

ANNUAL REPORT

**MEDIUM TERM COOPERATION PROGRAM
(MTCP PHASE II)**

GRANT NO. MTCP2-SEA-CAMBODIA-2013



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By:
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MTCP Phase ii

Cambodia MTCP/CFAP-NIA/AFA-SRIA-RIA

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Abbreviations and Acronyms

AFA	Asian Farmers' Association for Sustainable Rural Development
ADC	Agricultural Development Community (Coops)
ASEAN	Association of South East Asian Nations
CARD	Council for Agricultural and Rural Development
CBOs	Community-Based Organisations
CFA	Commune Farmers Association
CFAP	Cambodian Farmers Association Federation of Agricultural Producers
COSOP	Country Strategic Opportunities Programme
CPMT	Country Program Management Team
DAE	Department of Agricultural Extension
FAEC	Federation of Farmer Associations Promoting Family Agriculture Enterprise in Cambodia
FCFD	Federation of Cambodian Farmer Organizations for Development
FNN	Farmers and Nature Net
FOs	Farmers' Organizations
IFAD	International Fund for Agricultural Development
LVC	Lavia Campesia
MoE	Ministry of Environment
MAFF	Ministry of Agriculture Forestry and Fisheries
MTCP2	Medium Term Cooperation Program Phase ii
NAC	National Advisory Committee
NFFC	National Farmers Forum Consultation
NIA	National Implementing Agency
NWG	National Working Group
PADEE	Project for Agricultural Development and Economic Empowerment
PDA	Provincial Department of Agriculture
POs	People Organizations
RGC	Royal Government of Cambodia
RIA	Regional Implementing Agency
RPRP	Rural Poverty Reduction Project
RULIP	Rural Livelihoods Improvement Project
SRIA	Sub-Regional Implementing Agency

1. EXECUTIVE SUMMARIES

The involved activities of MTCP2

On 23rd November 2013, IFAD held launched and started-up workshop which co-organized by Asian Farmers Association for Sustainable Rural Development (AFA) and the La Via Campesina (LVC) as the RIA of MTCP2 held in Bangkok, Thailand. Two FOs in network were invited to participate in the launching workshop. After the workshop we had introduced MTCP2 to several FOs-led in Cambodia. On 17th of December 2013, CFAP called for a meeting with some FOs like FNN, FCFD, CCSF and FAEC to discuss about MTCP2, the idea was to seek for networking with FOs-led in Cambodia at the national level.

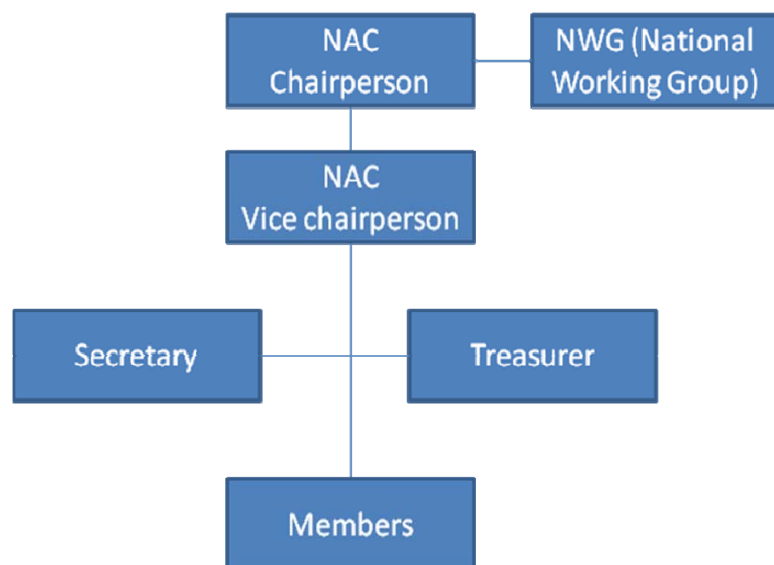
On 11th-12th of February 2014 AFA and LVC held MTCP2 SEA+China Sub-Regional Steering Committee (SRSC) Meeting in Manila, Phillipine. Two FOs in network were also invited to participate as well. *(See SRIA report for details).*

On 3rd of April 2014, CFAP drafted the MoU in order to collaborate with FOs-led in Cambodia prior to execution of MTCP2. As a result there was only FNN has involved in the execution cooperation in 2014 while the rest of others expected to be involved in 2015 onward. This has happened because there is very limited budget to cover activities in 2014. In the context of Cambodia, joined execution of the project is very new and very early while most FOs/NGOs execute programmes individually mostly. However, it is the lessons learned for improvement in the future.

On 7th of April 2014, the MoU entered into agreement which signed by the boards of both organisations (CFAP and FNN).

There are 32 FOs in network of MTCP2 recently and we expected more FOs participation in 2015 onward.

Composition of National Advisory Committee (elected NAC), participated by 32 FOs representatives



The MoU has mentioned clearly the compositions of mandate, meetings, vacancy of the NAC members/chair(s), power and tasks/responsibility of the NAC chair(s) and members.

Meeting with EU consultant

Farmers, especially CFAP's FO members have shared their experiences and achieved results of MTCP1 to the consultant, Mr. Lugman Lekie.

The new elected NAC chair and members also shared common issues related to farmers such as market chain, farming contract and its difficulties, imbalance of production costs, migration of rural youth to the city etc.

The meeting was very practical as most of the NAC members raised their concerns/questions to Mr. Lugman. Farmer leaders were positive with the MTCP2 and expected support from EU to FOs in Cambodia. Mr. Lugman also presented about his mission as EU support MTCP2 project, AgriCord and the FFP. Policy to support farmers was also discussed during the meeting. Mr. Lugman also discussed on women and youth participation in agriculture,

Visit of the SIS Mission

The mission conducted by Mr. Peter Situ and Ms. Lany Rebagay to Cambodia in collaboration with CFAP/NIA and some FOs in network, scheduled from 9-11 October 2014. The SIS team met with CFAP, FNN, PDA, FOs in network and field visits prior to the participation of the NIA(s) and FOs in network in the RSC of MTCP2 held on 18-22 October 2014 in Hanoi, Vietnam.

1.1 Background

The Medium Term Cooperation Program Phase ii (MTCP2) primarily continued from the results of MTCP1 participated by national farmers' organisations in Asia (South East Asia plus China and South Asia) to set up the platform for regional and sub-regional level. Engagement of National FOs participation to set up the FOs platform at the country level, therefore the voice of farmer members heard to the public through various activities of MTCP such as National Farmers' Forum Consultation (NFFC), National Policy Workshop (NPW) which representatives of FOs, Government officials, Research Institute, National and International Development Agencies, Private sector, Media and other relevant stakeholders got opportunity to meet, discuss and share common issues related. Moreover, MTCP was disseminated to IFAD country programme, Ministry of Agriculture, Forestry and Fisheries (MAFF), the Council for Agricultural and Rural Development (CARD), FAO country director, SNV and Provincial Department of Agriculture (PDAs) in most IFAD operational areas. The MTCP has focused on networking of FOs, policy dialogue, capacity building and strengthening the capacity of FOs to become a professional service provider forward self-sustainability in the future. Strategic networking and profiling of FOs is made. The business strategic planning (BSP) and organizational strengthening strategy should also be parts of the MTCP2's intervention to reach the healthy and sustainable development of FOs.

During this reporting period, there are 32 FOs in network of MTCP2; there will be more FOs participation in the future. CFAP as the National Implementing Agency (NIA) has disseminated information of the MTCP2 to many other FOs included the farmers and nature net (FNN), Federation of Cambodian Farmer Organisations for Development (FCFD), the Federation of Farmer Associations Promoting Family Agriculture Enterprise in Cambodia (FAEC) and the Cambodian Community Savings Federation (CCSF). Based on our previous experiences in MTCP1, CFAP was proposed by the national working group (NWG) to execute the MTCP2 (January 2014-Mid 2016).

As the national implementing agency (NIA), CFAP expected to mobilize FOs at the country level to participate in MTCP2 to achieve the planned goal that could serve direct benefits to farmer members in return, to enable FOs participation to involve actively in the project implementation, CFAP has shared parts of tasks and responsibility to FNN to undertake the activities (*See a separate ToR for details*).

1.2 General context of the challenges and opportunities related to project implementation in the country

Challenges: Many farmers' organisations in Cambodia is excessive dependence on external funding and they really need times to reach self-sustainability, not achieving economies of scale, staff with limited experiences, many FOs have no own office(s), there is very limited/zero understanding on Good Agricultural Practice Standard (GAP standard) while among ASEAN countries expected to integrate ASEAN Economics by 2015, networking is there, but still gap in practice, the roles of FOs and NGOs are still confused, therefore it leads to a competition, IFAD country programme wish to work independently with its target groups solely as they have their own desired outcomes that's why they are reluctant to engage FOs under MTCP with their projects and it is required discussion in advance if FOs-led/MTCP want to get their FOs involved in the future, insufficiencies of business planning, insufficiencies of business management of most FOs at sub-national and district levels, understanding the added value of FO is limited, there is still gap between FOs and FOs, FOs and development agencies, FOs and research institutes and FOs and governmental relevance, thus it is required to minimize the gap.

Most FOs at sub(national)-national level also lack of good business plan and marketing plan include cost calculation and capacity to manage business on a larger scale outside financial service, lack of knowledge to prepare ToT and extension services to farmer members, lack of knowledge on processing and packaging, lack of knowledge on enterprising produces to meet high market and market chain, advisory and training services to poor farmer members are insufficiency, no regular marketing services for sale of produces at FOs level. Many farmers' organisations in Cambodia are small scale farmer' organisations, they work to represent farmer members at villages and commune level.

