1	GDADRC	GDLC	CSAS	
d). Promote the CR varieties and the use of certified seed through provincial agricultural fairs and other events													No. of events	1	1	1	1	1	1	6	GDADRC	GDLC	CSAS	
<b>OUTPUT 2.1.3: INCREASED ADOPTION OF CLIMATE RESILIENT ON-FARM TECHNOLOGIES AND PRACTICES</b>																								
<b>Activity 2.1.3.1: Develop relevant business models for supported practices.</b>																								
a). Develop and test an integrated package of CS practices, and assess profitability for farmers/seed users													No. of package	0	0	0	0	0	1	1	IRRI & WCS	GDADRC	GDLC	CSAS
b). Document business models around the package of practices for end users and relevant stakeholders													No. of models	0	0	0	0	0	1	1	IRRI & WCS	GDADRC	GDLC	CSAS
<b>Activity 2.1.3.2: Develop relevant FFS packages, including TOTs and in local languages where appropriate.</b>																								
a). Conduct of consultative meetings with communities within target districts/communes to select from the menu of packages with local appropriate approaches for building climate resilience.													No. of meetings	1	1	1	1	1	0	5	IRRI & WCS	GDADRC	GDLC	CSAS
b). Design of FFS packages including core modules (CSA and gender) plus other identified local priorities (WRM, CIS, Conservation Agriculture, Water Saving Practices, PM, Land Levelling etc.)													No. of packages	0	0	0	0	0	1	1	IRRI & WCS	GDADRC	GDLC	CSAS
c). Design of an FFS package that supports communities in transitioning to standards based production (SRP, CamGAP, etc.)													No. of packages	0	0	0	0	0	1	1	IRRI & WCS	GDADRC	GDLC	CSAS
<b>Activity 2.1.3.3: Deliver the TOTs and TOT refreshers.</b>																								
a). Preparation of action plan for the delivery of a program of TOTs for each FFS package in each province targeting the local extension staff who will deliver the FFS program.													No. of action plan	0	0	0	0	0	1	1	IRRI & WCS	GDADRC	GDLC	CSAS
b). Conduct of the TOT program based on the agreed schedule.													No. of training	1	1	1	1	1	0	5	IRRI & WCS	GDADRC	GDLC	CSAS
<b>Activity 2.1.3.4: Pilot climate-adaptive technologies and practices with lead farmers and offer incentives for adoption and continuation.</b>																								
a). Assessment of climate-adaptive technologies and their integration into extension services (ASPIRE & TSSD-AF)													No. of assessment	0	0	0	0	0	1	1	GDADARLM	GDLC	CSAS	
b). Development of models to provide the basis for on-farm demonstrations of climate-adaptive technologies													No. of models	0	0	0	0	0	1	1	GDADARLM	GDLC	CSAS	
c). Design of approaches for incorporation of incentives for lead farmers engaged in the on-farm demonstrations to promote wide adoption by other farmers													No. of design	0	0	0	0	0	1	1	GDADARLM	GDLC	CSAS	
d). Establish the program of on-farm demonstrations piloting climate adaptive technologies for rice and diversified crops													No. of demonstrations	5	5	5	5	5	0	25	GDADARLM	GDLC	CSAS	
e). Organization of harvest field days managed by the lead farmers to achieve wider dissemination of knowledge of climate-adaptive technologies and promote their adoption by other farmers.													No. of field days	5	5	5	5	5	0	25	GDADARLM	GDLC	CSAS	
<b>Activity 2.1.3.5: Conduct exchange visit for farmers and community members under project areas and outside.</b>																								
a). Coordinate with local partners to enable learning activities and observations of key farmers for on-farming testing of technologies													No. of meeting	1	1	1	1	1	0	5	IRRI & WCS	GDADRC	GDLC	CSAS
b). Collect feedback from farmers and relevant stakeholders and incorporate insights in the development of the integrated package													No. of report	1	1	1	1	1	0	5	IRRI & WCS	GDADRC	GDLC	CSAS
<b>Activity 2.1.3.6: Duplication of Activity 2.1.1.7</b>																								
<b>Activity 2.1.3.7: Pilot village level centres of excellence as mechanism to build networks among farmers, extension officials and private sector</b>																								
a). Development of concept of villages piloted as centres of excellence													No. of concept paper	0	0	0	0	0	1	1	GDADRC	GDLC	CSAS	
