

ENHANCED INTEGRATED FRAMEWORK (EIF)
Tier 2 CEDEP I: Milled Rice, High Value Silk and Evaluation Function and Organization of Core Teams (M&E)

PROGRAM RESULTS FRAMEWORK

Project Title	Project Duration (with NCE)	Approval Date (6 August 2012)	Project Budget: from EIF Tier 2	Starting Date	Completion Date
Cambodian Export Diversification and Expansion Program (CEDEP 1): Milled Rice, High Value Silk, and Program Monitoring.	Milled Rice: 3 years	Pillar Focus: Pillar 2 and 3: Strengthen the supply capacity of the 19 product and service sectors identified in the 2007 Cambodia Trade Integration Strategy (CTIS)	\$1,112,847	14 Dec 2012	June 30 th , 2016
	High Value silk: 3 years		\$1,004,347	02 Oct 2012	March 31 st , 2016
	M&E: 4 years		\$290,520	25 Oct 2012	Oct 26 th , 2016
			Total: \$2,407,714		
Project Objective: The overall objective is to strengthen and diversify export supply capacity in milled rice and high-value silk sectors and enhance the capacity of DICO at the MoC to monitor and evaluate substantive progress of Cambodia's Trade SWAp.					
Implementing Agency: Milled Rice: International Finance Corporation (IFC) High Value Silk: International Trade Center (ITC) Evaluation Function and Organization of Core Teams: Ministry of Commerce (with the Department of International Cooperation, EIF/NIU, as Implementer)					

Project Result Framework of Milled Rice Component

Trade SWAp Strategic Outcomes and Impacts			Project Impacts/Outcomes/Outputs/KPIs			
Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Target	Progress Results as of December 2015
The linkages between the Trade SWAP Pillars's Roadmap 2012 and the Project Result Framework of Milled Rice Component						
Strategic Outcome (SWAp); Project Impact and Outcomes: S.O.2.3 Exports of targeted products reach new markets and increase as a result of value chain integration.	KPI.2.3.a Exports of targeted products penetrate the world market.	3 new markets in 2 years	Impact #1: Rice being the largest employment sector of the Cambodian economy, development of milled rice exports will have a positive impact on poverty reduction, especially through income growth in many regions of the country. Development of the sector supports Cambodia's efforts to meet its MDGs	Export of milled rice increase by 100% from 2011 baseline of approximately 140,000 MT	<ul style="list-style-type: none"> • 380,000 tons • US\$ 229,400,000 	<ul style="list-style-type: none"> • 201,899 MT (2011) • 205,717 MT (2012) • 378,856 MT (2013) • 387,061 MT (2014) • 538,396 MT (2015) <p>This is not accumulative indicator, and reported on the annual basis.</p>
	KPI.2.3.b Exports of targeted products increase.	3 new products in 2 years				

Project Result Framework of Milled Rice Component

Trade SWAp Strategic Outcomes and Impacts			Project Impacts/Outcomes/Outputs/KPIs			
Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Target	Progress Results as of December 2015
			<p>Outcome #1: The Enabling Environment for the Cambodian Private Sector to meet the Government’s targets for Milled Rice exports is enhanced and sustained through the creation of an Association of Rice Exporters and enhanced G-PS dialogue on Rice exports in G-PSF or other venues</p>	<p>Number of constraints/ challenges identified in Rice Policy that have been addressed</p>	<ul style="list-style-type: none"> 4 constraints/ challenges identified in Rice Policy addressed <p><i>Note: IFC has discussed with CRF and agreed that the 4 constraints identified previously with the former industry body, FCRE, are still valid. These include: (1) Milled Rice Standards; (2) Food Safety; (3) Branding; and (4) Productivity and Paddy Quality (Improved seed).</i></p>	<ul style="list-style-type: none"> Cambodian Milled Rice Standards developed and endorsed by the government. Branding strategy for Cambodian rice endorsed by CRF. Food Safety (HACCP and GHP/PMP certifications) Seed multiplication [contributed by TA to rice federation and support the formal mechanism for consultation between Government and CRF (output4)]
			<p>Outcome# 2: Cambodian Rice Millers are successful in identifying several new major import market opportunities (in addition to EU and Russia) and signing contracts in at least three new markets.</p>	<p>Five new export markets (outside EU and Russia) have been identified and three have been visited and explored. Export contracts are being negotiated in at least three of them.</p>	<ul style="list-style-type: none"> 5 new markets identified. 3 new markets procured Cambodian rice 	<ul style="list-style-type: none"> 7 markets were identified including US, China, Singapore, Ivory Coast, France, Israel, and Germany. 3 new markets procured Cambodian rice (US, EU, China, and Israel) (output6)]
			<p>Outcome #3: Cambodian Rice Millers are successful completing export contracts in the three targeted markets by meeting quantities, quality, and price requested by importers, especially with respect to fragrant rice which is developed as the leading Cambodian rice brand and meeting SPS standards requested by importers</p>	<ul style="list-style-type: none"> Increase in volume of exports to the three new markets targeted under project Number of rice millers HACCP certified Road Map Pillar 2 KPI 2.3.a: Exports to a minimum of three new markets in two years Number of rice millers HACCP certified Road Map Pillar 2 KPI 2.3.a: Exports to a minimum of three new markets in two years 	<ul style="list-style-type: none"> 54 contracts signed. Total value of contracts signed: US\$8,127,000 105,000 tons in volume of rice processed in compliance to FS standards 	<ul style="list-style-type: none"> 348 contracts signed. US\$146,618,197 (contributed by the establishment of Cambodian fragrant rice in the import markets and promotion of Cambodian fragrant rice). 222,393 tons of milled rice processed in compliance to FS standard (contributed by technical improvements validated by certification).