Opportunity: However, depend on article 42 of the national constitution and a new law on cooperatives, FOs and the so called "Agricultural Development Community" or "Cooperatives", FOs in Cambodia got opportunity to cooperate with other stakeholders, development agencies and government, however FOs/NGOs must be an independent organisation. FOs/NGOs in Cambodia must be a non-political organisation. Most FOs registered legally at both sub(national) level, Organizational structure established with clear roles, mandate and responsibility, Specialized groups established, Farmers and stakeholders participated, Added values of FOs disseminated to farmer members, Economic initiatives created at all FOs in small scale, Annual meeting mentioned in policy/organizational statute, Monthly meeting mentioned in policy/organizational statute. All FOs in network have their-own profile made under support from MTCP and access to capacity building/trainings. MTCP has networked with local and international development agencies include UN agencies such as FAO and IFAD, moreover involvement of the government like Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Environment (MoE), Cambodian Agricultural Research and Development Institute (CARDI) and the Council for Agricultural and Rural Development (CARD) office under the prime minister office and Provincial Department of Agriculture (PDAs) at sub-national level where at most IFAD operational area and there is full in-kind support from the Royal Government of Cambodia to MTCP, in general.

1.3 Key achievement of the project for the year

I. Strengthening of FO and their network:

Institutional and operational capacities of the FOs are effectively strengthened in correspondence with their roles and functions in policy process and services to the members.

Activities 1:

1.1. Institutional Strengthening

1. Conducted mission to review and update existing profiling of all FOs in network. The missions conducted to 32 FOs in network. 1). Kaksekor Kdei Sangkhim, 2). Kaksekor Rik Reay, 3). Sambo Phal Russei Sanh Agriculture Cooperative, 4). Dong Steng SlaKur Agriculture Development Cooperative, 5). Kaksekor Phum Steng Agriculture Development Cooperative, 6). Som Rors Tapean Agriculture Development Cooperative, 7). Tropeang Sdock Agriculture Development Cooperative, 8). Damrei Romill cooperative, 9). Rottanak Pol Roth Samaky Development Agriculture Cooperative, 10). AngKor Dong Thong Development Agriculture Cooperative, 11). Kompong Trach Rice Crow Development Agriculture, 12). BengLeach Sambophal Agriculture Development Cooperative, 13). Setthai Samaki Development Agriculture Cooperative, 14). Thlok Rean Mean Chey Development Agriculture Cooperative, 15). Kaksekor Ning Thomcheat, 16). Thnort Commune Farmer's Association (CFA-THN), 17). Svaytayan Commune Farmer's Association (CFA-STY), 18). Basac Commune Farmer's Association (CFA-BS), 19). Svay Chrum Commune Farmers Association (CFA-SCH), 20). Family Economic Development Association (FEDA), 21). Krous Commune Development Association (CDA), 22). Samakum Apiwat Chamrous Khum Svay Ang (SACKS), 23). Chek Commune Farmers Association (CFA-CH), 24). Samakum Loeuk Stouy Chivapheap Kaksekor (LCK), 25). Samakum Ponleu Kaksekor Thmey(PKT), 26). Phum Kantrean Agricultural Development Community(PKADC), 27). Agricultural Development of Mongkul Mean Chey's Cooperative (ADCM), 28). Trapeang Russei Village, Kok Ngoun Commune, Kampong Svay District, Kampong Thom Province, 29). Kampot pepper Improvement Cooperative(KAMPACO), 30). Melon Association Siem Reap MeanChey(MASC), 31. FNN and 32). CFAP.

- 1.1.1 Make profiling of new FOs/existing FOs in network. There are 32 FOs in network have developed their profiles.
- 1.1.2 To determine FOs institutional positioning at national level (Election of NAC chair and NAC members with clear mentioning of roles and responsibility of the committee members). (*See details in a separate document in Khmer*).
- 1.1.3 Meeting with all FOs in network to discuss action plan and disseminate the program. The MTCP2 and action plan for 2014 was disseminated to all FOs in network during the 1st National Advisory Committee Meeting held on 14th of June 2014. The information was on national media (broadcast on TVs).

1.2. Operational Strengthening

1.2.1 Training on organizational management in FOs based style. The following expected results as below:-

The training expected results as follow:

- ✓ Farmer leaders/staff members understood an overview of basic agriculture cooperative and farmers' organisations base.

- ✓ Gained a wider perspective of their roles and responsibilities within their own organisation;
- ✓ Challenges over organizational management and leadership were learned to FOs leaders/staff members.
- ✓ Relationships among their net-work have strengthened.
- ✓ Identified and strengthened skills necessary for effective communication, facilitation, work delegation, supervision and decision making.

Course contents

To attain the objectives, the two days training course would be proposed with the following course topics:

1. *Basic of agriculture cooperative and association.*
2. *Challenges in delivery dual roles of cooperative— enterprise role and social roles (community development roles)*
3. *Discuss and clarify management and leadership roles of board members of cooperative and association.*
4. *Discuss challenges in planning, delegation and supervision*
5. *Decision making and influencing skills*

Participants

- 30 FOs representatives/leaders come from 10 provinces/municipalities.
 - Total participants: 35ps
 - Female: 5ps
- (Report and list of participants in details, see in separate documents)*

Training schedule:

Date: 16-17 December 2014

Venue: Baitong Restaurant, Phnom Penh

Kingdom of Cambodia

Time	Topic/content	Recourse person
16/12/2014		
7:30-8:00	Register of participants	CFAP
8:00-8:10	Introduction on objective of training	Tep Ratha
8:10-8:15	Introduction of the participants and adoption of the agenda.	
8:15-8:30	Brief activities of the MTCP2 in 2014 to all participants by Vice chairwoman	Ms. An Sarun
8:30-8:45	Remarks by advisor of FNN	Mr.Oun Sophal
8:45-9:00	Opening remarks by Chairman of CFAP	Mr.Chhoun Sarin
9:00-9:15	Photo session together	Mr.Ngoun Oeurn
9:15-10:00	First identity of farmers organization	Mr.Hou Sorith
10:00-10:15	Coffee break	Restaurant
10:15-11:30	The structure of the organization , management and the role of farmer organization	Mr.Hou Sorith
11:30-13:00	Lunch break	Restaurant
13:00-13:30	Game energizer	

13:30-14:30	Group discuss and reflect the structure of the Association and the community (4groups)	Mr.Hou Sorith
14:30-15:30	Review the laws on community management	
15:30-15:45	Coffee break	Restaurant
15:45-16:30	Discuss on challenges and opportunity of the community /FOs	Mr.Hou Sorith
17/12/2014		
8:00-8:30	Reflection yesterday, Q and A	
8:00-10:00	Presents the results of the group discussion and solution	
10:00-10:15	Coffee break	Restaurant
10:15-12:00	Leadership in the community/FOs	Mr.Tep Ratha
	Role of leader	
12:00-13:00	Lunch break	
13:00-14:00	Game energizer	Mr. Sothearwath
14:00-15:00	Personality of leaders	
	Coffee break	
15:00-15:30	Question and Answer	
15:30-15:45	Sum-up and closing a training workshop by a chairman of CFAP	Mr. Chhoun Sarin

2.2.1 Training on AGRI-business development and marketing in a value change to all FOs network.

- 1. Introduction on agri-business development and marketing in value chain.*
- 2. Reflection on the past business of all FOs in network (Group discussion). Presentation the results of discussion group and summarized of the discussion results.*
- 3. Community rice business production processing and marketing.*
- 4. Pig production (piglet sire pig).*

Training schedule:

Date: 18-19 December 2014

Venue: Baitong Restaurant, Phnom Penh
Kingdom of Cambodia

Time	Topic/content	Recourse person
18/12/2014		
8:00-8:30	Register of participants	FNN
8:30-10:00	Introduction on agri-business development and marketing in value chain	Sopha Phal and Chhong Sopha
10:00-10:15	Coffee break	Restaurant
10:15-11:15	Reflection on the past business for all FOs (group discussion)	Sopha Phal and Chhong Sopha
11:15-11:45	Presentation the results of group	Sopha Phal and Chhong Sopha
11:45-12:00	Sum-up results	
12:00-14:00	Lunch	
14:00-15:45	Community rice business (production, processing	Uon Sopha

	and marketing)	
15:45-16:00	Coffee break	
16:00-17:00	Community rice business (continue)	Uon Sophal
19/12/2014		
8:00-8:30	Reflection yesterday, Q and A	Chhong Sophal
8:00-10:00	Pig production (Piglet, Sire, pig)	Neang Chantha
10:00-10:15	Coffee break	
10:15-12:00	Pig Production (continue)	Neang Chantha
12:00-13:00	Lunch	
13:00-14:00	Question and answer	Neang Chantha
14:00-15:00	Group discussion (planning)	Chhong Sophal
15:00-15:30	Presentation	Chhong Sophal
15:30-15:45	Sum-up and closing workshop	Chhong Sophal

Participants

- 30 FOs representatives/leaders come from 10 provinces/municipalities.
- Total participants: 33ps
- Female: 4ps

(Report and list of participants in details, see in separate documents)

1.3. Networking

Communication with all networked FOs in the project (strategic networking and coordination)

(Follow up the activities of all involved FOs in the project by mean of travelling and telephone).

