

# Strengthening Farmers Economy in Rural Community in Siem Reap (SFERC)

This project is generously technically supported and funded by WEEFFECT



## Project Summary

This project is part of a larger SCC Program in Cambodia and Vietnam, mainly oriented towards the strengthening of capacities for sustainable development of rural co-operatives and small scale farmers as well as other farmer organizations.

The first phase of the project is 30 months starting from July 2012 until December 2014.

The long-term development objective of this project is ***“Poverty alleviation through strengthening of farmers’ economy and their civil society organizations”***. This development objective corresponds to the SCC Programme’s Overarching Goal “Reducing poverty and

injustice in South East Asia (Vietnam and Cambodia)" and the program objective of SCC in Cambodia and Vietnam.

The core problem to be addressed by the project is that "Farmers face problem with poor agricultural technology, outputs and limited access to markets".

The project objective is "*Strengthened CBOs working to improve agricultural production and enhancing transformation from subsistent to commercial farming in poor communes of Siem Reap Cambodia*".

This objective is based on the analysis of problems and solutions in close cooperation with the project stakeholders - representatives of the target groups and the local authorities.

The outcome expected from the project at the end of the 30-month period is that the SHGs and cooperatives of the target communes will work in a sustainable way to assist their members/farmers to make a gradual switch from purely subsistent to commercially-oriented farming thus improving their incomes.

The project is designed around four components: (1) Agricultural technology transfer; (2) Commercialization of farming activities and marketing; (3) Support to establishment of cooperatives and Self Help Groups (SHGs); (4) Project Management.

The target groups (TG) for this project are:

**Component 1:**

- TG 1: Selected farmers involved in rice production;
- TG2: Selected farmers involved in vegetable or home gardening production;
- TG3: Selected farmers involved in animal husbandry;

**Component 2:**

- TG4: Selected farmers willing to be involved in high added value F&V production

**Component 3:**

- TG5: Existing SHGs and initiative groups willing to establish new SHGs;
- TG6: Initiative groups/future members and management committees of cooperatives (in rice, F&V, animal husbandry).

**Component 4:**

Is aimed at the project management and therefore does not require formation of any target groups: it will be the sole responsibility of CTO – implementing partner of the project.

The other main actors for this project would be communes' councils in three participating communes, provincial level department of agriculture and provincial level Chamber of Commerce and Industry. Other partners include relevant on-going SCC and other donors' projects. It is expected that the project will be implemented in full synergy and cooperation with all partners.

The total financial requirement for this project is USD 177,375 (equivalent to approximately SEK 1,290,048). CTO will ask SCC to provide the total amount of USD 155,525 (87, 7%), which is equivalent to approximately SEK 1,131,196 for 30 months. CTO will contribute in kind with the amount of USD 21,850 (12, 3%) which is equivalent to approximately SEK 158,924.

## Information about the Implementing Partner

Name of the Implementing Organization: Community Translation Organization (CTO)

<b>Contact Details:</b>	Office address: # C.27, Phum Tropeng Ses, Sangkat Kok Chork, Siem Reap Municipality, Siem Reap Province. Tel: 012 974228 E-mail: <a href="mailto:Bunheng@humantranslation.org">Bunheng@humantranslation.org</a>
<b>Contact Person:</b>	Mr. Kat Bun Heng, Executive Director

### Organizational Structure and Members:

The table 1 below summarizes the total administrative and professional staff of HESDI:

#### **Table 1:**

##### **Administrative staff**

Director

Admin & Finance Manager

##### **Professional staff and Field Staff**

Civil engineer ( irrigation ) and as program coordinator

Agricultural Specialist ( agricultural manager)

Salary for agricultural assistant specialist

Community Development Specialist

Natural Resource Management Specialist

Geographical Information System Junior Specialist (GIS)

Office Assistant

### **Volunteers and Consultants**

Community Material Flow Analyst (from USA)

Institutional Development Consultant (From Australia): June 2012 - May 2013

*(Sent by Australia Embassy)*

### **Origin and Identity:**

Community Translation Organization (**CTO**) is a local organization registered with Ministry of interior of Cambodia. The head office is based in Siem Reap province.

CTO is working on a foundation for farming based communities focusing on agriculture, natural resources and building farmers-based cooperatives and organizations.

CTO was established in 2006 by international (US-based) NGO "Human Translation". In 2009 CTO became an independent local organization in 2009.

### **The Vision Statement:**

Community Translation's Vision is that rural farmers in Cambodia can work to improve their livelihood when they are given proper tools.

### **The Mission:**

CTO's mission is formulated as follows:

**"To empower people and communities in rural areas with knowledge and tools which enable them to improve their livelihoods in a sustainable way".**

Based on the mission statement, the goal of CTO is to providing practical tools to farmers to be able to improve their economic status.

The working motto of CTO is focused on providing knowledge, skills, bring innovative agricultural tools to farmers to improve their productivity and yield and raising awareness among rural community farmers turning capacity building into practical actions.

CTO working approach is to build self reliant of agricultural communities. In order to become self reliant, community must have knowledge, skills, infrastructure and social

structure (farmers cooperatives and other CBOs) that enhance agricultural sector and natural resources such as water resources, fishery and forestry.

CTO works to help farmers to shift from subsistence farm to commercial farming applying the *result based approach* that requires regular follow on, monitoring and evaluation of outputs, outcomes and impacts. Result-based approach is a development strategy used and initially introduced to CTO by UNDP and it is welcome by beneficiaries.

CTO helps farmers to improve their economy and living condition through agricultural yield and productivity improvement and organizational development paying particular attention to gender equality and nutrition issues:

CTO has a built-in social inclusion approach that help to promote social sectors which help to empower women socially and economically. Economically - by focusing on female farmers, especially young female farmers to become skillful and productive farmers, socially - by promoting women's inclusion into farmers cooperatives and SHGs where women can make their voice heard and make decisions.

CTO's past and current project include:

- Water reservoir and irrigation canal rehabilitation and construction in Siem Reap province (small scale);
- Rice yield improvement by providing technical support on seeds selection, farming methods and promoting dry season rice farming;
- Promoting animal husbandry, vegetable farming by helping and training farmers to shift from subsistence farm to commercial farming;
- Promoting family-based aquaculture by supporting resources and skills to farmers to start up and expand their aquaculture business;
- Establishment and support to community-based farmer cooperatives;
- Mainstreaming climate change adaptation into agricultural activities.

*Financial Situation and Main Sources of Income:*

Table 2. Selected Financial Data (in US\$)

CTO	2010 (USD)	2011 (USD)
Assets	18,255.00	24,166.50
Liabilities	n/a	n/a
Net Assets	18,255.00	24,166.50
Income	27,750.00	127,356.78
Project Grants	11,250.00	116,570.78
% of Project Grants to Income	41%	92%

Source: CTO estimations

### *Strategic Networks and Partnerships*

CTO has well established network of strategic partners since the start of its activities. Currently, CTO is working in partnership with:

**(1) UNDP** – Cambodia office

**(2) WFP** – Cambodia office

**(3) AusAID** – Australian Embassy in Cambodia

**(4) Advanced Engineering (AE)** for community irrigation systems

**(5) Individual donors** through fundraising events.

Income generation from donors' projects constitutes:

<b>2010:</b>	50 000 USD (UNDP); 25 000 USD (WFP); 6 000 USD (private donors/AE).
<b>2011:</b>	50 000 USD (AusAID); 45 000 USD (UNDP); 25 000 USD (WFP). 2012: 50 000 USD (AusAID); 25 000 (WFP); 10 000 USD (UNDP); 6 000 USD (services to other organization in design and management of irrigation systems)

*History of Cooperation with SCC*

This project will be CTO's first partnership with SCC.

## I. PROJECT DESCRIPTION

### 1. Background of the Project

#### 1. Contextual Analysis

#### 1. Social and Economic Context

#### General

Despite recent progress, the Cambodian economy continues to suffer from the legacy of decades of war and internal strife and Cambodia remains one of the least developed countries.

The country's economic infrastructure was devastated by the civil wars of the early 1970s and late 1980's, the rule of the Khmer Rouge between 1975 and 1979, and Cambodia's diplomatic isolation in the first half of the 1980s.

Growth accelerated in the late 1980s with the government's gradual move towards free market economic policies. The July 1997 internal conflict led to a decline in business confidence and development assistance flows. The Asian economic crisis also had a negative impact on the economy. However, 2001 and 2002 showed good economic progress with the economy stabilizing and the introduction of a Value Added Tax (VAT).