b). Identification of villages as pilot centres of excellence (2 per province)													No. of villages	2	2	2	2	2	0	10	GDADRC	GDLC	CSAS	
c). Design of training packages for farmers, extension officers and private sector representatives on centre of excellence concept													No. of training packages	0	0	0	0	0	1	1	GDADRC	GDLC	CSAS	
d). Delivery of trainings in each selected pilot village for formal establishment of pilot village concept													No. of trainings	2	2	2	2	2	0	10	GDADRC	GDLC	CSAS	
<b>OUTPUT 2.1.4: CREDIT ACCESS FOR RICE FARMERS IMPROVED.</b>																								
<b>Activity 2.1.4.1: Conduct gender-disaggregated assessment of credit-related needs and risks.</b>																								
a). Design of survey of targeted households within targeted ACA (and CPA) to assess levels of financial literacy and identify credit related needs and risks taking into account gender dimensions.													No. of survey	0	0	0	0	0	1	1	SP3	GDA	GDLC	CSAS
b). Conduct of field survey in all targeted ACs (and CPAs).													No. of survey	1	1	1	1	1	0	5	SP3	GDA	GDLC	CSAS
c). Collation and analysis of results of field surveys and compilation of findings and recommendations													No. of report	0	0	0	0	0	1	1	SP3	GDA	GDLC	CSAS
d). Conduct of consultative workshop with MFIs representatives to provide feedback on survey results.													No. of workshop	0	0	0	0	0	1	1	SP3	GDA	GDLC	CSAS
<b>Activity 2.1.4.2: Develop FFS modules, including materials and equipment as appropriate.</b>																								
a). Design of FFS packages that address the need to increase financial literacy through exposure to the procedures for preparation of sound business plans as the basis for the loans from MFIs.													No. of package	0	0	0	0	0	1	1	SP3	GDA	GDLC	CSAS
b). Identify the need for additional materials and equipment for the conduct of the FFS that assist the farmers to achieve increased financial literacy and have more equitable access to rural finance.													No. of report	0	0	0	0	0	1	1	SP3	GDA	GDLC	CSAS
<b>Activity 2.1.4.3: Deliver FFS packages for financial literacy.</b>																								
a). Implementation of the FFS packages in cooperation with selected MFIs to demonstrate sound financial and business planning and management of loan packages that are availed.													No. of report	1	1	1	1	1	0	5	SP3	GDADACP	GDLC	CSAS
b). Evaluation of the outcome of the FFS packages and refinement of the approach for subsequent cycles of the program.													No. of report	0	0	0	0	0	1	1	SP3	GDADACP	GDLC	CSAS
c). Conduct of regular consultative meetings with participating MFIs to evaluate the progress and achieve greater efficiency in the lending processes.													No. of meetings	0	0	0	0	0	2	2	SP3	GDADACP	GDLC	CSAS

OVERALL ACTIVITY AND MONITORING PLAN 2024

Description of tasks planned/indicators for 2024	Timing (month)												Province/National Targets							Responsibility				
	1	2	3	4	5	6	7	8	9	10	11	12	Unit	PUR	BTB	BMC	SRP	KPT	NTL	Total	Lead	Support	TA team	
<b>COMPONENT 3: SCALING UP ADAPTATION TECHNOLOGIES AND PRACTICES IN SELECTED VALUE CHAINS THROUGH PARTNERSHIPS, MARKETS, AND INVESTMENTS</b>																								
<b>OUTCOME 3.1: ADAPTATION INNOVATIONS, TECHNOLOGIES, AND NEW MARKETS, AND SCALING UP AGRIBUSINESSES, EMPLOYMENT, AND EMPowerMENT AT COMMUNITY LEVEL SCALED UP.</b>																								
<b>OUTPUT 3.1.1: THE PERFORMANCE OF AGRICULTURAL COOPERATIVES IMPROVED VIA HUMAN CAPACITY BUILDING</b>																								
<b>Activity 3.1.1.1: Conduct a capacity needs assessment for agricultural cooperatives in the target areas</b>																								
a) Design of survey of target ACs (and producer groups within CPAs) to identify capacity weaknesses and gap typologies													No. of survey	0	0	0	0	0	1	1	SP3	GDA/DACP	GDLC	AVCS
b) Training of PDAFF and DoANRE extension staff to conduct the field surveys													No. of training	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