As the national implementing agency (NIA), CFAP in collaboration with all FOs in network, the national working group (NWG) members expected to mobilize more national FOs at the countrywide to participate in MTCP2 to achieve the planned goal that could serve direct benefits to farmer members in return. We aim to enable FOs participation in the project implementation actively, parts of tasks and responsibilities were shared among FOs in network, currently only with FNN, and expected to be other led-FOs in the future to learn them in executing of the programme and in collaboration with external consultant(s) and or Local Capacity Builder (LCB), it depends.

In order to minimize gap between relevant parties, CFAP (NIA) has conducted missions and communications to farmers' organisations both in network and not in network include the Government officials like Ministry of Agriculture Forestry and Fisheries, Provincial Governors and Provincial Department of Agriculture (PDAs), Federation of Cambodian Farmer Organisations for Development (FCFD), the Federation of Farmer Associations Promoting Family Agriculture Enterprise in Cambodia (FAEC) and the Cambodian Community Savings Federation (CCSF) therefore MTCP2 has fully supported from stakeholders and the government in Cambodia.

The mission visited to 10 provinces/municipalities, the mission conducted by CFAP (NIA) in collaboration with all staff members and FOs relate to this mission. *(See details in a separate document/ToR).*

II. Participation of FOs in policy processes:

Smallholder farmers' interests are promoted and their concerns are addressed in related policy process thanks to the strengthened capacities of the FOs

2.1 Research and Studies

2.1.1 : Research and studies on rice production, marketing and export.

-Meeting with national policy makers/influencers

Working schedule:

Date: 18 December 2014 to 2 January 2015

Date and Time	Activity	By whom
18-19/December	Creating questionnaires	Fee land consultant
20-25/December	Interviews	Fee land consultant
26-28/December	Data entry	Fee land consultant
29-30/December	Draft report	Fee land consultant
2-January,2015	Final report	Fee land consultant

(Report will be available in a separated document)

BN: The trainings conducted in collaboration with external consultants, this will enable FOs-led to build their capacity directly by fully participation in training module development. We build the capacity of the NWGs by a cascading methodology.

III.FO Services and involvement in Agricultural Development Programs:

Strengthened FOs providing effective pro-poor services and actively participating in agriculture and rural development, in complement with Agriculture development programmes' interventions where applicable

3.1. Development of cooperation with FOs under MTCP2

3.1.1 : Mission to review on collaboration opportunities among FOs in network with IFAD country programme to focus on capacity building (To see whether FOs in network involved in IFAD programme).

As the national implementing agency (NIA), CFAP expected to mobilize more national FOs at the countrywide to participate in MTCP2 to achieve the planned goal that could serve direct benefits to farmer members in return, to enable FOs participation in the project implementation actively, parts of tasks and responsibilities were shared among FOs in network, currently only with FNN, and expected to be another led-FOs in the future after the missions conducted by the NIA in 2014 and in January 2015 to the relevant stakeholders, especially IFAD country programme representative. In order to minimize the gap between relevant parties, CFAP (NIA) has conducted various missions and communications to all FOs both in network and not in network include the Government officials like Ministry of Agriculture Forestry and Fisheries, Provincial Governors and Provincial Department of Agriculture (PDAs), therefore MTCP2 has fully supported from stakeholders and the government in Cambodia. So far, there were several inter(national) development agencies, private sector have networked such as SNV, iDE, IVY, AVSF, Media (Delight Co.ltd), SOMA Co.ltd, and many others.

H.E Pro. Ty Sokhun expressed his appreciation to CFAP as the NIA to operate MTCP in Cambodia, he encouraged strongly to the growth of farmers' organisations in Cambodia as he was optimistic to the economic initiatives from the bottom up that could response to the sustainable development, self sustainability of farmers and farmers' organisations, together the to down approach is also important. He added that engagement of the project with climate change would be helpful to small scale farmers directly in Cambodia, especially household ponds. All PDAs visited by the NIA, they welcomed to MTCP in their respective province, they will disseminate information to FOs in their provinces.

The missions aim to discuss on progress of Project for Agricultural Development and Economic Empowerment (PADEE) to see whether there are FOs in MTCP2 network involved in PADEE. If so, how many? If not, whether there is any opportunity for FOs in MTCP2 network participates in the future, when and where?. According to our understanding during a meeting with Mr. **Meng Sakphouseh**, IFAD country representative, FOs in MTCP network can involve IFAD country programme unless we have involved earlier together between FOs and IFAD, and the supervision mission is made under IFAD.

The mission conducted to most of the target provinces/municipalities:

Government:

1. Ministry of agriculture, forestry and fisheries (MAFF), Secretary of state (Vice minister)
2. Provincial department of agriculture, Prey Veng
3. Provincial department of agriculture, Kandal
4. Provincial department of agriculture, Kampong Chhnang
5. Provincial department of agriculture, Kampot
6. Provincial department of agriculture, Takeo
7. Provincial department of agriculture, Siem Reap
8. Provincial department of agriculture, Svay Rieng

IFAD:

1. IFAD country representative, Phnom Penh.

3.2. Collaboration with IFAD country programme

3.1.2 : Participation in agriculture development programmes in IFAD country actions (Like meeting with COSOP, CPMT of IFAD)

3.1.3 : Participation in implementation support and in implementing activities, subcomponents or components in IFAD-assisted projects where applicable, and in the other agriculture development programmes where appropriate

Actually, CFAP is one of the CPMT members, however we were invited to participate in few meetings since the draft programme in 2007 and 2009, then there was no invitation to participate in the next meetings/workshops. As agreed between the MTCP/NIA during a meeting with IFAD country programme representative, we expected to meet each other again after the training workshop on financial management and M&E of the MTCP2 in Jakarta, Indonesia that will be held on 20-23 January 2015.

2. DETAILED IMPLEMENTATION PROGRESS BY COMPONENT

Achieved results

2.1. Meeting to engage more FOs participation in MTCP2

Ms. An Sarun, vice chairwoman of CFAP led the teamwork to disseminate and discuss the MTCP2 with FNN and some others FOs on 17th of December 2013 in Phnom Penh. The missions aimed to share knowledge and experiences of MTCP1 and engage FOs participation and network in MTCP2. The parties had discussed about duties, responsibilities and management within MTCP and lessons learned, due at a start of MTCP2 they had agreed to take responsibility to engage 32 FOs prior to any further engagement of FOs which required CFAP to select 15FOs and FNN would select other 15FOs to participate in the MTCP2, thus to start the project in Cambodia while the rest of other FOs just participate in the project as the NWG members.

CFAP led by Mr. Sok Sotha, a managing director also discussed with IFAD's representative Mr. Meng Sakpouseh during the 5th Global Meeting of the Farmers' Forum took place in Rome, Italy during the period from 14 to 20 February 2014, Pouseth said he should find time to facilitate a meeting between CFAP and MAFF leaders to better understanding about MTCP in Cambodia. Some other farmers' organisations like the federation of Cambodian farmer organisation for development (FCFD), federation of farmer associations promoting family agriculture enterprise in Cambodia (FAEC) and the Cambodian community savings federation (CCSF) were informed about MTCP1-2 as well.

2.2. IFAD held launched and started-up workshop

On 23 November 2013, IFAD held launched and started-up workshop which co-organized by Asian Farmers' Association for Sustainable Rural Development (AFA) and the La Via Campesina (LVC) as the RIA-SRIA of MTCP2 held in Bangkok, Thailand. After participation of the launching meeting of MTCP2, the information introduced to several FOs in Cambodia aiming to engage more FOs participation in the project.

2.3. MTCP2 SEA+China Sub-regional Steering Committee (SRSC) Meeting

The Sub-regional Steering Committee (SRSC) of MTCP2 plus China took place in Manila, Philippine from 11 to 12 February 2014, involved farmers' organisations SRIA-RIA and the NIA also invited to participate in the meeting. CFAP represented by Meas Noun made a presentation of the annual work plan and budget (AWPB) of MTCP2 in Cambodia. *(See separated report made by the organizer for details).*

2.4. MoU signed between CFAP and the partner(s)

In order to start the Medium Term Cooperation Program Phase2 on time in Cambodia, CFAP had identified several FOs-led to cooperate and execute to meet the desired project outcomes effectively, therefore the idea to prepare MoU with those FOs is necessary to enable them be responsible for execution of the project due in the context of Cambodia, the added value of FOs is limited and the idea of cooperative work is too early. Base on our experiences with many FOs in Cambodia, building the confidentiality among stakeholders in a cascading method is required and very effective, so MTCP2 will play the most important role to minimize gap between FOs and FOs, FOs and Development Agencies, FOs and Government and vice versa to come to a good cooperation in the future. Feasibility is something needed to make approached to present good example to others. On 3rd of April 2014, CFAP drafted the MoU, then asked FNN to study the MoU before entering into signing for cooperation, and on the 7th of April 2014, the MoU entered into agreement which signed by the boards of both organisations. Due this experience, MTCP2 should learn of how to attract FOs participation in Cambodia in the future.

2.5. Meeting with FOs to determine positioning of the MTCP2 Committee

The Cambodian Farmers Association Federation of Agricultural Producers (CFAP) as the national implementing agency (NIA) in collaboration with the National Working Group (NWG) organised a meeting to determine FOs' institutional positioning at national level under the Medium Term Cooperation Program Phase2 held on 11 June 2014 in Phnom Penh, Cambodia. The meeting was facilitated by CFAP's managing director, Mr. Sok Sotha in behalf of the National Implementing Agency (NIA (*See attached list*). The meeting participated by 33 farmers' organisations from 9 provinces/municipalities i.e. Svay Rieng, Prey Veng, Kandal, Kampot, Takeo, Kampong Thom, Kampong Cham, Kampong Chhnang and Siem Reap in Cambodia.