The industrial sector is dominated by the garment and construction industries, and the garment industry, although contentious in regard to worker conditions, has played a considerable part in recent economic progress and increased export earnings. The services sector is growing steadily especially through tourism and hospitality - tourism is one of Cambodia's most promising sectors growing at around 30 per cent in recent years.

In spite of recent diversification, agriculture represents around 31% of GDP, making Cambodia a largely subsistence-based economy. Around 75% of rural households depend on agriculture and its related subsectors. Regular droughts and floods, however, affect rice production leading to a need for food aid. Cambodia has been rich in natural resources but persistent exploitation of forests, fisheries and gems has resulted in rapid resource depletion. Labor force in agriculture constitutes 56,7%

International trade and investment comprises only a small proportion of economic activity. FDI has tended to be concentrated in garment manufacturing, services, construction, tourism, and to a lesser extent, wood processing.

The major economic challenge for Cambodia over the next decade will be fashioning an economic environment in which the private sector can create enough jobs to handle Cambodia's demographic imbalance- more than 50% of the population is less than 21 years old. The population lacks education and productive skills, particularly in the poverty-ridden countryside, which suffers from an almost total lack of basic infrastructure.

Cambodia continues to remain heavily reliant on foreign assistance - about half of the central government budget depends on donor assistance. Japan is by far the largest donor to Cambodia.

From 2004 to 2007, the economy grew about 10% per year, driven largely by an expansion in the garment sector, construction, agriculture, and tourism

The tourism industry has continued to grow rapidly, with foreign arrivals exceeding 2 million per year in 2007-08; however, economic troubles abroad dampened growth in 2009. The long-term development of the economy remains a daunting challenge. The Cambodian government is working with bilateral and multilateral donors, including the World Bank and IMF, to address the country's many pressing needs.

Siem Reap Province is all in all economically focusing on the foreign tourism due to the famous Angkor Temples. Since the year 2000 the economical growth rate is gaining double-digits. It's all sub-sectors such as hotels, restaurants, bars, entertainment places and transportation to profit from the annual influx of tourists, which was in 2007 more than 1,000,000 people.

Farming and fruit cropping has probably become a minor profitable sector in Siem Reap, but is still done by the vast poor rural population, who are the underdogs regarding the annual provincial revenue.



### *Specific (situation in the target communes)*

Pouk district (selected for the project site) is about 20 km from Siem Reap city. Geographically the district lies in the two setting of geographical feature which is (1) - the low land area close to Tonle Sap Great Lake where the soil is relatively richer than (2)- the higher land. Generally, the soil in two settings is proved to be practical for agriculture. The district benefits better from natural water such as river, stream and land connecting from high land into Tonle Sap Great Lake. The district has a population of 22,157 families equal to 118,848 people including 65366 are women. About 80% of the population is living from agricultural activities. Due to its proximity to Siem Reap city, in terms of transport, and soil fertility, the district is emerging to become potential area for agriculture, mainly vegetable and poultry production.

However, currently these sectors are very weak. The district has the total land of 121,200 ha, including 57564 ha of farming land (for growing rice, vegetables, fruits). Most of farmers are still practicing only one time rice farming with low yield, which is about 1.8 ton per ha compared to about 2.5 or 3 ton per ha in other areas, and subsistent vegetable farming during rainy season. People depend on fishing during dry season.

For the proposed project, CTO has selected three communes in Pouk district as target areas in year I and Year II and will expand into other commune after evaluation at the end of year II. The selected three communes are:

1. Pouk Commune
2. Keo Poar commune
3. Samrong Yea commune

## 1. Pouk Commune

The commune consists of 11 villages and has the total population of 13,490 people including 7420 women. About 80% of people in the commune are making living out of agriculture while the rest are traders or employed in other sectors. The commune has second highest population in the district. The commune lies mostly in lower land of Great Tole Sap lake which is ideal for vegetable farming. In average, each family holds about 2.5 ha of farming land. However, they do not use land to full potential, most of farming remain fallow in dry season. There are few better-off farmers currently venturing into vegetable production (cucumbers, morning glory, beans etc.) and poultry production but poor farmers are still in need for technical and financial support to start up. The commune sits on quite a functional ancient irrigation system.

The size of average land plot per family is 1 ha. Average income per day is 5000 Riel (around 1, 2 USD); 25% of population lives below the poverty line.

There are three SHGs in the commune and all of them need to be strengthened in management and turnover. No other CBOs including cooperatives.

The commune suffers from uncontrolled use of chemical fertilizers for cropping and consequently has a problem with water quality.

## 2. Ker Poar Commune

Ker Poar Commune consists of 8 villages and has the total population of 7464 people including 3531 women (1281 families). 168 households are headed by women. About 90% of the people in the commune are making living from agriculture (987 families grow rice and vegetables) while the rest are smallholder traders.

The commune is one of the poor communes of Pouk district although farmers have two crops per year. Numerous farmers earn less than 4000 Riels (1\$) a day and 25% of families live under the poverty line. The commune is bordering to Pouk commune and has similar geography. People in the commune have comparatively big land plots which are about 2-3 ha per family including rice farm land and crop farming land.

The commune sits on ancient irrigation of Angkor era which still works properly but people keep their land fallow in dry season as they tend to migrate to work in towns or in neighboring country - Thailand. Some farmers are engaging in vegetable farming but with low yield and plant only traditional vegetable with low market value.

There are total of 17 CBOs in the commune. Most of them are SHGs; one is ecotourism CBO. All existing CBOs/SHGs need strengthening. The commune never experienced cooperative development

The commune suffers from the same environmental problems as Pouk commune: uncontrolled use of chemical fertilizers for cropping and consequent problem with water quality. In addition, floods problem is a typical one for the commune.

## 3. Samrong Yea Commune

The commune consists of 6 villages and has the total population of 5733 people including 2954 women (1176 families). About 90% of the people are farmers. Rice is the key crop which is still in low yield ranking from about 1100 kg to about 1800 kg per ha compared to about 3000 kg per ha to other areas such as Battambang province.

Apart from rice farming activities in rainy season, farmers grow some herbs, corn, melons and grow poultry. During dry season villagers, mostly men, migrate to Siem Reap city as day laborers or to Thailand as construction workers. In average, each family own about 1-2 ha of farming land; 20% of families have less than 1 ha of land. Having good potential of agricultural production, most of farmers have only one crop per year and keep their land fallow.

The main reason is lack of knowledge on commercial farming although around 45% of farmers have some surplus of products which can be marketed.

There are three SHGs in the commune: one big and two small/weak ones. Only 7% of families are covered by SHGs. On the contrary to two other participating communes, there is some initiative in cooperation among farmers aimed at joint marketing: three families are in the process of establishing marketing CBO. Women are among major activists in this movement.

The commune also suffers from uncontrolled use of chemical fertilizers for cropping and consequently has a problem with water quality plus animal diseases (poultry in particular).

## Programme context

The project is fully in line with the scope and objectives of SCC Programme entitled ***“Strengthening Capacities for Sustainable Development of Cooperatives and other Civil Society Organizations in South East Asia”***.

The overarching goal of the SCC Programme is ***“Reducing poverty and injustice in South East Asia (Vietnam and Cambodia)”***.

The project Development Objective (DO) is ***“Poverty alleviation through strengthening of farmers’ economy and their civil society organizations”***, i.e. directly aimed at poverty reduction which fully corresponds to the SCC overarching goal.

The objective of the programme for Vietnam and Cambodia has been formulated as follows: ***Participating civil society organizations are strengthened to address the needs and rights of their poor members and constituents***. This means that the long-term outcome expected from this project is that the partner-organizations will be capacitated to a level that they can deliver those services to the farmers and communities which will allow them to address their needs and constraints thus improving their livelihoods, increase incomes, reduce environmental degradation and reduce poverty overall. Particular attention is paid to the importance of making a positive change in the situation of rural women.

The SCC programme’s objective incorporates “two-wave” approach: the first wave is focused on strengthening of capacities of relevant CSOs/partner organizations in all aspects relevant

to the needs and constraints of their members. Once the capacity is in place and partner organizations are equipped with knowledge, skills and tools, their members will benefit from the availability of improved services and gain necessary knowledge and skills which will help them to use more advanced technologies, to have better access to market, to have an opportunity to be organized in cooperatives aimed at increased sales thus increasing incomes and improving livelihoods.

- The project intervention is exactly focused on such “two-wave” approach. The project objective is “Strengthened CBOs working to improve agricultural production and enhancing transformation from subsistent to commercial farming in poor communes of Siem Reap Cambodia”. It addressed both logical “waves” envisaged by the SCC Programme objective.

The project has been designed around all four SCC programme’s clusters: (1) Organizational Development and Capacity-Building; (2) Business Development; (3) Sustainable Environment and Small-Scale Farming; and (4) Advocacy and Networking.