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Building Blocks (SWAp) Or Intermediate “Outputs” BB.2.3.a Integration of Rice Value Chain	KPI.2.3.1.a. The Rice Sector Profile and Strategy developed by the Value Chain Unit is fully validated by the Rice Task Team, which support to MoC and MAFF that have been tasked to prepare an Action Plan in support of the Rice Sector Policy.	Achieved	Outcome 1/Output 2: Updated mapping of milled rice value chain (based on mapping in Rice Policy)	<ul style="list-style-type: none"> Mapping published and disseminated 	<ul style="list-style-type: none"> 1 report 	<ul style="list-style-type: none"> The report was finalized and the findings will be shared in the next reporting period
			Outcome 2/Output 2: Manual on export procedures/trade facilitation issues for milled rice produced	<ul style="list-style-type: none"> Manual prepared and disseminated through workshops 	<ul style="list-style-type: none"> Manual on export procedures/trade facilitation: 1 Dissemination workshops: 2 	<ul style="list-style-type: none"> The update on manual on export procedures/trade facilitation has completed. This is now in the hands of CRF and their Global Market Access ExCo. It is one important part of their mandate to improve the export procedures and costs. The CRF are now working with the MoC on that. IFC continues providing support to CRF on this area so that they regularly provide updates to all exporters.
			Outcome 2/Output 3: Manual on SPS standards and certification requirements for milled rice produced	<ul style="list-style-type: none"> Manual prepared and disseminated through workshops 	<ul style="list-style-type: none"> Food safety manual: 2 Workshops/training sessions: 16 	<ul style="list-style-type: none"> 3 Food safety (GMP, HACCP and ISO 22000) manuals + 1 OHS manual developed 10 GMP/HACCP/ISO22000 training sessions +1 OHS awareness training session organized. Update Food Safety curriculum of 3 local education centers.
			Outcome 2/Output 4: Develop and publish Cambodian Rice Portfolio Catalogue	<ul style="list-style-type: none"> Portfolio Catalogue published and disseminated through Workshops 	<ul style="list-style-type: none"> 1 portfolio document 	<ul style="list-style-type: none"> The catalogue of Cambodian milled rice for export was again updated/published has used during the participation of Cambodian rice exporters to International Exhibition on High Quality Rice and Brand Grains in Guangzhou and Rice Market Mission in China and Hong Kong.
	KPI2.3.1.b Two new and large-scale distribution channels to overseas markets are identified.	Achieved	Outcome 2/Output 1: Market Potential Analyses/Trade information developed for five new markets	<ul style="list-style-type: none"> Five market potential analyses prepared and disseminated through workshops 	<ul style="list-style-type: none"> At least two workshops organized. 3 new markets procured Cambodian rice. 	<ul style="list-style-type: none"> 2 dissemination workshops organized. One to present the results from phase 1 of the market studies. And two to present the final results and