The participants of the meeting had adopted the agenda as follow:

0800-0830	Registration of the participants
0830-0900	Introductions of the participants
0900-1000	Brief presentation of the MTCP2 project's activities and LoA 2014 -Plenary discussion
1000-1015	Coffee-breaks
1015-1100	Preparatory meeting to discuss the methodology for election of the national advisory committee, MTCP2 2014-2017 -Plenary discussion -Election of the committee
1100-1145	Roles and responsibilities of the NAC -Plenary discussion
1145-1200	Plenary discussion to organize a meeting between FOs in MTCP2 network with IFAD's MTCP2 Project Manager.
1200-1330	Lunch
1330-1500	Plenary discussion to organize a meeting between FOs in MTCP2 network with IFAD's MTCP2 Project Manager (continued).
1500-1515	Coffee-break
1515-1530	Recap and conclusion of the Meeting to Determine FOs institutional Positioning at National Level (MTCP2)
1530-1545	Closing remarks by NIA and new elected chair of NAC

The participants

There were 33 persons from 30 farmers' organisations base in 9 provinces included the NIA and staff members as facilitators of the meeting.

Results of the meeting as follow:

1. The history of the medium term cooperation program (MTCP) was reviewed and shared to representatives of farmers' organisations in network in Cambodia included

background, objectives, activities, relevant working structures (national, regional, sub-regional and global level).

2. Activities and achieved results of MTCP1 (2010-2012) were presented to the participants and FOs in network.
 - a. Involvement of FOs in country network
 - b. Mapping of FOs
 - c. Institutional profiling of FOs in network
 - d. National Farmers' Forum
 - e. Research and Studies
 - f. Capacity building
 - g. National Policy Workshop
 - h. Policy research
 - i. Monitoring and Evaluation
 - j. Networked with national, international development agencies, government, private sectors and media.
3. Presentation of MTCP2 made by CFAP as the NIA to all participants of FOs in network (national working group members). The planned activities such as working schedule, action plans and annual budget were presented to the participants, the main programs are as follow:
 - I. Strengthening of FO and their network
 - II. Participation of FOs in policy processes
 - III. FO services and involvement in agricultural development programs
 - IV. Program management and coordination
4. Preparatory meeting to discuss on composition and election of the National Advisory Committee (NAC) participated by all representatives of the FOs in network. Finally, the representatives of FOs agreed with the proposed mandate of the NAC in two options i.e. the election is expected to be held once every 2 year, in case there is no proposal for re-election during this period, then the committee can continue their mandate equally to the rotation mandate of the NIA. After discussion of the composition and election formula, the representatives of FOs divided into two discussion groups to choose their representative for the candidates of the NAC. As a result, the national advisory committee candidates were chosen and elected. The elected committee members are as follow:
 - a. Mr. Seu Rany, Chairman
 - b. Ms. An Sarun, Vice chairwoman
 - c. Mr. Sem Bunly, Treasurer
 - d. Mr. Lou Heap, Secretary
 - e. Mr. Dong Den, Member

The National Implementing Agency (NIA) is responsible for the project management and coordination of the National Advisory Committee's meetings.

5. Roles and responsibilities of the National Advisory Committee had identified as follow:
 - a. Give advisory support base on his/her knowledge and understanding of the project as needed,
 - b. Help solving any problems happened during the project implementation
 - c. To preside over the National Advisory Committee meeting as needed

- d. In case he/she is absent from the task, duty and self-responsibility within the project, the vice chairperson will take over the roles.
 - e. In case, he/she is disable to perform duty, the vice chairperson will take over the roles until there is a new election.
6. Plenary discussion to organize a meeting and agenda of the meeting between FOs in MTCP2 network with IFAD's MTCP2 Project Manager. Prior to the meeting between FOs in MTCP2 network, the NIA also called for a meeting with all FOs in network to discuss coming meeting with Mr. Luqman Leckie on 12th June 2014, an external consultant as part of the EU involved in MTCP2, especially for ASEAN during his mission to gather inputs and Mr. Benoit Thierry, Manager MTCP Farmers Organisations, Asia Pacific.
7. Meeting with external consultant. The new elected NAC in association with CFAP as NIA organised a meeting with Mr. Luqman Leckie, an external consultant of the EU involved in MTCP2. The consultant started from his experiences in Cambodia with ADB so far which involved in agricultural programs. He also addressed the roles of EU, IFAD, RGC, Women and Youth as a cross-cutting issue that MTCP2 is relevant, not only farmers' organisations but also funding agencies and other stakeholders. Those related to MTCP1 shared their knowledge and experiences to the participants while the rest of others also shared their experiences in general farming base on their knowledge and experiences of their organisations with farmers. Concerned issues faced by farmers were raised directly by farmer leaders to the consultant for discussion and analysis, the concerns are as follow:
 - Limited capital to do farming for a year round
 - Limited agricultural land, especially rainy season
 - Imbalance in cost production
 - Inflation of market prices
 - Lack of irrigation system, thus limited farming to one crop for most agricultural areas, especially in dry season
 - Limited specific knowledge in specific agriculture and soft skills of staff members and farmers' leaders
 - Limited knowledge in specific agriculture of farmers/producers
 - Farmers could not set up prices by themselves
 - Due reasons above young farmers migrate largely from villages to find jobs in the cities, and

8. Conclusion.

The representatives of farmers' organisations see the importance of the Medium Term Cooperation Program (MTCP) as this platform involved network of FOs directly to benefit for their farmer members and their organisations. The gap between farmers' organisations and relevant stakeholders is expected to minimize in the future.

There is limited involvement of farmers' organisations-led in Cambodia to join in the Medium Term Cooperation Program, and it is still in questions of CFAP to involve more farmers' organisations-led during a period of MTCP2. FOs in network have limited understanding on MTCP, therefore next meeting of the NAC, the NIA should further explain and share more of what

MTCP is doing with FOs, especially with FOs in network and IFAD countries programs.

The FOs-led in Cambodia should have been encouraged to involve in MTCP2.

9. List of participants (*See in a separated attachment*)

2.6. First Meeting of a new NAC with EU consultant

(*See article#2, point 2.5, #7 above*)

2.7. First National Advisory Committee Meeting

The National Advisory Committee (NAC) in Cambodia organised its 1st meeting on 14 June 2014, held at the Cambodiana Hotel, Phnom Penh, Cambodia. The meeting was organised by CFAP in association with FOs in network. There were 36 participants, 04 females represented farmers' organisations from 9 provinces in network (Svay Rieng, Prey Veng, Kandal, Kampot, Takeo, Kampong Cham, Kampong Chhnang, Kampong Thom and Siem Reap), AFA as the SRIA and RIA, IFAD programs' representative in Cambodia, IFAD Rome and external consultant of the European Commission involved in MTCP.

The participants had adopted the agenda as follow:

0830-0900	Registration of participants
0900-0930	Introductions of the participants (all participants)
0930-1000	Briefing of MTCP2 with FOs in Cambodia by the NIA -Discussion
1000-1015	Coffee break
1015-1145	Programs/experiences sharing of each FO in network (all FOs representatives)
1145-1230	Intervention by external consultant, RIA and IFAD
1230-1330	Lunch break
1330-1530	Project review and way forward -Discussion
1530-1545	Reported results of the meeting
1545-1600	Closing

The participants

-36 participants from 32 farmers' organisations (2FOs were absent) come from 9 provinces included the NIA staff members as the facilitation of the meeting.

Following is the results of the meeting:

1. Reviewed of the MTCP1-2 with farmers' organisations in Asia and the Pacific, such as background, objectives, activities of MTCP1 and on-going activities of MTCP2. The reviews made through a presentation of CFAP as the NIA as follow:

Background <p>CFAP involved in consultation actively since 2005-2006 conducted by IFAD with FOs in the regions. Various consultations made between IFAD and farmers' organisations were finally agreed on 12-13 May 2009 in Bangkok, Thailand. FAO was requested by FOs to receive grant from IFAD for SEA while SEWA was requested to receive fund from IFAD for South Asia.</p>	Background (cont') <p>CFAP was nominated by national working groups (FOs) as the national implementing agency (NIA) from 2010-2012. There were 25 FOs from 10 provinces (<u>Kampot</u>, Takeo, <u>Siem Reap</u>, <u>Kandal</u>, Kampong <u>Speu</u>, Prey <u>Veng</u>, Kampong Cham, Kampong Thom, <u>Svay Rieng</u> and Phnom Penh) represented more than 100.000 small scale farmers. Many others inter (national) development agencies, NGOs, Media, Private sector and the Government participated in other meetings, forums and workshops during MTCP1.</p>
Activities MTCP1 <ul style="list-style-type: none">• Profiling of FOs in network• Conduct national farmers' forum consultation• National Advisory Committee meetings• National policy workshops and other follow up activities• National research and study• Documentation and Publication of MTCP Cambodia knowledge products• Involvement of FOs in IFAD Country <u>Programme</u> Activities• Monitoring and Evaluation• Coordination of national activities, CFAP as the NIA has contributed largely of staffing, office and administration to achieve the project.	MTCP2 <p>The involved activities of MTCP2</p> <ul style="list-style-type: none">❖ On 23 November 2013, IFAD held launched and started-up workshop which co-organized by Asian Farmers Association for Sustainable Rural Development (AFA) and the La Via <u>Campesina</u> (LVC) as the RIA of MTCP2 held in Bangkok, Thailand❖ After participation during the launching meeting of MTCP2, we introduced to several FOs in Cambodia include FNN. On 17 December 2013, CFAP called for a meeting with FNN to discuss about MTCP2 and seeking for collaboration as FNN has members in network.
<p>11-12 February 2014 AFA and LVC held MTCP2 <u>SEA+China</u> Sub-Regional Steering Committee (SRSC) Meeting in Manila, <u>Phillipine</u></p> 	MTCP2 <ul style="list-style-type: none">• On 3 April 2014, CFAP drafted the <u>MoU</u>, then asked FNN to study the <u>MoU</u> before entering into cooperation due to FNN is new to this project.• On 7 April 2014, the <u>MoU</u> entered into agreement which signed by the boards of both organisations.