The project addresses all four components of the SCC Programme through:

- (1) Establishment of new SHGs and cooperatives and development/strengthening of existing SHGs through direct support to cooperatives’ establishment and capacity building for both SHGs and cooperatives in all aspects needed to make these organizations sustainable;
- (2) Introduction and improving agricultural technologies and commercialization processes with the final objective of increase of profitability of the commune members, as well as improving access to market opportunities for farmers using cooperative as a tool to reach this goal;
- (3) Mainstreaming environmental management issues into all project activities;
- (4) Overall improvement of networking opportunities of communes’ citizen around SHGs and cooperatives thus improving their empowerment.

All project actions are women-oriented (women will represent more than 50% in all project activities), which is in line with the SCC programme priority and corresponds to the actual situation in the communes where women represent the main workforce.

## Programme Analysis

Siem Reap economy is rapidly growing dominated by tourism sector creating many jobs for people in Siem Reap municipality who enjoy a bit better lives compared to people living at rural communities. Farmers still face food insecurity and malnutrition mainly for women and children due to low agricultural yield which farmers solely depend on. Malnutrition is a common contributing cause of death among children. The estimate is that over 1400 children aged less than 5 years died prematurely in the target district in the five years to 2009

With the tourism driven economy, Siem Reap becomes a huge market for agricultural products which creates potential opportunities for farmers in Siem Reap province mainly from the districts surrounding the city. However, from the research and lesson learnt, as well as from direct meetings with potential project stakeholders it has become clear that poor farmers could not access this market yet due to the fact that this market would need a big amount of secured and regular supply of good quality diversified agricultural products which farmers in Siem Reap cannot afford yet. To meet this demand, vegetables are alternatively imported from other provinces and countries such as Thailand and Vietnam. There are numerous reasons that cause the problem with access to market, namely:

1. Farmers lack in depth technical knowledge and skills of agriculture, from pre-farming to farming and post harvest;
2. No mechanism and capacity to deal with big orders/lots of products demanded by market; farmers work at individual level, there are no farmers cooperatives which can be used as a marketing tool/mechanism;
3. Farmers have little access to market information and face competition from well organized agro-businessmen and importers;
4. Limited access to special credit lines that fit with agricultural production and cycle (SHGs are weak in numbers and capacity);
5. Most of farmers' products quality is lost during post harvest period with unavoidable loss of market value and competitiveness

The overall contextual analysis of the situation in the project site/communes (described in section 1 a above) shows numerous problems in the target communes selected for the project site. In order to structure them around the core integrated problem to be addressed by the project and as part of the project planning process, workshops to identify the causes of the problems, problems themselves and their effects for the communes' farmers were held in May 2012. These workshops were organized with active participation of CTO, SCC SEA office, communes' authorities and farmers.

Based on the analysis of the feedback provided by the project stakeholders, The Problem Tree and Solutions Tree were constructed and the main problem formulated as "Farmers face problem with poor agricultural technology, outputs and limited access to markets".

These are included in this document as Annex B and C. Consequently, this analysis has formed the design of the project intervention logic.

## Target Group and Main Actors

The role of CTO would be to implement the project (“Implementing partner”), i.e. CTO will be responsible for bringing together all the main actors within the framework of the project in order to achieve its objective. The project target groups will be formed based on their needs in capacity building and organizational development and will be the main project actors. Criteria will be established by the project for selection of each of the target group. The following target groups have been identified per component (for details see section B below):

### Component 1:

- TG 1: Selected farmers involved in rice production;
- TG2: Selected farmers involved in vegetable or home gardening production;
- TG3: Selected farmers involved in animal husbandry;

### Component 2:

- TG4: Selected farmers willing to be involved in high added value F&V production

### Component 3:

- TG5: Existing SHGs and initiative groups willing to establish new SHGs;
- TG6: Initiative groups/future members and management committees of cooperatives (in rice, F&V, animal husbandry).

Component 4 is aimed at the project management and therefore does not require formation of any target groups: it will be the sole responsibility of CTO – implementing partner of the project.

Main partners of the project include communes’ councils in three participating communes, provincial level department of agriculture and provincial level Chamber of Commerce and Industry (to be involved in official registration and recognition of cooperatives to be established in the framework of the project). Other partners include relevant on-going SCC and other donors’ projects. It is expected that the project will be implemented in full synergy and cooperation with all partners.

# 1. Project Interventions

## 1. Objectives

### *1.1 Development Objective*

The long-term development objective of this project is “Poverty alleviation through strengthening of farmers’ economy and their civil society organizations”. It is fully in line with SCC Programme’s objective for Vietnam and Cambodia, as it addresses the strengthening of socio-economic actors – civil society organizations, which will play a positive and active role in improving farmers’ economic situation thus contributing to poverty reduction. .

The project will also contribute to the achievement of CMDG 1 (i.e. eradication of extreme poverty), CMDG 7 (i.e. ensure environmental sustainability), and CMDG 3 (i.e. promote gender equity and empower women).

### *1.2 Project Objective*

The project objective is “Strengthened CBOs working to improve agricultural production and enhancing transformation from subsistent to commercial farming in poor communes of Siem Reap, Cambodia”.

There is a logical link between the project objective and the development objective. The long-term outcome expected from the project is that the existing and newly formed partner-organizations (SHGs and cooperatives) will be capacitated to a level that they can deliver services to the farmers and communities which will allow them to improve their agricultural production, marketing, access to funding, i.e. to strengthen their economy and livelihoods, increase incomes, reduce environmental degradation thus contributing to poverty reduction overall.

## 2. Components and Outputs

Following the logic established through the analysis of problems and solutions in three participating communes, the project is designed around four components. All components are interrelated and represent an integrated approach to addressing all major problems in a view of proposing sustainable solutions to resolve them.

**Component 1** – *“Agricultural technology transfer”* is aimed at improving knowledge and skills of farmers in three major fields of their agricultural activities identified at the stage of the project design, namely rice and vegetables production and animal husbandry.

Under the first component are three expected outputs:

- Output 1.1: Knowledge on rice technologies is transferred to farmers and innovative technologies applied at model farms;
- Output 1.2: Knowledge on vegetable growing technologies is transferred to farmers and innovative technologies/diversified crops introduced at model farms
- Output 1.3: Animal husbandry technologies, tools and techniques are transferred to farmers and applied at model farmers

This component will allow farmers to improve their agricultural technologies through capacity building and practical introduction of the knowledge obtained at model farms. Once the improvements resulted from the project’s capacity building and application of innovations at model farms will become evident to the communes, all farmers of participating communes will have the possibility to use the improved technologies at their farms through wide dissemination activities.

**Component 2** – *“Commercialization of farming activities and marketing”* is aimed at support to be provided by the project in transformation of their activities from subsistent to commercial-oriented farming.

Under the second component are two expected outputs:

- Output 2.1 Farmers are capacitated in advanced high added value crops (F&V)
- Output 2.2: 1 Farmers are capacitated in market-led business skills

This component will allow farmers to get access to knowledge on commercial crops which are in demand at the market, technologies of their growing and skills to get access to the market (price information, diversity of demanded products, benefits from cooperation in marketing activities etc). Moreover, high added value crops will be introduced at selected farms and support will be provided in with growing process. This experience will be shared with all communes thus allowing applying best practices at other farms willing to follow commercialization of their farming activities.

**Component 3** – *“Support to establishment of cooperatives and Self Help Groups (SHGs)”* is aimed at organizing structures which will make the transformation from subsistent to commercial farming possible, based on improved knowledge on agricultural technologies gained through Component 1



Under the third component are three expected outputs:

- Output 3.1: Support is provided to existing SHGs
- Output 3.2: New SHGs are established
- Output 3.3: New agricultural cooperatives are established and supported

This component will allow farmers to strengthen their opportunities in getting access to small-scale funding required for agricultural production improvements (through SHGs); to get access to permanent technological advice and – the most important – to access market with better prices for their products through agricultural cooperatives to be established in the framework of the project.

**Component 4** – “Project Management” is designed to ensure that all project activities are managed in a proper way, duly planned and reported thus ensuring result-oriented approach leading to the achievement of the project objectives.

Under the third component are two expected outputs:

Output 4.1: Project planning, internal monitoring and evaluation (PME) and coordination are carried out in accordance with SCC requirements

Output 4.2: Project reporting is carried out in accordance with SCC requirements.