c) Conduct of field survey and collation of results and identification of major findings and propose elements of capacity building program													No. of survey	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
<b>Activity 3.1.1.2: Develop capacity-building packages pursuant to the capacity needs assessment.</b>																								
a) Design of TOT training modules for capacity building program for ACs (and producer groups within CPAs) based on needs assessment													No. of modules	0	0	0	0	0	1	1	SP3	GDA/DACP	GDLC	AVCS
b) Development of training materials for adoption of FAD Ruralinvest tools													No. of materials	0	0	0	0	0	1	1	SP3	GDA/DACP	GDLC	AVCS
c) Identification of resource persons for the delivery of the ToT and preparation of training schedule													No. of person	0	0	0	0	0	2	2	SP3	GDA/DACP	GDLC	AVCS
<b>Activity 3.1.1.3: Deliver TOTs and TOT refreshers.</b>																								
a) Delivery of TOT modules (including adoption of Ruralinvest) for capacity building of ACs (and producer groups within CPAs)													No. of modules	0	0	0	0	0	1	1	SP3	GDA/DACP	GDLC	AVCS
b) Assessment of efficacy of TOT training modules and further refinement for use during TOT refreshers in 2025													No. of assessment	0	0	0	0	0	1	1	SP3	GDA/DACP	GDLC	AVCS
<b>Activity 3.1.1.4: Deliver capacity-building packages including Ruralinvest to selected ACs and producer groups within CPAs including follow up and coaching support.</b>																								
a) Preparation of training program for roll out of capacity building packages (including Ruralinvest) to ACs (and producer groups within CPAs)													No. of program	0	0	0	0	0	1	1	GDA/DACP	GDLC	AVCS	
b) Delivery of capacity building training programs (including Ruralinvest) to selected ACs (and producer groups within CPAs)													No. of training	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
c) Assessment of efficacy of training program to identify the gaps and needs for improvement.													No. of assessment	1	1	1	1	1	0	5	GDA/DACP	GDLC	AVCS	
<b>Activity 3.1.1.5: Strengthen the AC and CPA networks.</b>																								
a) Conduct of consultative meetings in each province with representatives of ACs and CPAs to identify opportunities and mechanisms for increased collaboration and connectivity													No. of meeting	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
b) Support the use of MSPs to enable increased interaction and linkages between ACs and CPAs within the target districts.													No. of MSP	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
c) Develop a program for further development and strengthening of the AC and CPA networks in each province.													No. of program	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
<b>OUTPUT 3.1.2: CONTRACT FARMING MODELS NEGOTIATED BETWEEN AGRICULTURAL COOPERATIVES AND RICE PROCESSORS DEMONSTRATED AND UP-SCALED, INCORPORATING CROP INSURANCE</b>																								
<b>Activity 3.1.2.1: Assess lessons learned and best practices from recent standards-based contract farming.</b>																								
a) Conduct an assessment of existing contract farming models especially those featuring standards-based production to document lessons learned and success stories													No. of assessment	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
b) Facilitate stakeholder consultations including rice processors to explore opportunities for wide adoption of contract farming models and develop appropriate mechanisms for up-scaling													No. of consultations	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
c) Prepare an action plan for wider adoption of successful contract farming models through standards-based certified production.													No. of action plans	1	1	1	1	1	0	5	SP3	GDA/DACP	GDLC	AVCS
<b>Activity 3.1.2.2: Facilitate and scale-up contract farming.</b>																								
a) Support and facilitate dialogue between target ACs (and producer groups within CPAs) and buyers/traders and rice processors for adoption of contract farming models													No. of dialogue	1	1	1	1	1	0	5	GDA/DACP	GDA/DACP	GDLC	AVCS