FOs Network

- There are 32 FOs in network of MTCP2 recently, we expected more FOs participation in the future.

Composition of National Advisory Committee (elected NAC), participated by 32 FOs representatives

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graph TD
    NAC_Chair[NAC Chairperson] --- NWG[NWG (National Working Group)]
    NAC_Chair --- NAC_Vice[NAC Vice chairperson]
    NAC_Vice --- Secretary[Secretary]
    NAC_Vice --- Treasurer[Treasurer]
    Secretary --- Members[Members]
    Treasurer --- Members
  
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2. Programs and experiences sharing of FOs in network. The representatives of FOs in network had opportunity to share knowledge, experiences and challenges of their organisations and farmers within their operational areas. Based on our observation, we could learn that most FOs created by NGOs, Government and farmers themselves, they started from small number of group member i.e. 5 household members to about 2000 household members through up scaling methodology of FOs to increase members from year to year, nevertheless we understand that most FOs (at sub-national level) have members of around 200HHs only in average, especially those registered at provincial level (sub-national level).

Almost all FOs have existing saving program within their organisation even though the amount of saving is small i.e. 10.000KHR or approximately US\$2.5 per capital share, but it is a good start of the FOs, so they can scale up later the saving amounts in the future. Some already have rice mill, animal rearing program, rice seed producing for sale, inputs sale to farmer members and marketing of vegetables and rice. The income generation program however it is in a fragile situation because there is very limited management system, no clear business strategic plans at FOs level, therefore grant is expected to be funded to transit them properly for a period of time.

Farmers were not forgotten to raise their challenges as well during the knowledge, experiences and programs sharing session, the concerns were as follow:-

- There is very limited human resource within FOs
 - Limited knowledge on ToT
 - There is no good management manuals of savings, use of a revolving fund and credit/loan to farmer members
 - There is no sufficient water in dry season or it is very dry for farming activities
 - Farmers could not get access to water source in a year round
 - FOs could not get access to sufficient loan to serve the interest of their farmer members
 - There is gap between FOs and international development agencies, governments, private sector, media and other relevant stakeholders to get direct benefits to farmer members
3. Observation of the international and national participants. **a. AFA:** Ms. Esther, secretary general of AFA congratulated to the MTCP in Cambodia involved network among FOs in the country. Based on various presentations and programs sharing of FOs should could concluded that farmers faced challenges and difficulties like water, loan with high interest rate, knowledge on products processing and technical skills. The knowledge of FOs leaders was also limited. FOs could be strong if they work together at all level.
- b. IFAD:** Mr. Benoit Thierry, Manager MTCP Farmers Organisations Asia Pacific, he said FOs were very important for IFAD, joining with EU we get stronger. He appreciated that farmer leaders got opportunity to share knowledge and concerns in this platform. IFAD supports in capacity building, establishment of associations, policy dialogues, government network like Asian. Support services to farmer members, improved in house activities a lot. We use this opportunity to complement, connect with IFAD projects and others, so FOs can work together through this opportunity. He reiterated that the platform here (MTCP) should enlarge network with FOs-led, more participation of FOs in the countries. He gave example of other countries in IFAD programs. TA fund of MTCP through AgriCord, Eu, IFAD and AsiaAddhra.
- c. External consultant:** Mr. Loqman Leckie, he focused on collection of the profiling of FOs, he encourage the FOs in network to further discussion with teamwork to prepare action plan for MTCP2.
4. Project review and way forward, the topics below had explained in details to all the representatives of FOs in network and relevant stakeholders. Annual activities, work plan, budget and time frame were presented by NIA to the FOs involved in MTCP2.

I. Strengthening of FO and their network

-Institutional and operational capacities of the FOs are effectively strengthened in correspondence with their roles and functions in policy process and services to the members.

1. Institutional Strengthening

- : Mission to review and update existing profiling of FOs in network
- : Make profiling of new FOs in network
- : To determine FOs institutional positioning at national level (Election of NAC chair and NAC members).

- : Meeting with all FOs in network to discuss action plan and disseminate the program

2. Operational Strengthening

- : Training on organizational management in FOs based style
- : Training on AGRI-business development and marketing in a value change to all FOs network

3. Networking

- : Communication with all networked FOs in the project (strategic networking and coordination) (Follow up the activities of all involved FOs in the project by mean of travelling and telephone)

II. Participation of FOs in policy processes

- Smallholder farmers' interests are promoted and their concerns are addressed in related policy process thanks to the strengthened capacities of the FOs

5. Research and Studies

- : Research and studies on rice production, marketing and export

III. FO services and involvement in agricultural development programs

- Strengthened FOs providing effective pro-poor services and actively participating in agriculture and rural development, in complement with Agriculture development programmes' interventions where applicable

2. Development of cooperation with FOs under MTCP2

- : Mission to review on collaboration opportunities among FOs in network with IFAD country programme to focus on capacity building (To see whether FOs in network involved in IFAD programme).

3. Collaboration with IFAD country programme

- : Participation in agriculture development programmes in IFAD country actions (Like meeting with COSOP, CPMT of IFAD)
- : Participation in implementation support and in implementing activities, subcomponents or components in IFAD-assisted projects where applicable, and in the other agriculture development programmes where appropriate

IV. Program management and coordination

- Effective and Efficient utilization of project resources towards achievement of program objectives

- : Financial Management
- : Program Management
- : Office/logistics

The facilitator realized that the topics should have been explained clearly to the participants following by a careful translation of the topics and relevant contents from English into Khmer for them. Questions were raised to get clarification from the NIA, all questions were answered with further explanation to make sure they are clear of what to do next.

6. Conclusion

So far, representatives of FOs at sub-national level and grass-root had already involved in MTCP, therefore the participation of FOs-led should have increased to get more voice from the national level.

2.8. Profiling of FOs

In order to strengthen the capacity of FOs on organizational institution and operation in correspondence with their roles and function in policy process and services to farmer members with sustainability, the profiling is conducted for all FOs as the NWG members in network. There were 32 FOs profiled, the objective of the profiling is as follow:-

- Strengthen institutional and operational capacity of FOs and their network through making a profile of each FOs expected to be involved in the Medium Term Cooperation Programme (MTCP) Phase2 grants by the International Fund for Agricultural Development (IFAD) through the Asian Farmers Association for Sustainable Rural Development (AFA) and the La Via Campesina to the Cambodian farmers Association Federation of Agricultural producers (CFAP) as a current national implementing agency (NIA). This will improve the network of farmers' organisations throughout IFAD country members, thus farmers can get access to a national dialogue with multi-stakeholders such as development agencies and governments to serve the interest of farmers in the future.
- The overall objectives are: (a) develop FOs institutional capacities, (b) strengthen the involvement of FOs in national, regional and global policy process and (c) enhance the involvement of FOs in IFAD's country programmes in the region.
- Identified and described key local farmers' organisations and their activities in the country.
- Get to know their programmes and services to farmer members and their strategic plan and working procedures,
- Information of involved FOs is updated

Outline for updating/making the profiling

Analysis of country profiling will be a significant input in the activities of MTCP2. It will include the listing of major farmers' organization (FOs) in the country including the dynamic among the farmers sector.

The updated/made profiling of FOs outlined as follow:

1. General organizational information
2. History and strategic description
3. Members/affiliates
4. Programs and services
5. Existing knowledge products
6. Other business involved

2.8.1. The FOs profiled as follow:

1. Kaksekor Kdei Sangkhim, Prey Veng Province
2. Kaksekor Rik Reay, Prey Veng Province
3. Sambo Phal Russei Sanh, Prey Veng
4. Dong Steng SlaKur, Takeo
5. Kaksekor Phum Steng, Takeo
6. Som Rors Tapean, Takeo
7. Tropeang Sdock, Takeo
8. Damrei Romill, Takeo
9. Rottanak Pol Roth Samaky, Kampot
10. Ong Kor Dong Thong, Kampot
11. Kompong Trach Rice Crow, Kampot
12. BengLeachBo Sambophal, Kampong Chhnang
13. Setthei Samaki, Kampong Chhnang
14. Thlok Rean Mean Chey, Kampong Chhnang
15. Kaksekor Ning Thomcheat, Kampong Cham
16. Thnort Commune Farmer Association(CFA-THN), Svay Rieng
17. Svaytayan Commune Farmer Association(CFA-STY), Svay Rieng
18. Basac Commune Farmer Association(CFA-BS), Svay Rieng
19. Svay Chrum Commune Farmer Association(CFA-SCH), Svay Rieng
20. Farmer Economic Development Association(FEDA), Svay Rieng
21. Krous Commune Development Association(CBO-CDA), Svay Rieng
22. Samakum Apiwat Chamrous Khum Svay Ang(CBO-SACKS), Svay Rieng
23. Chek Commune Farmer Association(CFA-CH), Svay Rieng
24. Samakum Loeuk Stouy Chivapheap Kaksekor(CBO-LCK), Kandal
25. Samakum Ponleu Kaksekor Thmey(CBO-PKT), Kandal
26. Phum Kantrean Agricultural Development Community(PKADC), Prey Veng
27. Agricultural Development Cooperative of Mongkul Mean Chey(ADCM), Prey Veng
28. Agricultural Development Cooperative of Trapeang Russei(TPRADC), Kampong Thom
29. Kampot Peper Improvement Cooperative (KAMPACO), Kampot
30. Melon Association of Siem Reap Mean Chey(MASC), Siem Reap
31. Farmer and Nature Net (FNN)
32. Cambodia Farmers Association Federation of Agricultural Producers(CFAP), Svay Rieng

(See details in a separate profiling)

2.9. Meeting with FOs in network at their respective offices and Desk call

All of the FOs in network were visited following by calling to follow up, through these methodologies, the NIA could realize the views of FOs for better preparation of the next programs for development that could service direct benefits for farmer members, this will give direct opportunity for the FOs to contribute their feedback and ideas to improve the project effectively. All 32 farmers' organisations in 10 provinces/municipalities visited/called, the mission conducted by CFAP (NIA) in collaboration with all national working group (NWG) as members of the MTCP2 platform.