## 2. Key Activities

The project will use the key working methods/instruments (listed in section D 2 below) for the implementation of all the planned actions. These methods will include capacity building/training activities (in all aspects specified by the components 1-3), practical demonstration at model farms, exchange visit and dissemination of experiences and best practices. All activities will be coordinated with relevant SCC and other similar donors' interventions. All activities will be carried out in coordination with communes' councils to complement the implementation of their work plans and to ensure complementarities of actions for the benefits of the communes.

All activities are grouped around outputs reflecting the logic of the project and are presented in Annex E.

## 1. Outcome and Impact

The outcome expected from the project at the end of the 30-month period is that the SHGs and cooperatives of the target communes will work in a sustainable way and assist their members/farmers to make a gradual switch from purely subsistent to commercially-oriented farming thus improving their incomes.

In the long run, the project hopes to create an impact in terms of poverty reduction and environment improvement in the communities. This means that there should be lesser incidence of poverty in the communes, improved food security situation, better nutrition for people and particularly children, lesser cases of human and animal diseases created by poor polluted water.

## 2. Indicators

The indicators for each level of intervention logic (output, the project objective and development objective) are summarized in the log frame (Annex E)

## 3. Assumptions, Risks and Risks Mitigation Strategies

Three main assumptions have been identified for this project. The first two are related to external environment of the project while the third one is relevant to the project intervention level:

- *The overall economy will be favorable for poverty reduction* - In the long run, the project is assuming that the Cambodian economy will be stable, so that the income effects due to the interventions will gradually lead the reduction of poverty among the farming households.
- *The market demand for locally produced agricultural products will continue to grow* – it is assumed that the project will contribute to overcoming the problem of current shortage of locally produced agricultural products (demand exceeds supply) thus reducing market imbalances. It is assumed that the market demand will continue to grow following the tendency of rapid tourism expansion in Siem Reap province.
- *Communes' councils, Department of Agriculture and communes' citizen are willing to work with the project* – it is assumed that there will be support and willingness of all stakeholders to work with the project as it has been design based on their needs.

There are some risk factors which have been identified at the stage of the project preparation which might to some extent affect the project implementation process. In order to avoid risk mitigation strategies have been identified prior to the project start. The following table summarizes key risks identified and risk mitigation strategies proposed.

Risk factor	Risk category	Risk mitigation measure
Natural disaster (too dry seasons, floods)	low	Beyond the project control
Shortage of water during dry seasons might damage drops	medium	Drip irrigation will be applied at model farms for demonstrations
Unexpected/sudden diseases of new crop varieties	low	CTO agricultural expert will educate farmers on prevention measures
Initial reluctance to apply new business tools for commercialization	low	Exchange visits to farmers who successfully applied new business tools;
Low literacy rate in three participating communes might reduce full acceptance of the project information	medium	CTO training materials will be developed in a simple understandable way using pictures; field demonstration on model farms will be made understandable for everybody
Poor bookkeeping, management and leadership skills of SHGs head can affect members' trust	high	Continues project's trainings based on identified needs will overcome this problem
Negative experience form the past with cooperative movement in the country might cause initial reluctance to join cooperatives	high	At the beginning the word "cooperative" will be avoided and "association" will be used; study visits to successful cooperatives; capacity building
Low initial incentives to join cooperatives in the absence of practical evidence of benefits	medium	"model" cooperative established by the project will be supported and evidence of benefits from membership will be visible in a reasonably short time

The project will monitor these external risks and analyze how these factors will affect the achievement of the outputs, outcome and impact. To the best extent possible, the project will create the necessary conditions that will be favorable for the achievement of results.

## 4. Project Implementation

### 1. Management and Administration

The project will be implemented by CTO mostly using its own human resources. All three project sites are chosen in the locations close to CTO office and this will allow frequent field visits by the Project Field Coordinator and two project agricultural experts and one community development specialist. All project activities will be supervised by the Project Director who will be responsible for overall project management, reporting, liaising with SCC regional and head offices, monitoring and evaluation. The Management staff will undertake regular field visits for supervising, coaching and monitoring the field staff. Regular monthly team meetings will be carried out to discuss the project process as well as any outstanding issues/problems which might occur during the course of the project implementation.

The project will be supervised by the CTO Executive Director. Financial reporting will be carried out by the Administration and Financial Manager. These reports will be signed by the Administration and Financial Manager and checked and approved by the Executive Director. Logistics, procurement and administration will be carried out by the Administration and Financial Manager and supervised by the CTO Executive Director (see CTO Organigram, Annex A).

CTO will open a bank account to handle SCC funds. The payments from the account must have the signature of the CTO Executive Director or the Project Director together with the Executive Director. The principle to report expenses to SCC is "cash based". This means that only payments effectively done can be reported.

CTO commits itself to archive all documents related to the bookkeeping of the project until ten years after the end of the project. CTO will make all its payments through the bank system. Cash payments are only allowed under the limit established by SCC. CTO commits itself to elaborate a *regulation to manage petty-cash*. This regulation will respect SCC principles to handle cash. CTO will also adhere to SCC Regulations for Procurement of Goods and Services.

Every year an independent audit will be contracted with the intermediation of the project and the approval of the Regional Director of SCC. This audit will be paid by the project with SCC funds and the terms of reference will be elaborated by SCC.

## 2. Approaches and Methods

The following **approaches** will be used by implementing partner/CTO for successful implementation of the project:

- *The Empowerment Approach.*

CTO is working to build self-reliant agricultural communities. The project beneficiaries include about 3000 farmers including 50% female farmer and 15,000 family members including women and children. The project intends to empower beneficiaries (1) economically through improved agricultural technologies, (2) socially through particular emphasis on women empowerment in all project activities and (3) both socially and economically through support to existing and establishing new SHGs which unite and organize people around common issue, and through support to establishment of a new form of cooperative-type organization which will allow farmers to get better access to consultation and technological advice on the one hand and to allow them accessing market for selling their agricultural products on the other.

This approach builds people's capacity and competence, both as individuals and as participating members of groups and communities, to achieve results for themselves. By equipping people and local groups with knowledge, skills and attitudes that broaden their options, their self-confidence can be built up and they can be more proactive in taking commercially-oriented decisions thus ensuring sustainable development of their business and lives in a long run

- *The Community-Based Approach.*

The project is going to undertake the project's development work "inside" three participating communes in order to gain deep understanding of structure, cultures, and traditions and to build trusting and mutually respectful relationships with the people. This enables creating favorable environment in the commune and more openness of people towards proposed innovations either technological or organizational. SHGs will be capacitated in management and leadership skills which will help to ensure people's trust and more active participation in group activities. This will led the foundation for cooperative development showing the benefits from and advantages of joint effort aimed at common goal.

- *The Integrated Approach.*

All aspects and components of the projects will be inter-related: by improving agricultural technologies in rice, vegetable and fruits and husbandry fields (through component 1) the farmers will receive a surplus of their products. In order to improve the yields, particularly introducing more expensive varieties of fruits and vegetables which are in great demand at the market (this will be supported by the project through components 2 and 3) the farmers will need to do some investments (although the project's emphasis will not be on costly technological innovations) in seeds, fertilizes etc. SHGs will therefore need strengthened and better managed in order to absorb more members and new SHGs need to be established. At the same time marketing will become more outstanding issue and will be supported

through establishment of crop-based cooperatives (through component 3). Such an integrated approach forms a good platform for step-by-step building understanding in the communes of privileges of democratic principles of cooperation for their economic and social benefits.

- *The Gender-Based Approach*

CTO will work directly with poor and vulnerable rural farmers, at least 50% of them women. Gender Equality will be mainstreamed in all project activities with particular emphasis on women-headed SHGs and women-headed cooperative(s). It is expected that through active involvement of women in management and leadership of such organizations as SHGs and cooperatives their role in the commune will be gradually strengthened and gender balance will be better maintained. Economically, the project will include women empowerment by focusing on female farmers, especially young female farmers to become skillful and productive farmers. In addition, the project will also work to promote nutrition for children and women by promoting diversified cooking recipes using local produced vegetable, fruits and poultry.

- *Partnership approach*

The project was designed in participatory consultations with beneficiary villagers, farmers, commune councils. Relevant government authorities (such department of agriculture of Siem Reap) were also consulted. The project will be implemented in partnership with the department of agriculture and local authorities in three participating communes further. CTO will invite department of agriculture, local authorities and beneficiary farmers for the project orientation and participatory action planning sessions. These sessions will motivate stakeholders to come into a sense of ownership of the proposed actions, which will be defined based on the needs and key problems of the communes. Permanent relationships will be maintained with department of agriculture and commune's authorities in the course of the project.