Project Result Framework of Milled Rice Component						
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Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Target	Progress Results as of December 2015
						<ul style="list-style-type: none"> recommendations. 3 new markets procured Cambodian rice (US, EU, China, and Israel).
	KPI2.3.1.c Rice traders participated in trade missions, trade fairs, buyer-seller meetings.	Achieved	Outcome 2/Output 5: Three new potential markets have been visited by groups of export-ready and exporting rice millers	<ul style="list-style-type: none"> Number of participants and number of trade missions 	<ul style="list-style-type: none"> Number of exporters and export-ready millers participated in trade missions: 20 Number of trade missions: 3 	<ul style="list-style-type: none"> 39 (4 for USA and 25 for EU and France, and 10 for China/Hong Kong) 4 trade missions (USA, EU/France and China/Hong Kong)
			Outcome 2/Output 6: Export-ready and exporting rice millers have participated to four key rice trade fairs and buyer-seller meetings	<ul style="list-style-type: none"> Number of participants and number of trade fair participations 	<ul style="list-style-type: none"> Number of exporters and export-ready millers participated in trade fairs and key buyer-sellers meetings: 30 Number of trade fair participations: 6 	<ul style="list-style-type: none"> 376 exporters and export-ready millers participated in 9 trade fairs and key buyer-sellers meetings.
	KPI2.3.1.d Technical support is provided to rice millers to meet quality specifications and SPS requirements.	Quality standards for rice delineated and disseminated by ISC by mid 2012	Outcome 3/Output 3: 8 Rice Millers are supported to become HACCP certified	<ul style="list-style-type: none"> Road Map Pillar 2 KPI 2.3.1.d: Technical support is provided to rice millers to meet quality specifications and SPS requirements 	<ul style="list-style-type: none"> 8 rice millers obtaining food safety certification. 	<ul style="list-style-type: none"> 11 Cambodian rice mills HACCP Certified and 1 OHS certified: (BRICo, Loran, AMRU, Khmer Food, CARMA Rice, Whitegold, Hak Se, Sek Meas, T.O.T, Tauch Tepich, IRT and City Rice)
	KPI2.3.1.e. Training is provided to rice millers on export procedures, including access to GSP schemes.	At least 4 seminar by mid 2012	Outcome 2/Output 3: Manual on SPS standards and certification requirements for milled rice produced	<ul style="list-style-type: none"> Manual prepared and disseminated through workshops 	<ul style="list-style-type: none"> Workshops/training sessions: 16 	<ul style="list-style-type: none"> 10 GMP/HACCP/ISO22000 training sessions +1 OHS awareness training session organized. 72 rice mills attended training 12 rice mills installed rice mill management software
The linkages between the Trade SWAP Pillars's Roadmap 2014-2018 and the Project Result Framework of Milled Rice Component						
Short-Term Actions: 2014-2016						
Indicative Action 1: Rice farmer cooperatives established to facilitate technical exchanges,	50,000 MT of rice delivered to millers under contract farming by 2016.	-	Outcome #1--Output 1: Technical working groups organized among rice millers and exporters as a precursor of the association	<ul style="list-style-type: none"> Number of technical working groups formed Number of meetings of technical working groups 	<ul style="list-style-type: none"> 1 technical working group 30 meetings 	<ul style="list-style-type: none"> 3 technical working groups formed with support of the project (Rice Standard Technical Working Group, and Export Promotion Working Group; Global Market Access Exco). 24 meetings

Project Result Framework of Milled Rice Component						
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financing, extension services and stronger linkages with rice millers			Outcome 1/Output 3: Functioning association created and registered	<ul style="list-style-type: none"> Registration of Association Association website established Meetings of Association organized 	<ul style="list-style-type: none"> 1 1 12 	<ul style="list-style-type: none"> Done Website created 18 rice exporter meetings organized with support from IFC.
Indicative Action 3: Effective dialogue between Government and rice sector is in place	A single national federation established by 2016 representing all exporters. Private Sector through federation is directly engaged in periodical review of rice policy with Government. G-PSF Working Group #9 is revitalized	-	Outcome #1- Output 4: Mechanism(s) for regular consultation between Government and Rice exporters on milled rice exports established through G-PSF or other venue	Formal channel for G-PS communication identified Number of formal G-PS consultations on rice	<ul style="list-style-type: none"> 1 8 formal G-PS consultations 	<ul style="list-style-type: none"> Cambodia Rice Federation (CRF) was officially established in late May 2014. 18 formal G-PS consultation on rice organized by FCRE with government institutions and private sectors. A number of consultations with CRF conducted
Indicative Action 4: National brand/logo established to market fragrant rice exports with branding linked to export standards	Brand / logo adopted by all fragrant rice exporters by 2016. Guidelines published outlining criteria and required standards for millers to be entitled to logo use	-	Outcome #3-Output 1: Establish a Cambodian fragrant rice brand for an export quality type of milled fragrant rice competing with Thai fragrant rice and responding to expectations of import markets.	Number of media appearances.	<ul style="list-style-type: none"> 30 media appearances 	<ul style="list-style-type: none"> 63 media appearances Radio program (34,159 farmers reached)
			Outcome #3-Output 2: Promote Cambodian fragrant rice brand	Number of campaigns and events at which the brand is prominently promoted	<ul style="list-style-type: none"> 6 campaigns and events. Note: To align with the international trade fair events in output 6 of outcome 2, the project plans to support (over the project lifespan) 6 campaigns and events, as the target for this indicator 	<ul style="list-style-type: none"> 13 events in which Cambodian rice has been promoted through national and international trade fair events. Branding strategy for Cambodian rice is being developed - based on the findings from the market studies, market missions and consultations with industry body and EPWG. Cambodian rice brand is being developed with marketing agency and CRF. Continuous promotion of