b) Conduct assessment and identify the need for further investment in equipment and facilities by the ACs (and producer groups within CPAs) and facilitate negotiations with buyers for support													No. of assessment	1	1	1	1	1	0	5	GDA/DACP	GDA/DACP	GDLC	AVCS
c) Support scaling up of existing and appropriate successful models of contract farming including organic and/or certified Fairtrade rice value chains													No. of models	1	1	1	1	1	0	5	GDA/DACP	GDA/DACP	GDLC	AVCS
<b>Activity 3.1.2.3: Conduct trials for market-based, resilience-oriented incentives within contractual arrangements</b>																								
a) Identification of contract farming models for pilot testing of market-based resilience oriented incentives													No. of models	0	0	0	0	0	2	2	SP3	GDA	GDLC	AVCS
b) Development of contract farming packages incorporating crop insurance and adoption of CR varieties for pilot testing													No. of contracts	2	2	2	2	2	0	10	SP3	GDA	GDLC	AVCS
c) Conduct of regular monitoring of the progress of the contract farming models and identify issues and resolutions													No. of assessments	1	1	1	1	1	0	5	SP3	GDA	GDLC	AVCS
<b>Activity 3.1.2.4: Formalize recourse options for breached contracts.</b>																								
a) Document the initial experience of piloting contract farming models to quantify the extent of breached contracts.													No. of contracts	2	2	2	2	2	0	10	SP3	GDA	GDLC	AVCS
b) Conduct of consultation meetings with all contracted parties to discuss and resolve issues regarding breaching of contracts.													No. of meetings	1	1	1	1	1	0	5	SP3	GDA	GDLC	AVCS
<b>Activity 3.1.2.5: Produce a white paper on opportunities to expand market-driven contract farming arrangements to additional climate-resilient approaches</b>																								
a) Implemented in 2025																				0	SP3	GDA	GDLC	AVCS
<b>OUTPUT 3.1.3: PILOT LOCALLY PRIORITIZED STANDARDS-BASED PRODUCTION.</b>																								
<b>Activity 3.1.3.1: Develop materials to train farmers' groups to produce and market certified seeds.</b>																								
a) Update seed production training materials in coordination with government and certification agencies													No. of modules	0	0	0	0	0	1	1	IRRI	GDA/DRC	GDLC	AVCS
b) Produce the materials for use in training to farmer groups													No. of sets	0	0	0	0	0	1	1	IRRI	GDA/DRC	GDLC	AVCS
<b>Activity 3.1.3.2: Develop and deliver TOTs to GDA for production and marketing of certified seeds.</b>																								
a) Training for GDA teams to provide training on seed certification													No. of trainings	0	0	0	0	0	1	1	IRRI	GDA/DRC	GDLC	AVCS
b) Provide materials for Trainers to use in their training courses on seed certification													No. of sets	0	0	0	0	0	1	1	IRRI	GDA/DRC	GDLC	AVCS
<b>Activity 3.1.3.3: Develop regionally appropriate business models and equipment packages for production and marketing of certified seeds.</b>																								
a) Integrate certified seeds in the business models tested in 2.1.3.1													No. of models	0	0	0	0	0	1	1	IRRI	GDA/DRC	GDLC	AVCS
b) Document tested and profitable business models for certified seeds and integrated packages into extension materials for market actors													No. of document	0	0	0	0	0	1	1	IRRI	GDA/DRC	GDLC	AVCS
c) Support exchange learning from other countries (e.g. Vietnam) on business for certified seeds													No. of visits	0	0	0	0	0	2	2	IRRI	GDA/DRC	GDLC	AVCS
<b>Activity 3.1.3.4: Develop MAFF's institutional capacity to certify seeds at national and provincial levels.</b>																								
a) Identify training and capacity gaps in MAFF agencies relevant for seed certification													No. of assessment	0	0	0	0	0	1	1	IRRI	GDA/DRC	GDLC	AVCS
b) Provide capacity building for seed certification of relevant MAFF agencies at national and provincial level													No. of training	1	1	1	1	1	0	5	IRRI	GDA/DRC	GDLC	AVCS
<b>Activity 3.1.3.5: Train and provide technical assistance to ACs and producer groups within CPAs to produce and market certified seeds.</b>																								
a) Development of training materials for ACs and producer groups with CPAs on certified seed production and marketing													No. of modules	0	0	0	0	0	1	1	GDA/DRC	GDLC	AVCS	