- *Environmentally-friendly approach/climate change*

The farmers have been affected in the recent years by climate change which causes damages to their crops leading to food insecurity. Adaptation to climate change is inevitable to reduce losses and ensure food security. CTO has experiences in mainstreaming climate change adaptation into the project and this approach has proved to be effective. In this project, CTO will include awareness raising on climate change and its impact and will help farmers to initiate an adaptive strategy.

Environmentally-friendly approach will form an integrated part of all project activities, particularly this concerns educating communes' farmers in appropriate use of fertilizes, as its uncontrolled use leads to poor water quality and soil degradation and, consequently, health problems, child mortality and animal diseases.

- *Result- based approach to the project management*

CTO will apply result-based management approach to the project implementation. This approach envisages that all stakeholders including clients are well consulted, informed, actively participating in the project implementation. CTO will conduct beneficiary result-oriented monitoring and evaluation in participatory way and from that mentoring and evaluation, CTO will continue to adjust its course to make sure the project is directed to intended results.

*Key methods/working tools to be used by CTO while working on the project*

Conditionality for participation in the project: CTO will apply soft upfront conditionality for beneficiaries' selection in order to provide incentives to them and help them to improve their well being. In order to be selected for participation in the project beneficiaries have to agree on the following:

- Always send their children to school;
- Encourage gender equality in the families;
- Committed to live in clean house and good sanitation
- Reduce drinking alcohol and smoking cigarettes.

Establishing selection criteria for participation in the project: CTO will develop criteria for each target group to be involved in components 1-3 of the project. These criteria will be based on needs assessment and baseline survey which will be undertaken prior to the start of activities' implementation.

Thought out indicators development at various levels of the project intervention logic: most of indicators have been developed at the stage of the project planning process in line with SMARTER criteria set up by SCC. Only those which require further data clarification have been left as general and will be specified after the baseline survey to avoid unrealistic/formal approach to their presentation.

*Major implementation methods include:*

- Trainings/capacity building;
- Demonstrations on model farms;
- Exchange visits aimed at exchange of experiences;
- Ensuring multiplier effect from exchange of best practices;
- Support to cooperatives' and SHGs' establishment.

*Key management methods include:*

Quality of services – success of implementation and results:

- This strategic element is ensured by professional staff of the CTO project team;
- Broad experience of work with international donors projects in the relevant fields;
- Deep knowledge of local conditions, needs and constraints of potential beneficiaries;
- Professional experience in delivery of trainings/capacity building programmes, development of training materials and community-based development of poor rural areas of Siem reap province.

Timely delivery of the required services – key factor of performance efficiency:

- Good knowledge of time management,
- Setting up operational priority plans and permanent monitoring of their implementation,
- Immediate communication among the team and to the SCC on urgent issues,
- Timely reporting.

Coordination within the project team, with SCC SEA and SCC headquarters

Coordination is essential not only to ensure optimal implementation of the project, but also to ensure that there is a general consensus in the project's efforts on consolidating into single framework the project design, approaches, implementation guidance from SCC and other relevant project aspects.

## 5. Feedback Analysis

Feedback analysis will be used as a tool for reflection on all projects efforts: from target groups' feedback on the project capacity building, support to SHGs and cooperatives establishment to SCC's feedback on the project planning, performance, technical and financial reports.

### 1. Means and Inputs

CTO will employ 6 staff for the project implementation including the Project Director (33% of time will be dedicated to the project), one Field Coordinator (50% involvement), two agricultural experts covering two major fields of required expertise in crops and husbandry (100% involvement), one Community development specialist (50% involvement), and one Financial manager (33% involvement). All project staff will be selected from CTO staff.



CTO will use their office in Siem Reap province as a head office. Three communes selected as project sites are located within 20 km distance from CTO office which makes transportation and coordination/communication activities convenient.

One motorbike and one computer will be purchased for project staff. Seeds will be provided by the project to the communes for demonstration purpose.

## 6. Project Sustainability

The issue of the project sustainability was in the scope of the CTO's attention from the very beginning starting from the project idea stage. The project will apply a participatory empowerment approach aimed at building ownership of all project products aimed at economical, socio-cultural and environmental development of the participating communes in a sustainable way.

### 1. Financial and Economic Sustainability

The project intends to contribute to poverty reduction through development and strengthening CBOs with major mandate to help farmers in increasing the volumes, quality and variety of their agricultural products as a first step and to support transformation from subsistence to commercial farming as a second. In other words, the improvement of production will lead to increased surplus of products in poor communes which will allow marketing of this surplus leading to increased incomes generation.

Although this process will need time and efforts to ensure full financial sustainability, the project is designed in such a way that its components 1-3 are all together aimed at achieving economic and financial sustainability of the project beneficiaries.

CBOs (SHGs and cooperatives) will act as key agents of positive changes to occur in three participating communes in improvement of financial and economic situation of their citizen.

### 2. Institutional Sustainability

Organizations to be supported and/or established by the project (existing and newly created SHGs and cooperatives) will be strengthened due to the project intervention.

In fact, these structures will form the basis of institutional infrastructure in three participating communes, which will allow farmers to get access to small-scale finance through SHGs, and to technological advice and market through cooperatives.

Fragmented and weak SHGs, existed before the project start, were not sufficient to provide adequate support to farmers. Therefore, the project will build an institutional platform for farming community which will be further used and developed once the project will bring necessary skills and management structure to these institutions.

### **3. Social Sustainability**

Women play an important role not only in farming and family lives of the communes, but also in social activities. This was confirmed d

# Strengthening Farmers Economy through Rice Yield and Husbandry productivity Improvement

This project is funded by AusAID



Strengthening Farmers Economy through Rice Yield and Husbandry productivity Improvement

Ballangk commune is one of the poorest communes of Prasat Bakong district, Siem Reap province and listed as one of the food Insecurity communes by World Food Program (WFP-Cambodia).

According to the World Food Program, the Tonle Sap zone, where Prasat Bakong is located, has the highest percentage of food insecure households in Cambodia, at 40% (Chan, 2008). Rice yields in Balank Commune are as low as 700 kg per ha since about 90% of people in the

commune are farmers, As result, due to low yield of agriculture mainly rice, Ballangk commune is one of the poorest communes in Siem Reap province. Low agricultural yield including rice yield is due lack of irrigation system and new knowledge of rice farming among farmers. There are many factors that contribute to the above issues. Cambodia has recently emerged from a long period of war and unrest. The target commune saw problems until 1999, when the guerrillas defected to the government. During the war most of the resources were destroyed, including agricultural infrastructure such as the water reservoir and irrigation systems, along with agricultural knowledge (good quality seed sorting and high yield farming techniques).

The war has also forced people to adapt a "Survival Strategy" approach to their daily lives, doing what they needed to do to survive one more day. This was the best approach during the war but a destructive approach to overcoming current obstacles and developing long term plans and improvement. There is no planning for the future. Yet to improve economic status a long term plan and commitment required.

Community Translation Organization (CTO) has implemented the project of Strengthening Farmer Economy through Rice Yield & Husbandry Productivity Improvement ([SFERYHI](#)) under AudAID fund in 2011-2012 which is the first year of 3 year plan. The overall goal of the project is:

1. At the end of 2013, 1176 families of farmers in 8 villages of Ballangk commune, Prasat Bakong district, Siem Reap province will be able to improve rice yield from 700 kgs per Ha to 2500 kgs per Ha in sustainable way at least on farming land of 2500 Ha and practice commercial animal husbandry

**To achieve overall objective, we formulate following specific objectives:**

**Objective I:** At the end of year 2013, 1176 farmers from 8 villages of Ballangk commune will be trained on skills and practice in producing natural fertilizer

**Objective II:** At the end of year 2013, 24 key farmers from 8 villages of Ballangk commune will be selected and trained on SRI and become key SRI trainers.

**Objective III:** At the end of 2013, 1176 families of farmers from 8 target villages will be trained on SRI farming methods by local SRI Key trainers

**Objective IV:** At the end of 2013, 18 km of secondary irrigation canals will be constructed and used for farming by 1176 families of farmers to irrigate 2500 Ha of farming land.

**Objective V:** At the end of 2013, 1176 families of farmers from 8 target villages have capacity to practice SRI farming methods on farming land of 2500 Ha

**Objective VI:** At the end of year 2013, 300 families from 8 target village will practice successful & safe animal husbandry and will be able to make extra income at least 250\$ a year.

## Summary of progress

(this should provide basis and rationale for Year 3 activities)

The end result of this project is that all 1176 families and 125 disable people headed families are able to improve their household's economy through better agricultural production and productivity.