Objective(s)

Specific objective

Strategic networking and coordination with all FOs in network.

- 1.1. Strengthen network with FOs and stakeholders in Cambodia.
- 1.2. Update the programme to all committee members and farmer members

- 1.3. To see whether FOs in network involved in IFAD country programme.
- 1.4. To see how can MTCP2 engage with IFAD target groups/FOs to diversify benefits for farmers,
- 1.5. To seek for more participation of FOs in MTCP2 network, especially national FOs.
- 1.6. Follow up the activities of all involved FOs in the project (MTCP2)

Mission

The mission conducted by CFAP/NIA in collaboration with all target FOs in operational areas.

2.10. Training on organizational management

Centre for leadership Enrichment (CLE) is approached by CFAP to conduct a two-day training course on organisation management and networking. The training course involved 32 farmers' organisations from 10 (ten) provinces/municipalities (2FOs were absent due to overlapping with their FOs business) those are working in the farmers' organizations base style represent small scale farmers, most of them live in rural areas. They represented their producer members from Kampot, Takeo, Siem Reap, Kandal, Kampong Chhnang, Prey Veng, Kampong Cham, Kampong Thom, Svay Rieng provinces and Phnom Penh. There were 35 participants, 5 female.

A brief summary of the applied training methodologies

Many top leaders of farmer organisation are senior in their basic management role. They have been served in the simple leadership and management position for many years. Some of them are founders of their own organisation. Based on this understanding, the trainer then applied a practical base method throughout the course delivery. This means that the participants were first introduced to concepts, principles and/ or guidelines of agriculture cooperative management and then carefully supported them to reflect on their real life practice. They were also given plenty of time to talk and discuss their leadership and management challenges.

Training Course Content and Expected result

It was expected that after completing this course, the participants will have

- ✓ Understood an overview of basic agriculture cooperative and association.
- ✓ Gained a wider perspective of their roles and responsibilities within their organisation
- ✓ Clarified questions and doubts they have had in relation to management and leadership challenges.
- ✓ Strengthen relationships among their net-work
- ✓ Identified and strengthened skills necessary for effective communication, work delegation, supervision and decision making.

To attain the above expected result, the two days training course selected the following course topics:

1. Basic of agriculture cooperative and association.
2. Challenges in delivery dual roles of cooperative— enterprise role and social roles (community development roles)
3. Discuss and clarify management and leadership roles of board members of cooperative and association.
4. Discuss challenges in planning, delegation and supervision
5. Decision making and influencing skills

Result of Training

The participants were able to describe basic agriculture cooperative and its management. For instance, when asked to list key principles of cooperatives, around 70% of the participants could remember at least 5 out of 7 principles. This reflects they actively engaged in strengthening and improving their association/cooperatives. They shared their practical experiences (which include good practice and challenges) of leading and managing their individual organization.

Those raised challenges, which include organizational structure and election procedures of BoD, were thoroughly discussed during training. The discussion drew a lot of attention from all the participants. The trainers responded by referred to some important articles of agricultural cooperative law (Law on agricultural development community) passed in May 2013. It was a helpful hint to explain and suggest corrective actions to their actual cases individually. Few participants realised that few mentioned challenges were a new to them. They have not faced or even thought of them. They told the class that despite their involvement in a lot of workshop, they were amazed by those hidden challenges and actions exist.

The cooperative leaders are not accustomed to using law/rules to guide their action. This was, perhaps, the first time that they started to agree a cooperative governs by rule and the rule guild their action. For this reason, the facilitator used every opportunity to provide feedback to the participants by constantly pointed out to them that without rule (law) one can't judge whether or not she/he is right or wrong.

Conclusion and Recommendation of the training

All in all, it should be noticed that within this two-day course the participants had clarified many doubts about their roles. They learnt many key principles and/or guidelines about management of farmer organisation.

They reported they appreciate the learning opportunities given to them as the training workshop helped them understand their by-law, general idea about reasons for the existing of cooperative and importance role of cooperative in development of socio-economic of their community.

Through this training the participants reflected on their reality and saw many improvement points as well as challenges. For example, there are some areas needed to be followed up in their implementation like cooperative service provisions and growth management. They were not quite familiar with those concepts even though, e.g. financial service— common service they provide to their members.

However, going back to using the rule to govern the organization, one can also understand that BoD members are in the beginning stage of using the rule and status to govern their cooperative. The BoD will need to be encouraged to learn and to read the management guideline and internal regulation and learn how to refer to the official documents to guide their decision making and dealt with day-to-day operation.

In order for farmer organizations to have transparent management structure that would ensure accountability for its members, the following official documents should have been developed. Some of those include:-

- Rule and function of BoD and the inspection committee as stated in Cambodian agricultural cooperative law
- Guild to election of new committee members
- Gender policy
- Code of conduct

- Administration and human resources procedures guide
- Recruitment procedure
- Staff policy (some cooperatives have paid staff, and the BoD members play a role as operation and management team)
- Conflict of interest policy
- Finance procedure guide
- Expenses policy

2.11. Training on AGRI-business development and marketing in a value change to all FOs network

The workshop provided greater understanding to all participants about the concepts of bargaining and negotiating powers; disadvantages/advantages of farming contract/agreement; costs of basic production, marketing and advantages, costs of packaging, processing, transportation, and post-harvest management; knowledge of calculation of gain/lost post-harvest management, stock expenses, capital costs, and application of market information, during the workshop the trainer(s) also reflected on the previous of business experiences, so all participants separated into four discussion groups to discuss on:-

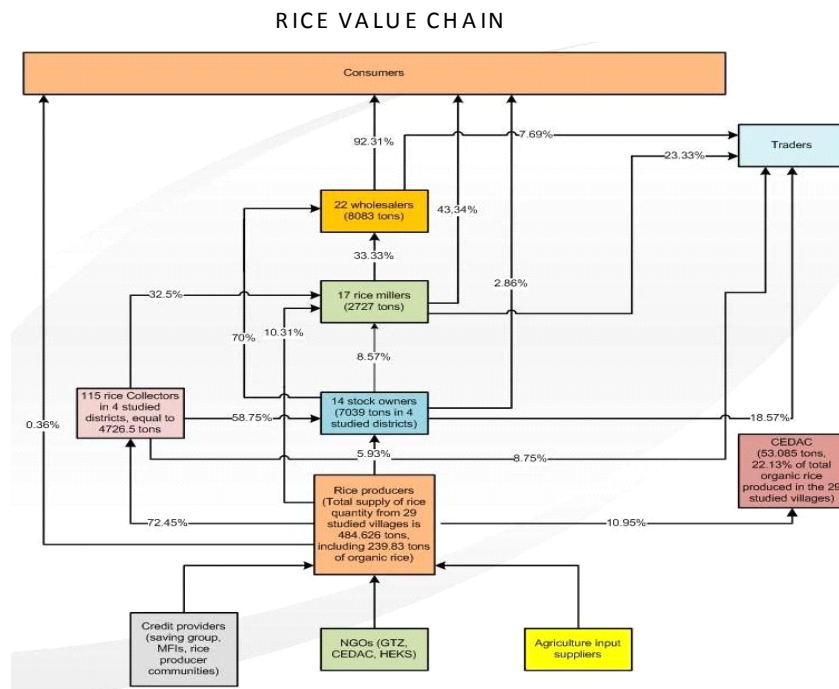
- In the past what kind of business as agricultural cooperative and community saving group had done?
- What were the challenges and how to solve the problems?
- What types of opportunities for business to start after coming back from the training?
- And what kind of threats occurred during the business starting? And how to prevent them?