b) Delivery of training to ACs and producer groups within CPAs on certified seed production and marketing													No. of training	1	1	1	1	1	0	5	GDA/DRC	GDLC	AVCS	
c) Assessment of the level of adoption of the certified seed production programs by ACs and producer groups within CPAs													No. of assessment	0	0	0	0	0	1	1	GDA/DRC	GDLC	AVCS	
<b>Activity 3.1.3.6: Procure (or produce) and distribute foundation or registered seeds to designated ACs and producer groups within CPAs.</b>																								
a) Assessment of the requirement for foundation and/or registered seed for ACs and producer groups within CPAs that will engage in certified seed production and marketing													No. of assessment	1	1	1	1	1	0	5	GDA/DRC	GDLC	AVCS	
b) Procurement of foundation and/or registered seed from either GARDI or other sources for distribution to ACs and producer groups within CPAs that will engage in seed production													No. of package	0	0	0	0	0	0	0	GDA/DRC	GDLC	AVCS	
c) Assessment of the level of production of certified seed by ACs and producer groups within CPAs													No. of assessment	0	0	0	0	0	0	0	GDA/DRC	GDLC	AVCS	
<b>Activity 3.1.3.7: Develop and deliver TOTs to GDA on establishing local institutions to support standards-based production and marketing.</b>																								
a) Deferred to 2025																				0	WCS	GDA/DRC	GDLC	AVCS
<b>Activity 3.1.3.8: Develop materials and deliver training and technical support to farmers' groups to adopt standards-based production and marketing.</b>																								
a) Development of training on fertilizers management under SRP standards to ACs and local fertilizers sellers													No. of assessment	1	1	1	1	1	0	5	WCS	GDA/DRC	GDLC	AVCS
b) Deliver training on fertilizers management under SRP standards to ACs and local fertilizers sellers													No. of assessment	1	1	1	1	1	0	5	WCS	GDA/DRC	GDLC	AVCS
c) Facilitate contract between AC and fertilizers supplier under SRP standards to ensure sufficient supply of good quality fertilizers													No. of assessment	1	1	1	1	1	0	5	WCS	GDA/DRC	GDLC	AVCS

OVERALL ACTIVITY AND MONITORING PLAN 2024

Description of tasks planned/indicators for 2024	Timing (month)												Province/National Targets							Responsibility							
	1	2	3	4	5	6	7	8	9	10	11	12	Unit	PUR	BTB	BMC	SRP	KPT	NLT	Total	Lead	Support	TA team				
<b>OUTPUT 3.1.4: INVESTMENTS IN LOCAL CLIMATE-ADAPTIVE EQUIPMENT, FACILITIES, AND SERVICES FUNDED.</b>																											
<b>Activity 3.1.4.1: Conduct a technology needs assessment for ACs and producer groups within CPAs in targeted communities.</b>																											
a) Design of survey to assess technology needs of ACs (and producer groups within CPAs) to enable and climate-proof commercial production and post-harvest processing													No. of survey	0	0	0	0	0	0	0	0	IRRI	GDA/DRC	GDLC	AVCS		
b) Training of PDPAFF and DoA/NRE extension staff to conduct the field surveys													No. of training	0	0	0	0	0	0	0	0	IRRI	GDA/DRC	GDLC	AVCS		
c) Conduct of survey and collation of results and findings for formulation of specific proposals for proposed technologies and asset improvements													No. of survey	1	1	1	1	1	1	0	5	IRRI	GDA/DRC	GDLC	AVCS		
<b>Activity 3.1.4.2: Identify financing options for the funding of supported technologies and asset improvements.</b>																											
a) Analysis of the funding requirements for the proposed technologies and asset improvements for the ACs and producer groups within CPAs													No. of analysis	0	0	0	0	0	1	1	0	IRRI	GDA/DRC	GDLC	AVCS		
b) Identification of opportunities for piloting co-financing alongside small grants provided by the project to support technologies and asset improvement													No. of packages	1	1	1	1	1	1	0	5	IRRI	GDA/DRC	GDLC	AVCS		
c) Preparation of funding packages for individual ACs and producer groups within CPAs													No. of packages	1	1	1	1	1	1	0	5	IRRI	GDA/DRC	GDLC	AVCS		
<b>Activity 3.1.4.3: Deliver climate-adaptive technologies and assets to ACs and producer groups within CPAs in targeted communities based on approved proposals.</b>																											