The progress made during in this year 2 is built on year one foundation and toward overall of the project. in this year 2, the project implementation and participation from farmers are more effective than year one as farmers are more familiar with project information, activities and supported famers in year one inspire other farmers to take actions and participation with the project. in this year 2, the project accelerated the activities so that we will completed the project on time unlike in year one, some project were delayed into second year due to the fact that in year one, it took project sometime to work with relevant stakeholders and beneficiaries to set up implementation frameworks and cooperation.

The server flood in the target area in year caused a long delay in project implementation. during this year 2,the project has made following progress:

### Key Progress:

- 1800 meters more of secondary canal is additionally constructed in this year II, totally 3800 meter of canal built under this project
- 55 more families do dry-season farming in year II on 99 ha of land
- Rice yield in general improved from 1100 kgs to 3700 kgs per Ha, among 790 families
- 76 families start farming of cash crops (sugar-cane, vegetable, banana) in addition to rice farming
- 20 families reportedly making profit about 2 millions riel a year (500USD) and about 30 families making profit about 800,0000 riel (200 a years) from animal husbandry
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Planned activity	Actual Implemented Activity	Output	Challenged / Lesson Learnt
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<p>1-Provide training on on rice yield improvement (SRI and regular rice farming but using high quality seeds) to 384 families</p>	<ul style="list-style-type: none"> <li>· In 2012, the project has provided 10 training course to 386 farmers including 165 women and 45 people with disability. the training topics are included : ( Seed selection, breeding, land preparation, water management, fertilizing, pest management, care taking, harvesting, storage )</li> <li>· Cooperating with department of agriculture, the project provides high quality seed to 250 farmers for seed reproduction including 165 women and 45 people with disability. each families get 50 kgs of high quality seeds approved my MAFF</li> <li>· The project has selected outstanding 10 rice farms to be demonstration farms as model in the commune in this year II</li> <li>· 115 farmers including 65 women and 14 people with disability participated in exposure visit to local model rice farms</li> <li>· 500 books of rice production are distributed to 500 households.</li> <li>· The project provide technical support to 56 families to conduct dry season rice farming</li> <li>· Coordinate with farmers to establish farmers association for dry-season rice farming</li> <li>· <i>New-added activity after AusAID mid-term review:</i> the project conduct one market survey on rice farming and link</li> </ul>	<ul style="list-style-type: none"> <li>· 24 (9 female &amp; 3 disable person) key farmers are continued to provide retraining to peer farmers on SRI at their own village. Post test show these key farmers can practice and train on SRI to other farmer at rate of 88.50%.</li> <li>· About 102 families understand and apply SRI methods for rice farming. Those families are people who own small plot of land.</li> <li>· The project has worked with key 24 SRI master trainer farmers to provide training to 75 selected farmers who has small land and lack of labouring including 47 women headed household and 15 disable people.</li> <li>· The project support 75 trained farmers at field on SRI application</li> <li>· The project arranged 2 field workshops to exchange experiences in SRI among the 75 application farmers.</li> </ul>	<p><b>Note:</b> Learning from year I about absorption and application of SRI by farmers, we decide to slow down this activities, but still focus on end-result by building capacity of farmers on SRI. We learn that that SRI methods is not productive oriented that is why get less attention from farmers. We decide to help farmers with small plot land to do SRI including women headed households and disable people. the project has implemented following activities:</p>
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	<ul style="list-style-type: none"> <li>rice producers with rice mill association who will buy any amount of rice from farmers at open market price. Farmers are oriented on market quality demand of rice product.</li> </ul>		
2-Provide training on dry season rice farming and seed selection to 70 families	<ul style="list-style-type: none"> <li>Identify farmers whose farming land is suitable for dry-season rice farming</li> <li>Provide 2 training on dry-season rice farming to 70 families</li> <li>Provide technical support on dry-season rice farming</li> </ul>	<ul style="list-style-type: none"> <li>55 more families do dry-season farming in year II on 99 ha of land</li> </ul>	<ul style="list-style-type: none"> <li>Water management for dry-season rice farming is the main issue.</li> <li>Farmers need to have a good coordination among farmers to share water effectively</li> </ul>
3-One dry season rice farming association is established	<ul style="list-style-type: none"> <li>Conduct awareness raising on benefit of farmer association to all farmers in the villages</li> <li>Coordinate to establish dry-season rice farming association</li> </ul>	<ul style="list-style-type: none"> <li>One dry season rice farming association established</li> </ul>	<ul style="list-style-type: none"> <li>Farmers are still used different seed and time for cultivation so caused lacking of productively and market supply to rice market</li> </ul>
3-Working with department of water resources and meteorology to survey new canal and Working with villagers for land donation	<ul style="list-style-type: none"> <li>CTO team worked with provincial department of water resources and meteorology, commune council and villagers to conduct canal line survey as requested by villagers and commune council to make sure the canal construction does not affect land ownership of villagers, in case so making sure that affected villagers agree to donate land for the canal construction.</li> <li>CTO conducted field survey with FWUC member to identify need of installation for water regulator along the main canal.</li> </ul>	<ul style="list-style-type: none"> <li>About 270 families is taking water from newly built canal for dry farming</li> <li>Land related issue solved</li> </ul>	<ul style="list-style-type: none"> <li>land issue was one of the long delay but project ask commune council to work with farmers</li> <li>more infrastructure for canal are needed</li> </ul>

<p>4-Canal construction ( 2 km)</p>	<ul style="list-style-type: none"> <li>Coordinate with villagers, local authority and provincial department of water resources and meteorology on canal construction using food for work supported by WFP. CTO under AusAID fund covers the cost of coordination and construction of water distribution structure.</li> <li>Monitoring canal construction</li> </ul>	<ul style="list-style-type: none"> <li>1800 meters of secondary canal and 1 water distribution structures are constructed and farmers are able to access water from canal for irrigating their rice farm.</li> </ul>	<ul style="list-style-type: none"> <li>due to cost, we planned to build 2000 m but only 1800 meter completed</li> </ul>
<p>5-Provide training to FWUC members (11 person , 5 female) on irrigation system operation, management , maintenance, repairing and facilitation with farmers</p>	<ul style="list-style-type: none"> <li>Continued to conduct training to FWUC member and field practice on operation and maintenance to give them an effectiveness water distribution to farmer lands.</li> </ul>	<ul style="list-style-type: none"> <li>Farmers get fair access to irrigation water through FWUC coordination</li> <li>FWUC has capacity to implement their role</li> </ul>	<ul style="list-style-type: none"> <li>FWUC members some time thinks of their own interest in some decision</li> <li>farmers should be involved in water management issues</li> </ul>
<p>6-Support FWUC to establish regulation on water service fee to farmers</p>	<ul style="list-style-type: none"> <li>Working with FWUC to repair the damaged section of canal embankment that affected by heavy flooded.</li> </ul>	<ul style="list-style-type: none"> <li>FWUC is strengthened and play more active role in irrigation system maintenance</li> </ul>	<ul style="list-style-type: none"> <li>FWUC is not in financial capacity yet so their work might limit</li> <li>Encourage farmers to contribute to cost of FWUC works</li> </ul>



<p>7-Provide trainings on natural fertilizers and proper use of chemical fertilizer will be provided to 292 farmers</p>	<ul style="list-style-type: none"> <li>CTO conducted the selection 40 keys farmer with 17 females more to train on compost making and continue to assist the other 32 farmers from first year to practice in producing natural fertilizer.</li> <li>Support the 40 key model farmers to conduct retraining on home compost to 292 farmers including 171 women and 45 disable people</li> <li>CTO cooperated with commune councils conduct 2 campaigns on animal waste and plant waste composing and household sanitation to all 1176 families and 125 disable people</li> <li>Project promoted cash crop farming along with the use of compost, 76 families get training on cash crops trainings</li> </ul>	<ul style="list-style-type: none"> <li>292 families are aware composting benefit to their health and households economy and know how to prepare compost</li> <li>The number of families making compost increase from 32 to 76 families in year II</li> <li>110 families more are starting to collect animal waste and plant waste</li> <li>76 families start farming of cash crops (sugar-can, vegetable, banana) and 12 families become semi-commercial</li> </ul>	
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<p>8-Provide 10 trainings on safe commercial animal husbandry will be provided to 100 farmers and provide start up resources</p>	<ul style="list-style-type: none"> <li>The project worked to strengthen 20 model animal farms and help them to expand their farms</li> <li>The project with support from department of office of agriculture, model farmers provide training on commercial animal husbandry to 100 potential families</li> <li>The project provide follow up technical support to 120 families</li> </ul>	<ul style="list-style-type: none"> <li>120 families have knowledge and skill in managing commercial animal husbandry farms</li> <li>57 families is upgrading their animal farms from subsistent to semi-commercial (less than target of 100 families for 2012, will promote till end of 2012)</li> <li>Less report of animal disease and death</li> <li>20 families reportedly making profit about 2 millions riel a year (500USD) and about 30 families making profit about 800,0000 riel (200 a years) from animal husbandry</li> </ul>	
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In year III, project will include more farmers as direct beneficiaries which its number is mentioned in the overall objective of the project. The project is taking approach of capacity building – learning by doing – sharing experiences – inspire other to follow and technical support follow up. In year I and year II, project is focusing on capacity building to farmers and allows them the time to practise by their own, and during this period, the project will work with new beneficiary farmers on capacity building, yet the project is still maintain the support to those already trained farmers during their practice. In year III, the project still maintains support and monitor to year II trained farmers.