The results from group discussion as follow:

- ✓ Types of business in the past
 - Buying and selling paddy
 - Stock paddy for milling rice
 - Selling agriculture materials
 - Saving and loan
 - Selling animal feed
- ✓ Types of challenges
 - Competition with middle-man and rice collectors
 - Members of agricultural cooperative not understanding on agricultural cooperative concept
 - Lack of capital for starting business
 - Have no comfortable market
- ✓ Opportunities
 - Selling and buying together
 - Selling agricultural materials (seed, piglet, fingerling....)
 - Saving and loan
 - Food processing
- ✓ Threats and prevention
 - Farmer shareholder not understanding about agricultural cooperative, therefore farmer representatives or BODs of

- There are too many MFIs in some villages, therefore it is required the FOs explain farmer members to understand clearly about the added value of FOs and advantage of savings and buying shares.
- Lack of capital, when farmer shareholder understand on agricultural cooperative and theirs business, they expected to increase more shares

Example of the rice value chain was presented to the participants base on the results of group discussion to make more understandable of the trainees by using the chart below:-



After reflection and training on value chain and marketing, we have also have another key trainer with successful experiences on linking farmer pig-raising, community animal feed to the market from Agricultural Development Cooperative of Svay Rieng Pig raising to share his experiences to all of participants. They learned about historical background of successes and challenges of the coops they particularly had learned about best practical experiences of leadership, management and good profits making of the coops. In general observation, the participants were satisfied with the training workshop delivered by experiences farmers directly, especially to the results of the workshop. Majority of FOs leaders expected strongly to use received knowledge/experiences to improve and develop their coops after the workshop. Good leadership with clear management could produce good results for each cooperative. Moreover all participants need to prepare good planning for their own organisations. *(See details in a separate report).*

2.12. Visit of the SIS Mission

The mission conducted by Mr. Peter Situ and Ms. Lany Rebagay to Cambodia in collaboration with CFAP/NIA and some FOs in network, scheduled from 9-11 October 2014. The SIS team met with CFAP, FNN, PDA, FOs in network and field visits. The SIS team introduced about the purposes of the mission, country members of MTCP at the regional platform, IFAD as an initiative of this project with national FOs in the regions to a director of PDA(s). Promote participation of FOs in policy, setting up of a national farmer platform is effective to serve direct benefits and interests of farmer themselves. According to the SIS team, Cambodia is good way forward development because the country is potential for agriculture. MTCP cannot be done without cooperation from the government. According to Mr. Thach Ratana, director of PDA in Svay Rieng, we could realise that FOs are required to strengthen/build the capacity to become specialised in agricultural production, good service delivering to farmer members and market their produces with sustainability in good value and market chain. *(See details in a separate SIS report).*

3. LESSONS LEARNED

3.1. Visited to farmers

34 FOs in network and not in network visited by the NIA under MTCP2 as a result few more FOs-led got interested in participating in the MTCP2 NWG members. More than 100,000HHs, 55% female are members of the FOs in network in operational area.

In general farmer members received various trainings i.e. from agricultural technical skills to basic soft skills like group facilitation and management etc, but they got very limited specific technical trainings that could enable them to apply effectively on farm. Small scale farmer members could sell their produces regularly on market, majority of FOs did not prepared specialised groups to produce the same crops, therefore farmers are not able to influent on traders or big buyers and the prices set up by the traders/big buyers, not farmer producers.

Farmers, in general need specific trainings. They feel it will give them more knowledge of production. This will increase their production, it will give better quality produce and eventually more income. Most farmers are aging, so the project should develop to attract young farmers in the future.

Farmers are interested to grow new varieties of vegetables like bok-choy, radish, bitter melon, melon and ginger and enterprising produces. However, the soils on many farms are not suitable for this. The soil is too poor. Many farmers need to improve the soil quality, but they do not know how.

Diseases are a problem. Powdery mildew in cucumbers is not uncommon. The staff seems to lack expertise in this area. Farmers want advice on how to keep their crop healthy and what measures of protection they can take.

The lack of water is growing problem for the farmers. Especially, those who want to grow year round vegetables. Investments to buy pumps and dig ponds are not feasible for many farmers. This is something can farmers do together but this takes confidence in each other. MTCP should focus on this by using parts of the grant to support most active and poor farmers.

Marketing skills is something few farmers have. Many farmers told us that they found it difficult to negotiate with traders, there is no regular market for their produces. They lack market knowledge and knowledge of day to day prices.

There is no or very limited shops at FOs level in some operational areas, therefore farmers could not get access to purchase inputs or sell produces to their FOs for market supply.

It must be noted that, when it comes to marketing, small steps are the way forward. The farmers are not used to working together and they need to find their way in this. Big projects like setting up collection points or opening a market stall at provincial market which own by farmers or FOs is a bridge too far, normally traders/NGOs takeover a role of FOs as they are capable to take opportunity.

It is evident that farmers want to develop their farms.

3.2. Visited to FOs

Most FOs at sub-national level depends much on external support those include in FOs network under MTCP2, even though most of them have existing savings programme and some kinds of small scale business at FOs level, but the feasibility of self sustainability is far too see. Majority of FOs, the leaders are aging, they work in a volunteering basis, and most of FOs does not have their own office as well. Some of the so called FOs-led are something required to strengthen in term of professionalism and organizational management in a membership base style. With all these regards, the **clear strategic business plan, capacity building/trainings** should be prepared and delivered for all FOs in network that could enable them getting access to economic initiatives, knowledge base for sustainability of the FOs, therefore they can give direct services to farmer members. Majority of FOs at sub-national level could not get access to internet, and they do not know how to use internet while some of the FOs-led at national level have very limited staff members. They lack of skills on financial management, credit management (use of a revolving fund), book-keeping, knowledge on ToT, and facilitation skills. Advisory support is needed to strengthen on organizational governing structure, financial management, book-keeping, reporting and functioning the role and responsibility of staff members/committee members etc.

3.3. Meeting with PDAs

MTCP is new to some PDAs in IFAD operational areas, nevertheless, most PDAs in IFAD operational areas got aware of the MTCP, but they still consider involving FOs supported by IFAD with MTCP. However, all of the PDAs expressed their support of MTCP to their working areas. As the NIA, we have shared common point of views of MTCP, especially CFAP as the NIA we aim to network FOs at the national level in order to enable them getting access to other services properly from all stakeholders, development agencies and the government, thus to involve FOs in policy development that could serve interests of farmers.

3.4. Meeting with MAFF

H.E Pro. Ty Sokhun expressed his appreciation to CFAP as the NIA to operate MTCP in Cambodia, he encouraged strongly to the growth of farmers' organisations in Cambodia as he was optimistic to the economic initiatives from the bottom up that could response to the sustainable development, self sustainability of farmers and farmers' organisations, together with the top down approach is also important and finally, it could make things approached. He added that engagement of the project with climate change would be helpful to small scale farmers directly in Cambodia, especially household ponds. According to him, we could realize that he wanted to see the growth of FOs with local economic driven in Cambodia. So we will keep him informed of the developed news within MTCP2.

3.5. Meeting with IFAD country programme

IFAD country representative, FOs in MTCP network can involve in IFAD country programme unless we have discussed earlier together between FOs-led like CFAP and IFAD, and the supervision mission is made under IFAD. However, he still consider the overlapping role on this.

4. CONCLUSION AND THE WAY FORWARD INCLUDING ISSUES AND CONCERNS WHICH NEEDS TO BE ADDRESSED AT DIFFERENT LEVEL

(national, sub-regional, regional)

The programme help minimizing gap between relevant stakeholders (government, development agencies, media and private sector) with farmers' organisations and international development agencies like IFAD with farmers' organisations, thus it could engage more participation of FOs involve in development at the nationwide. It is a great opportunity for FOs to network and exchanges of knowledge/experiences with other FOs, not only in the country, but also with FOs in other countries in other regions that could make changes quickly for sustainable development of FOs and farmers. Farmers' organisations got opportunity to network, thus to create a national platform to enable farmers to discuss policy that could serve direct interest for farmer members in the future. Through this project, they see possibilities for improvement of their staff members, committee members and farmer members as they expressed their active participation in the project. They got opportunity to strengthen their organisations directly. Knowledge and experiences among FOs in network were shared through meetings/workshops and trainings under MTCP2. However, there is no clear feasibility at FOs in network of self-financial sustainability, especially sub-national FOs due to limited knowledge and experiences on economic initiatives of the FOs, moreover the added value of FOs in a membership base is still very limited, even though there are many agricultural development cooperatives created and represent at village, commune and district level, but the organisational capacity is very limited to reach a self-sustainability in a short time period, so it is clear the FOs need times to develop. Organisational strategies and structures include staffing are something need to function, they really need proper times to build capacity sufficiently to extend services effectively to farmer members, the cascading trainings and advisory support following by coaching from the FO-led or consultants should be a smart way which is responsive to the context of Cambodia. Through various training workshops showed that FOs in MTCP network needs a change of focus in its attention. Most of FOs in network has existing savings, capital share and small business initiatives (selling of agri-inputs to farmer members) however the volume of capital is very limited to give services on time to farmer members. There is no regular market for local produces, lack of market chain from local to national level, farmers could not get access to supply produces to high market demands and or super market because they knowledge and understanding on the required standard is zero or very limited.

Base on our missions to disseminate the project with relevant stakeholders at sub-national and national level (FOs, Government and the Media), many of them got interested in the MTCP, they expressed their willingness to extend/share information to their relevant

FOs/Coops when they have other meetings with them, with this regard, we realised that more FOs participate in the project in 2015.

The Royal Government of Cambodia (RGC) has supported fully to the operation of MTCP, especially the Ministry of Agriculture, Forestry and Fisheries (MAFF), the Council for Agricultural and Rural Development (CARD), the Ministry of Environment (MoE), Provincial Department of Agriculture (PDA) at sub-national level and many other public stakeholders have expressed their full support to the project in collaboration with farmers' organisations. The RGC, not yet to support in fund to this project and the support made in-kind.