a) Facilitate the delivery of technologies and asset improvements to ACs and producer groups within CPAs													No. of groups	5	5	5	5	5	0	25	0	GDADACP	GDLC		AVCS		
b) Monitor implementation progress and utilization of the technology adoption and asset improvement													No. of assessment	2	2	2	2	2	2	0	10	0	GDADACP	GDLC		AVCS	
<b>Activity 3.1.4.4: Provide small grants to ACs and producer groups within CPAs for climate-adaptive activities based on approved proposals.</b>																											
a) Identify the need for additional small grants to ACs and producer groups within CPAs to support climate-adaptive activities													No. of groups	2	2	2	2	2	2	0	10	0	GDADACP	GDLC		AVCS	
b) Develop financial management procedures for the evaluation of the requests for small grant financing and the mechanism for fund release													No. of procedures	0	0	0	0	0	0	1	1	0	GDADACP	GDLC		AVCS	
c) Facilitate the delivery of the small grants to ACs and producer groups within CPAs													No. of grants	2	2	2	2	2	2	0	10	0	GDADACP	GDLC		AVCS	
d) Monitor the delivery of small grant financing to ACs and producer groups within CPAs to support the climate adaptive activities.													No. of grants	2	2	2	2	2	2	0	10	0	GDADACP	GDLC		AVCS	
<b>OUTPUT 3.1.5: CREDIT AVAILABILITY FOR RICE PROCESSORS IMPROVED.</b>																											
<b>Activity 3.1.5.1: Conduct a risk and needs analysis of the credit market for agricultural processors in the targeted area.</b>																											
a) Conduct consultative workshop with representatives from banks and MFIs to assess the level of perceived risks of lending for agriculture processing and identify mechanisms for mitigation.													No. of workshop	0	0	0	0	0	0	1	1	0	SP3	GDADACP	GDLC	AVCS	
b) Formulation of proposals for improved lending policies for bank and MFIs to increase leverage for financing to agribusinesses engaged in processing.													No. of proposals	1	1	1	1	1	1	0	5	0	SP3	GDADACP	GDLC	AVCS	
c) Identify opportunities for piloting the introduction of project supported risk assurances for rice processors.													No. of pilots	1	1	1	1	1	1	0	5	0	SP3	GDADACP	GDLC	AVCS	
<b>Activity 3.1.5.2: Develop packages of options to address identified risks and needs.</b>																											
a) In consultation with local banks and MFIs develop a series of packages for rice as well as diversified commodities to address the identified risks and needs													No. of consultations	1	1	1	1	1	1	0	5	0	SP3	GDADACP	GDLC	AVCS	
b) Awareness raising programs for agribusiness and processors on the range of financing packages agreed with local banks and MFIs.													No. of programs	1	1	1	1	1	1	0	5	0	SP3	GDADACP	GDLC	AVCS	
<b>Activity 3.1.5.3: Pilot credit packages with project-supported risk assurances for rice processors in the targeted area.</b>																											
a) Identify opportunities for piloting project-supported risk assurance to support lending to rice processors.													No. of pilots	0	0	0	0	0	0	0	0	0	Other Partner	GDADACP	GDLC	AVCS	
b) Preparation of proposals to local banks and MFIs to provide project funded risk assurance to support loans to rice processors.													No. of proposals	0	0	0	0	0	0	0	0	0	Other Partner	GDADACP	GDLC	AVCS	
c) Monitor the implementation of the pilot risk assurance scheme and the utilization of the funds.													No. of pilots	0	0	0	0	0	0	0	0	0	Other Partner	GDADACP	GDLC	AVCS	
<b>COMPONENT 4: BUILDING EFFECTIVE KNOWLEDGE MANAGEMENT, INNOVATIONS, AND MONITORING &amp; EVALUATION SYSTEMS.</b>																											
<b>OUTCOME 4.1: MORE EFFECTIVE KNOWLEDGE MANAGEMENT AND ASSESSMENT OF ADAPTATION INNOVATIONS.</b>																											
<b>OUTPUT 4.1.1: PROJECT MANAGEMENT MECHANISMS ESTABLISHED.</b>																											
<b>Activity 4.1.1.1: Execute and update the project's stakeholder engagement plan.</b>																											
a) Identification of mechanisms for documenting communities early and ongoing engagement and consent													No. of mechanisms	0	0	0	0	0	0	1	1	0	GDA	GDLC	MEKMS		