**1. Description of any changes to the original goal/objectives, outputs or resources required in Year 3 and rationale for changes.**

From the implementation experience of year I and especially in year II, the outputs of Year I and Year II such canal construction, agricultural promotion has produce side enabling factor on commercial cash crops, the canal system is already sufficient key canal, only small and short canal to individual rice field bloc is needed and we think that farmers and local authority can build it by themselves if needed. However, there is a need to equip canal with small water regulator and concrete Passover the canal. Land availability, with irrigation system in place, the project can see the potential of cash crop farming in the areas on top

of rice farming. Cash crops can be extra agricultural production and extra income for target farmers. So in this year III project, we like to proposed change as below:

Original objective	Proposed change objective
<b>Objective I:</b> At the end of year 2013, 1176 farmers from 8 villages of Ballangk commune will be trained on skills and practice in producing natural fertilizer	<b>Objective I:</b> at the end of 2013, 50 families including 25 women headed households and 15 disable people headed household have capacity and practice commercial fruits farms
<b>Objective II:</b> At the end of year 2013, 24 key farmers from 8 villages of Ballangk commune will be selected and trained on SRI and become key SRI trainers.	This objective is already achieved, so project will take out this objective in year III
<b>Objective III:</b> At the end of 2013, 1176 families of farmers from 8 target villages will be trained on SRI farming methods by local SRI Key trainers	No change
<b>Objective IV:</b> At the end of 2013, 18 km of secondary irrigation canals will be constructed and used for farming by 1176 families of farmers to irrigate 2500 Ha of farming land.	<b>Objective IV:</b> At the end of the 2013, 6 water regulators (Passovers =3 / twin culvert 3) are constructed along the canal. <i>(Please attached drawing)</i>
<b>Objective V:</b> At the end of 2013, 1176 families of farmers from 8 target villages have capacity to practice proper rice farming methods and yield is increased from 1100 kgs to at least 3500 kgs per Ha	No change
<b>Objective VI:</b> At the end of year 2013, 300 families from 8 target village will practice successful & safe animal husbandry and will be able to make extra income at least 250\$ a year.	No change

4. Major results aimed for and indicators (Year 3) to achieve overall objective or outcome

<p><b>Results aimed for</b></p> <p>ensure these are SMART –</p> <p><b>Specific</b></p> <p><b>Measurable</b></p> <p><b>Achievable</b></p> <p><b>Relevant</b></p> <p><b>Timely</b></p>	<p><b>Indicators</b></p> <p>(ensure that these directly relate to desired results)</p>	<p><b>Time &amp; method to be achieved</b></p>
<p>By the end of 2013, 50 families including 25 women headed households and 15 disable people headed household have capacity and practice commercial fruits farms</p>	<ul style="list-style-type: none"> <li>· 50 families will have capacity on commercial cash crops/ fruits / high value vegetable farming</li> <li>· at least 50% of them start commercial fruits / cash crops / high value vegetable</li> </ul>	<ul style="list-style-type: none"> <li>· Month 11</li> <li>· 50 families will get trainings on commercial cash crops/fruits/vegetable farming and financially supported</li> </ul>
<p>By the end of year 2013, 125 families with small farming land size will have capacity and resources to increase rice yield through SRI</p>	<ul style="list-style-type: none"> <li>· 125 families have knowledge on SRI practice</li> <li>· At least 50% of them applied SRI method</li> </ul>	<ul style="list-style-type: none"> <li>· Month 6</li> <li>· 125 families will get training on SRI</li> <li>· 125 families will make exposure visit to SRI model farms</li> </ul>

<p><b>Results aimed for</b></p> <p>ensure these are SMART –</p> <p><b>Specific</b></p> <p><b>Measurable</b></p> <p><b>Achievable</b></p> <p><b>Relevant</b></p> <p><b>Timely</b></p>	<p><b>Indicators</b></p> <p>(ensure that these directly relate to desired results)</p>	<p><b>Time &amp; method to be achieved</b></p>

By the end of 2013, 50 families including 25 women headed households and 15 disable people headed household have capacity and practice commercial fruits farms	<ul style="list-style-type: none"> <li>50 families will have capacity on commercial cash crops/ fruits / high value vegetable farming</li> <li>at least 50% of them start commercial fruits / cash crops / high value vegetable</li> </ul>	<ul style="list-style-type: none"> <li>Month 11</li> <li>50 families will get trainings on commercial cash crops/fruits/vegetable farming and financially supported</li> </ul>
By the end of year 2013, 125 families with small farming land size will have capacity and resources to increase rice yield through SRI	<ul style="list-style-type: none"> <li>125 families have knowledge on SRI practice</li> <li>At least 50% of them applied SRI method</li> </ul>	<ul style="list-style-type: none"> <li>Month 6</li> <li>125 families will get training on SRI</li> <li>125 families will make exposure visit to SRI model farms</li> </ul>
By the end of the 2013, 6 water regulators (Passovers =3 / twin culvert 3) are constructed along the canal.	<ul style="list-style-type: none"> <li>500 families will have access to irrigation water effectively and sustainably</li> <li>Water resources is managed for better agricultural productivity</li> </ul>	<ul style="list-style-type: none"> <li>month 6</li> <li>Construction of (Passovers =3 / twin culvert 3) are constructed along the canal.</li> </ul>
By the end of 2013, 400 more families of farmers from 8 target villages have capacity to practice proper rice farming methods and improve yield from 1100 kgs to at least 3500 kgs per ha	<ul style="list-style-type: none"> <li>400 Farmers report of increase in rice yield</li> <li>at least 50 % of them doing two cycle of rice farming year ( dry-season and wet season)</li> </ul>	<ul style="list-style-type: none"> <li>month 12</li> <li>400 farmers get education and training on high yield rice farming</li> </ul>
by the end of year 2013, 100 families from 8 target village will practice successful & safe animal husbandry and will be able to make extra income at least 250\$ a year.	<ul style="list-style-type: none"> <li>100 families will have knowledge on commercial animal husbandry farm management</li> <li>At least 30% of them will make profit at least 1 million riel a year (250 USD)</li> </ul>	<ul style="list-style-type: none"> <li>month 11</li> <li>100 families will be trained and support on animal husbandry</li> </ul>

By the end of the 2013, 6 water regulators (Passovers =3 / twin culvert 3) are constructed along the canal.	<ul style="list-style-type: none"> <li>500 families will have access to irrigation water effectively and sustainably</li> <li>Water resources is managed for better agricultural productivity</li> </ul>	<ul style="list-style-type: none"> <li>month 6</li> <li>Construction of (Passovers =3 / twin culvert 3) are constructed along the canal.</li> </ul>
By the end of 2013, 400 more families of farmers from 8 target villages have capacity to practice proper rice farming methods and improve yield from 1100 kgs to at least 3500 kgs per ha	<ul style="list-style-type: none"> <li>400 Farmers report of increase in rice yield</li> <li>at least 50 % of them doing two cycle of rice farming year ( dry-season and wet season)</li> </ul>	<ul style="list-style-type: none"> <li>month 12</li> <li>400 farmers get education and training on high yield rice farming</li> </ul>
by the end of year 2013, 100 families from 8 target village will practice successful & safe animal husbandry and will be able to make extra income at least 250\$ a year.	<ul style="list-style-type: none"> <li>100 families will have knowledge on commercial animal husbandry farm management</li> <li>At least 30% of them will make profit at least 1 million riel a year (250 USD)</li> </ul>	<ul style="list-style-type: none"> <li>month 11</li> <li>100 families will be trained and support on animal husbandry</li> </ul>

#### 5. Major inputs required in (Year 3) to produce desired results

No.	Desired results/outputs	Required inputs
1	By the end of 2013, 50 families including 25 women headed households and 15 disable people headed household have capacity and practice commercial fruits farms	<ul style="list-style-type: none"> <li>CTO agricultural team and department of agriculture of Siem Reap will review report of fruits /vegetable market survey and decide what kind of fruits / vegetable and other cash crops that have high value at market <i>(*-CTO has already conduct market survey of fruits / vegetable - report is in hand)</i></li> <li>CTO agricultural tea will provide orientation on high value fruits / vegetable market and provide training on fruits / vegetable farming technology</li> <li>The project will provide technical and resources support to qualified farmers to start up high value fruits / vegetable farms</li> </ul>