The desired project outcomes have reflected to the needs of small farmers/producers and farmers' organisations in Cambodia. The Medium Term Cooperation Program (MTCP) plays its important role to network FOs and stakeholders effectively; FOs led-participation is required to enter into network of this project, so they have opportunity to exchange ideas to create the same voice or one voice at the national and international level. This project will also enable farmers' organisations to engage with relevant institutions, policy makers and policy dialogues, so that their voice heard directly to the public.

Balancing of activities and grant should have been considered highly to ensure that the activities have achieved with quality. Limited budget for staffing, financial management, audit, research/study, specific technical trainings, office and logistics support is something needed to consider highly for improvement in the future. Progress reports of the activities, however required to submit to the RIA/SRIA quarterly, this make complicated and difficult for the NIA as the budget transfer for project execution is sometimes too late due complicated performance/decision making or approval at both national and regional level.

Generally, we can conclude that MTCP is responsive to the real needs and context of country members in the region as FOs in network got opportunity to discuss, exchange and find solution together in the national platform.

5. FINANCIAL REPORT WITH ANALYSIS

5.1. Statement of Expenditures

Schedule 4a

Statement of Expenditure

Name of the Recipient: Cambodian Farmers Association Federation of Agricultural Producers (CFAP-Cambodia)

Grant No: MTCP2-SEA-Cambodia-2013

Name of Project: Medium Term Cooperation Programme Phase II (MTCP2)

Reporting period from: 01 January to 31 December 2014 in USD (Currency)

	CATEGORIES	Annual Budget (A)	Allocation based on received fund (B)	Spent (C)	Outstanding (B-C)	Scanned document reference # (for all items under column C)
a	Review, workshop and training					
I	Strengthening of FO in network					
1.1	Institutional Strengthening					
1.1.1	Mission to review existing profiling of FOs and making new profiling in network. (Team1: there are 15 FOs).	3,025.00	3045.34	2,995.04	50.30	
	Teamwork: 1	1,512.50	1,533.34	1,560.00	(26.66)	
	DSA for facilitators (NIA) (accommodation, travel and food) outside the province. (Prey Veng, Kandal, Kampong Thom, Siem Reap, Kampot).			560.00		
	DSA for facilitators (NIA) inside the province (Svay Rieng)			40.00		
	Travel cost (car rental)			960.00		
	Teamwork: 2	1,512.50	1,512.00	1,435.04	76.96	
	Support travel and food for farmers participation in Prey Veng			175.38		
	Support travel and food for farmers participation in Kompong Chhnang			49.58		
	Support travel and food for farmers participation in Kompong Cham			502.01		
	Support travel and food for farmers participation in Takeo			451.87		

Cambodia MTCP/CFAP-NIA/AFA-SRIA-RIA

	Support travel and food for farmers participation in Kompot			256.20		
1.1.2	Make profiling of new FOs in network					
1.1.3	To determine FOs institutional positioning at national level (Election of NAC chair and NAC members)	1,815.00	1,817.29	1,895.00	(77.71)	
	DSA for participants (accommodation, travel and food)			1,092.00		
	DSA for facilitators(NIA)(accommodation, travel and food)			200.00		
	Refreshment include meeting room rental			280.00		
	Lunch			245.00		
	Meeting facilities/materials			78.00		
1.1.4	Meeting with all FOs in network to discuss action plan and disseminate the program (First National Advisory Committee Meeting)	3,025.00	3,025.00	3,030.00	(5.00)	
	Freelance translator/Interpreter			100.00		
	DSA for participants (accommodation, travel and food)			1,435.00		
	DSA for facilitators(NIA)(accommodation, travel and food)			255.00		
	Meeting room include lunch			815.00		
	Documenter/Reporter			200.00		
	Copy/Printing			115.00		
	Meeting facilities/materials include Phone/Printing			110.00		
1.2	Operational Strengthening					
1.2.1	Training on organizational management in FOs based style	4,235.00	4,268.00	4,357.00	(89.00)	
	DSA (food and accommodation) for participants			2,157.00		
	Car rental NIA (3days x 80USD)			240.00		
	Backdrop			50.00		
	Training facilities/materials			266.75		
	Training fee			600.00		
	Refreshment include meeting room and Lunch			1,043.25		
1.2.2	Training on AGRI-business development and marketing in a value change to all FOs network	4,235.00	3,891.75	3,524.25	367.50	

	DSA to support farmers' participation (Food and travel)			1,683.10		
	Refreshment include meeting room (Lunch and snack)			535.50		
	Refreshment include meeting room (Lunch and snack)			504.00		
	Copy booklet			29.00		
	Training facilities/materials			22.65		
	Fee for trainers			600.00		
	Renting Projector			150.00		
b	Research, studies and publication	-				
c	Travel and representation					
1.3	Networking					
1.3.1	Communication with all networked FOs in the project (strategic networking and coordination) Follow up the activities of all involved FOs in the project by mean of travelling and telephone)	1,980.00	1,730.00	1,615.00	115.00	
Teamwork: 1						
	DSA for consultants (food and accommodation outside provinces)			490.00		
	DSA for consultants (food and accommodation inside provinces)			40.00		
	Travel cost (car rental)			440.00		
	Scratch card			20.00		
Teamwork: 2						
	DSA for consultants (food and accommodation_outside provinces) (20USD x 1ps x 6days)			120.00		
	Car rental (80USD x 6days)			480.00		
	Scratch card			25.00		
II	Participation of FOs in policy processes					
2.1	Research and Studies					
2.1.1	Research and studies on rice production, marketing and export	3,630.00	3,580.00	3,580.00	-	

III	FOs Services and involvement in Agricultural Development Programs					
3.1	Development of cooperation with FOs under MTCP2					
3.1.1	Mission to review on collaboration opportunities among FOs in network with IFAD country programme to focus on capacity building (To see whether FOs in network involved in IFAD programme	2,200.00	2,214.00	2,534.00	(320.00)	
	DSA for consultants (food and accommodation outside provinces)			70.00		
	Travel cost (car rental)			440.00		
3.1	Collaboration with IFAD country programme					
3.1.1	Participation in agriculture development programmes in IFAD country actions (Like meeting with COSOP, CPMT of IFAD)					
3.1.2	Participation in implementation support and in implementing activities, subcomponents or components in IFAD-assisted projects where applicable, and in the other agriculture development programmes where appropriate					
Teamwork: 1						
	DSA for consultants (food and accommodation_outside provinces)(20USD x 4ps x 6days)			480		
	Car rental (80USD x 6days)			480		
Teamwork: 2						
	DSA for consultants (food and accommodation_outside provinces) (20USD x 2ps x 3days)			120		
	Car rental (80USD x 4days)			320		
Teamwork: 3						
	DSA for consultants (food and accommodation_outside provinces) (20USD x 4ps x 2days)			160		
	Car rental (80USD x 2days)			160		
	DSA to support local travel during mission to participate in RSC, SRSC and M&E abroad.					
	DSA to support participants to					

	participate in 1 st RSC held on 18-22 Oct 2014 in Hanoi, Vietnam					
	US\$20 x 2ps x 2days			80.00		
	To support participants (visa processing) to participate “Women Farmer Learning on Entrepreneurship” Ahmadabad, India					
	US\$20 x 4days			80.00		
	US\$20 x 6days			120.00		
	Cost of documents translation required by embassy. US\$24			24.00		
d	Technical assistance					
e	M&E, knowledge management					
f	Salaries and allowance					
4.2	Program Management/Salaries	4,270.75	3,916.00	3,916.00	-	
IV	Program Management and coordination					
g	Office utilities and logistic support, audit, financial management					
4.1	Financial management, audit	1,540.00	-	-	-	
4.3	Office and logistic support	770.00	500.00	639.00	(139.00)	
4.4	Bank charge			62.76		
Total		30,725.75	27,987.38	28,148.05	(160.67)	

Total Fund Received: **US\$ 2,7537.87**
 Total Fund Spent: **US\$ 2,8148.05**
 Balance (Surplus/Minus): **(US\$ 610.18)**

6. RECOMMENDATIONS/FINDINGS

The Medium Term Cooperation Program (MTCP) Phase ii, however has already served direct benefits to small scale farmers/producers live in the rural areas where farmers live depend much on agriculture, working directly with farmers’ organisations in a membership base, help networking FOs with relevant stakeholders, development agencies and the government. This project has enabled farmers and farmers’ organisations getting access to direct benefits. Through various meetings with FOs in network, we learned that most FOs has very limited knowledge on organizational management in FO based style, leadership, agricultural technical skills, entrepreneurial skill, marketing planning, business planning and M&E. This is clear that FOs have limited knowledge and experiences to give services to farmer members effectively, therefore the role of FO-led like the federation of farmer’ organisations are very needed. The added value on FOs/Coops base is also very limited while farmer members and the committee members lack of collective and cooperative ideas because there is partly understanding or gap on FOs base style in Cambodia. So the capacity building of small farmers’ organisations is needed. With this regard, the

MTCP should increase appropriate budget to conduct this project as well while the current budget is too limited to achieve the expected outcomes.

The sustainability of FOs is something in questions if there is no or limited strategy within the FOs themselves, we learned some FOs at sub-national level got annual work plan, not rather a strategic plan and it was also not functioning well. To get the financial sustainability approach, it is required FOs to set up their own strategic business plan (SBP) with clear strategy in a SMART manner.

Gap between FOs and FOs, FOs and Development Agencies like IFAD country programs, FOs and Government and FOs with stakeholders include private sector and media must be minimized. Building good relationship with those relevant institutions is urgently needed.

7. ANNEXTURES