b) Conduct Communications Strategy Workshop for definition of all stakeholders engaged during project implementation													No. of workshops	0	0	0	0	0	0	1	1	0	GDA	GDLC	MEKMS		
c) Establishment of effective mechanisms for monitoring and addressing emergent issues related to gender equality and vulnerable groups.													No. of mechanisms	0	0	0	0	0	0	1	1	0	GDA	GDLC	MEKMS		
d) Revision and updating of the project stakeholder engagement plan to reflect these elements.													No. of updates	0	0	0	0	0	0	5	5	0	GDA	GDLC	MEKMS		
<b>Activity 4.1.1.2: Execute and update the project's communication plan.</b>																											
a) Design and establishment of the project website hosted on the MAF's web domain and integrated with relevant platforms hosted by MAFF and MOE.													No. of website	0	0	0	0	0	0	1	1	0	GDA	GDLC	LTA & NSTA		
b) Develop mechanisms for coordinating the production and storage of photos, videos, and other project trials													No. of mechanism	0	0	0	0	0	0	1	1	0	GDA	GDLC	LTA & NSTA		
c) Promotion of project activities through appropriate social media platforms to enable wider awareness raising													No. of promotions	0	0	0	0	0	0	5	5	0	GDA	GDLC	LTA & NSTA		
<b>Activity 4.1.1.3: Develop capacities, facilitate delivery, and execute mitigation measures pursuant to Operational Partner assessments and agreements.</b>																											
a) Evaluate the requirements of the OPAs (for GDA and GDLC) to ensure that project management capacities are adequate and identify gaps and weaknesses.													No. of evaluation	0	0	0	0	0	0	1	1	0	FAO	GDA	GDLC	LTA & NSTA	
b) Design of appropriate capacity building programs to address project management capacity weaknesses and the mode of delivery of the training													No. of program	0	0	0	0	0	0	1	1	0	FAO	GDA	GDLC	LTA & NSTA	
c) Support the delivery of the capacity building training activities for GDA PMU and GDLC teams as well as PDPAFFs and PDENR.													No. of training	0	0	0	0	0	0	1	1	0	FAO	GDA	GDLC	LTA & NSTA	
d) Conduct inception workshop, and continue to conduct provincial orientation workshops													No. of workshop	1	1	1	1	1	1	1	6	0	GDLC	GDA		LTA & NSTA	
<b>Activity 4.1.1.4: Conduct spot checks and other assurance activities for operational partnerships.</b>																											
a) To be implemented in 2025														0	0	0	0	0	0	0	0	0	FAO	GDA	GDLC	LTA & NSTA	
<b>OUTPUT 4.1.2: TOOLS, METHODS, AND APPROACHES FOR MONITORING AND TRACKING PROJECT PROGRESS ADOPTED.</b>																											
<b>Activity 4.1.2.1: Develop a knowledge management system that facilitates execution of the project's monitoring and evaluation plan.</b>																											
a) Establishment of a cloud based KMS for data collection and processing and reporting against GEF-7 CCA indicators.													No. of system	0	0	0	0	0	0	0	0	0	Other Partner	GDA	GDLC	MEKMS	
b) Development of app-based data collection systems to collect and process farm level data													No. of system	0	0	0	0	0	0	0	0	0	Other Partner	GDA	GDLC	MEKMS	
c) Conduct Annual Reflection Workshop/Annual Learning, and Sharing workshop.													No. of workshop	0	0	0	0	0	0	1	1	0	GDA	GDA	GDLC	MEKMS	
<b>Activity 4.1.2.2: Execute the project's monitoring and evaluation plan.</b>																											
a) Design an M&E plan for the project to ensure the collection of the relevant data required to measure progress against indicators at output and outcome level.													No. of plan	0	0	0	0	0	0	1	1	0	GDA	GDLC		MEKMS	
b) Conduct an assessment of the availability of recent baseline data from other projects													No. of assessment	0	0	0	0	0	0	1	1	0	GDA	GDLC		MEKMS	
c) Prepare a TOR for the conduct of a baseline survey to gather additional data to supplement that available from other projects.													No. of TOR	0	0	0	0	0	0	1	1	0	GDA	GDLC		MEKMS	
d) Design the data collection procedures utilizing Google form collect or similar cloud based data collection service.													No. of procedure	0	0	0	0	0	0	1	1	0	GDA	GDLC		MEKMS	