2	By the end of year 2013, 125 families with small farming land size will have capacity and resources to increase rice yield through SRI	<ul style="list-style-type: none"> <li>· provide orientation and training on SRI to interested farmers who has small farming land</li> <li>· provide technical support to apply SRI</li> <li>· Coordinate exposure visit to model SRI field / farmers</li> <li>· Monitor the result</li> </ul>
3	By the end of the 2013, 6 water regulators (Passovers =3 / twin culvert 3) are constructed along the canal.	<ul style="list-style-type: none"> <li>• Month 12</li> <li>• Already study master plan ( see attached documents)</li> <li>• Contract local contractor for construction</li> <li>• PDOWARM and CTO provide technical back up</li> <li>• Hand over to FWUC for operation and management</li> </ul>
4	By the end of 2013, 400 more families of farmers from 8 target villages have capacity to practice proper rice farming methods and improve yield from 1100 kgs to at least 3500 kgs per ha	<ul style="list-style-type: none"> <li>· Month 12</li> <li>· rice farming technology will be transferred to farmers through 10 trainings</li> <li>· Start up seeds are provided to 400 farmers</li> <li>· Follow up technical support</li> <li>· Coordinate a general workshop on rice production / challenges and link to markets</li> </ul>
5	by the end of year 2013, 100 families from 8 target village will practice successful & safe animal husbandry and will be able to make extra income at least 250\$ a year.	<ul style="list-style-type: none"> <li>· Month 11</li> <li>· 10 trainings on safe commercial animal husbandry will be provided to 100 farmers</li> <li>· 100 farmers will get resources support to start up commercial animal husbandry</li> <li>· Coordinate workshop on animal husbandry farming and market</li> </ul>









**7. Provide details concerning the estimated number of people who will directly and indirectly participate in and/or benefit from the proposed project in Year 3.**

In this year 3, the project will continue to works with poor farmers of in 8 villages of Ballangk commune, Prasat Bakong district, Siem Reap province to help to improve their agricultural yield mainly rice production and animal husbandry. From the commune statistic, in average there are 5 members per family including children.

<b>Desired results</b>	<b>Number and Type of Beneficiary</b>		
	Total Number of beneficiaries	Number of Widow headed households	Number of Disable people
By the end of 2013, 50 families including 25 women headed households and 15 disable people headed household have capacity and practice commercial fruits farms	50 families =	25 families	15 families of disable people
By the end of year 2013, 125 families with small farming land size will have capacity and resources to increase rice yield through SRI	125 families	45 families	25 families of disable people
By the end of the 2013, 6 water regulators (Passovers =3 / twin culvert 3) are constructed along the canal.	500 families	99 families of women headed households	0
By the end of 2013, 400 more families of farmers from 8 target villages have capacity to practice proper rice farming methods and improve yield from 1100 kgs to at least 3500 kgs per ha	400 families	44 families of women headed households	45 of amilies disable people
by the end of year 2013, 100 families from 8 target village will practice successful & safe animal husbandry and will be able to make extra income at least 250\$ a year.	100 families	47 families of women headed households	24 of amilies disable people
<b>Total Beneficiary</b>	1175 families = 5875 people		

Desired results	Number and Type of Beneficiary		
	Total Number of beneficiaries	Number of Widow headed households	Number of Disable people
By the end of 2013, 50 families including 25 women headed households and 15 disable people headed household have capacity and practice commercial fruits farms	50 families =	25 families	15 families of disable people
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By the end of 2013, 400 more families of farmers from 8 target villages have capacity to practice proper rice farming methods and improve yield from 1100 kgs to at least 3500 kgs per ha	400 families	44 families of women headed households	45 of amilies disable people
by the end of year 2013, 100 families from 8 target village will practice successful & safe animal husbandry and will be able to make extra income at least 250\$ a year.	100 families	47 families of women headed households	24 of amilies disable people
<b>Total Beneficiary</b>	1175 families = 5875 people		

**8. What are the main risks to the success of proposed project activities in Year 3 (based on lessons learned from Year 2) Please provide details of the strategies proposed to address these risks.**

This year III is the last period of the project implementation and intervention to support target farmers and local authority, there are some risks are identified based on lesson learnt from year I & II. For this year project planning, farmers are consulted on possible risks. we have identified some risks that have negative impact on the desired outputs, but some risk can be mitigated as below:

N..	Outputs	Risk	Prevention and Reduction Strategy
1	By the end of 2013, 50 families including 25 women headed households and 15 disable people headed household have capacity and practice commercial fruits farms	Since the project introduce new fruits / vegetable that that are high value at market, it might happen that new disease might occur	farmers are oriented on early signal of the diseases and early actions
2	By the end of year 2013, 125 families with small farming land size will have capacity and resources to increase rice yield through SRI	due to availability of chemical fertilizer for yield improvement, farmers might skip SRI methods	Project will promote that SRI using compost is ideal for home consumption for good health
3	By the end of the 2013, 6 water regulators (Passovers =3 / twin culvert 3) are constructed along the canal.	cost of repairing and maintenance after the project end. farmers might stop using it due to no money for repairing	Will work with commune council and department of water resources to integrate canal repairing into commune planning and year plan of department of water resources and meteorology
4	By the end of 2013, 400 more families of farmers from 8 target villages have capacity to practice proper rice farming methods and improve yield from 1100 kgs to at least 3500 kgs per ha	farmers still prefer taste of cooked rice from old seed, they might be reluctant to change seeds thus yield is still low	Project will works first with farmers who have bigger farming land which on part for new seed and other part for old seeds, farmers will compare and decide based on market value

5	by the end of year 2013, 100 families from 8 target village will practice successful & safe animal husbandry and will be able to make extra income at least 250\$ a year.	feeding and disease is the major risk to this production,	learning from year I&II, some low cost of herbal medicine treatment is possible  Project will support farmers to produce home based animal food
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**9. Outline activity coordination or partnership arrangements / strategies with any other relevant organizations**

(Including agencies of the Royal Government of Cambodia in sector and/or geographic area).

In this year III, The project is still implemented in cooperation with provincial department of agriculture, fishery and forestry, department of water resources and meteorology of Siem Reap province. We can say safely here that this project is not a just CTO project but a desire of provincial department of agriculture, forestry and fishery and provincial department of water resources and meteorology. all project key stakeholders are happy with the result of the year I and II and they will till work with CTO in this year III. We would like to present coordination strategy as below:

No.	Key & Direct Stakeholder	Roles and Responsibility	Coordination Approach
1.	Community Translation Organization (CTO)	is an implementing institution of the project and as a key coordinator with all stakeholders	Filed joint operation
2	Commune council member responsible for agriculture	As a project extension and seeking participation from villagers and assist in integrating project into commune development plan for sustainability ,  Assisting land related issues	Joint action plan, Joint field work operation
3	Provincial Department of Agriculture , fishery and forestry	As technical and legal assistant to the project and oversee the implementation	Joint field works Joint action plan

4	Provincial Department of water resources and meteorology	As technical and legal assistant to the project and oversee the implementation of construction of irrigation canal	Joint fields work Joint action plan
5	Farmer Water User Committee	As a key community based facilitator for the project for irrigation system construction, management and also farming promotion	Coordination with villagers

10. Summary of competitive costing for assets valued over \$500 (attach three quotes for each asset item)

11. Has funding for the proposed Year 3 project been sought from another donor? No  
or Yes

(If Yes, please include information such as from whom, for what, amount, approved or pending)

12. What contribution will be made by the proposing organisation and the participating communities?

(i.e. labour, land, materials, funds)

This project is developed in a participatory approach in implementation and contribution. We like to highlight contribution as below:

No.	Key & Direct Stakeholder	Contribution
1.	Community Translation Organization (CTO)	Contribute share cost of salary, office equipment, transportation mean and administration cost
2	Commune council	Providing coordination service and time to farmers to support project implementation
3	Provincial Department of Agriculture , fishery and forestry	One agricultural officer will be working with CTO during the project implementation
4	Provincial Department of water resources and meteorology	Provide technical officers to conduct canal survey, design and monitoring the construction

5	Farmers	<ul style="list-style-type: none"><li>-Donate their land for canal construction</li><li>-Provide labour for canal construction</li><li>-Provide contribution to build poultry housing / shelter</li></ul>
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