e) Provide training to the PDPAFF and PDENR teams who will act as the enumerators for the collection of baseline data.													No. of training	0	0	0	0	0	0	1	1	0	GDA	GDLC		MEKMS	
f) Collate and analyze the baseline data for use in measuring the progress of the project.													No. of report	0	0	0	0	0	0	1	1	0	GDA	GDLC		MEKMS	
<b>Activity 4.1.2.3: Conduct a feasibility assessment for tools and approaches to track farm-specific progress toward relevant sustainability criteria and production standards</b>																											
a) Completion of inventory of potential tools and approaches for tracking farm-specific progress towards sustainability and production standards													No. of inventory	0	0	0	0	0	0	1	1	0	WCS	GDA	GDLC	MEKMS	
b) Assessment of the feasibility of these tools with the aim of identifying the most effective and appropriate to meet the needs of the project													No. of assessment	0	0	0	0	0	0	1	1	0	WCS	GDA	GDLC	MEKMS	
c) Design the required data collection systems to collect the data for use in the selected tools.													No. of system	0	0	0	0	0	0	1	1	0	WCS	GDA	GDLC	MEKMS	
<b>OUTPUT 4.1.3: PROJECT'S KMS INTEGRATED WITH NATIONAL RESULTS-TRACKING FOR AGRICULTURAL CCA.</b>																											
<b>Activity 4.1.3.1: Integrate the project's KMS with MAFF and MOE initiatives at national and sub-national levels to track CCA priorities in accordance with RGC's commitments and targets.</b>																											
a) Develop guidelines for gender mainstreaming with improved tools and mechanisms for sex-disaggregated data collection of the project activities.													No. of guidelines	0	0	0	0	0	0	1	1	0	GDA	GDLC	GS		
b) On-going monitoring and reporting of women's participation in the project execution													No. of reports	0	0	0	0	0	0	4	4	0	GDA	GDLC	GS		
c) Review and improvement of the tools and mechanism for sex-disaggregated data collection of the project activities.													No. of reports	0	0	0	0	0	0	4	4	0	GDA	GDLC	GS		
d) Monitoring and reporting of women's involvement in all project activities to ensure equality of opportunity and levels of participation													No. of reviews	0	0	0	0	0	0	4	4	0	GDA	GDLC	GS		
e) Development of a KMS for the project modelled on the KRISAT-MEASURE tool or similar mechanisms.													No. of KMS	0	0	0	0	0	0	1	1	0	Other Partner	GDA	GDLC	MEKMS	
f) Pilot test the KMS to refine the mechanisms for data collection and integration to effectively track CCA priorities													No. of pilot test	0	0	0	0	0	0	1	1	0	Other Partner	GDA	GDLC	MEKMS	
<b>OUTPUT 4.1.4: INTER-REGIONAL KNOWLEDGE-SHARING FOSTERED.</b>																											
<b>Activity 4.1.4.1: Support engagement with relevant international platforms, projects, and initiatives.</b>																											
a) Discussion with other ongoing projects to identify opportunities for complementarity and collaboration.													No. of projects	0	0	0	0	0	0	1	1	0	FAO	GDA	GDLC	LTA & NSTA	
b) Continued liaison with IACR to achieve connectives with international platforms and projects													No. of connections	0	0	0	0	0	0	1	1	0	FAO	GDA	GDLC	LTA & NSTA	
<b>OUTPUT 4.1.5: INNOVATION AND NEW MARKET OPPORTUNITIES FOSTERED</b>																											
<b>Activity 4.1.5.1: Host provincial multi-stakeholder workshops to foster value-chain-related networks.</b>																											
a) To be implemented in 2025														0	0	0	0	0	0	0	0	0	0				
<b>Activity 4.1.5.2: Conduct at least one feasibility study for an app-based solution to increase stakeholders' climate resilience.</b>																											
a) To be implemented in 2025														0	0	0	0	0	0	0	0	0	0	IRRI	GDA	GDLC	LTA & NSTA

Notes:

Abbreviations:

- AEZ: Agro-ecological Zone
- VRA: Vulnerability and Risk Assessment
- NCS: National Council for Sustainable Development
- NDC: Nationally Determined Contribution
- CRIPs: Community-led Resilience Investment Packages
- LAP: local adaptation plans
- CCOSP: Cambodia Climate Change Strategic Plan
- NAP: National Adaptation Plan
- NCCD: National Committee for Sub-national Democratic Development
- GSSD: General Secretariat for Sustainable Development