Project Result Framework of Milled Rice Component						
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						Cambodian rice: promotional materials, VDO clips, FB page, www.WorldBestRice.biz, Youtube, global price index (LRI). <ul style="list-style-type: none"> • World's Best Rice Award three years consecutively. • Cambodian Milled Rice Standard approved • DNA fingerprint of Cambodian fragrant rice varieties established

Project Result Framework of High Value Silk Component

Trade SWAp Strategic Outcomes and Impacts			Project Impacts/Outcomes/Outputs/KPIs				
Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Progress Results as of March 2016		
The linkages between the Trade SWAP Pillars's Roadmap 2012 and the Project Result Framework of High Value Silk Component							
Strategic Outcome (SWAp); Project Impact and Outcomes S.O.2.3 Exports of targeted products reach new markets and increase as a result of value chain integration.	KPI.2.3.a Exports of targeted products penetrate the world market. KPI.2.3.b Exports of targeted products increase.	3 new markets in 2 years	Impact #1: Increased competitiveness of the Cambodian silk sector with a positive impact on poverty reduction through employment creation and income growth, especially among women, thereby contributing to meet Cambodia's MDGs	Increase in income of silk weavers by 200%	Monthly average income from silk weaving: ➤ USD 785 on average per weaver as of 2014, a twofold / 100% increase* compared to 2012 baseline (24 weavers answered) <i>Source: end-of project assessment survey, May-July 2015</i>		
		3 new products in 2 years	Impact #2: Focus on high value silk exports will contribute to developing Cambodia's image of an economy that can compete not only on price but also on quality.		➤ "The project has contributed to a higher level of recognition of the Cambodian silk at international level" <i>Source: project MTE</i>		
			Impact #3 (added indicator): New jobs created in Cambodia and/or increased salaries thanks to new export sales generated with project support		➤ 88 new jobs created in the 14 project beneficiary companies since 2012 thanks to new export and domestic sales: from 352 employees (251 women) in 2012 to 440 (332 women) in 2014 ➤ 168 weavers newly contracted by the 14 project beneficiary companies since 2012: from 273 in 2012 to 441 in 2014 <i>Source: end-of project assessment survey, May-July 2015</i>		
					Outcome #1: Market Development Increased sales of handmade high value silk products by 8 to 12 Cambodian silk exporters, and their respective production networks of female weavers in rural villages, to up to 5 selected importing markets and to international visitors	Increase in cross border exports of Cambodian silk products. Target: value increased by 50% at the end of the project. Benchmark to be developed under Output 1.1 (Export sales estimated at SD1.5m)	➤ Average cross-border exports of Cambodian silk products by the 14 target project beneficiary companies: USD 43,321 per company in 2014 / 74% increase compared to 2012. <i>Source: end-of project assessment survey, May-July 2015</i>
						Increase in cross border exports of Cambodian silk products. Target: value increased by 50% at the end of the project. Benchmark to be developed under Output 1.1 (Export sales estimated at SD1.5m)	➤ Average cross-border exports of Cambodian silk products by the 14 target project beneficiary companies: USD 43,321 per company in 2014 / 74% increase compared to 2012. <i>Source: end-of project assessment survey, May-July 2015</i>
						Increase in the sales value of silk products sold to tourists through different channels (shops, hotels, etc.) by male and female owned companies assisted by the project	➤ Average for 14 target beneficiary companies: USD 33,905 (estimated) per company in 2014 46% increase compared to 2012 baseline (14 answered) <i>Source: end-of project assessment survey, May-July 2015</i>

Project Result Framework of High Value Silk Component

Trade SWAp Strategic Outcomes and Impacts			Project Impacts/Outcomes/Outputs/KPIs		
Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Progress Results as of March 2016
				Number and diversification of markets reached	<ul style="list-style-type: none"> ➤ Average for 14 target beneficiary companies: 7.1 markets reached per company in 2014 (14 answered) <i>Source: end-of project assessment survey, May-July 2015</i> ➤ 14 companies which participated in trade fairs and matchmaking with buyers met with new buyers from Austria, Belgium, France, Germany, Sweden, the US, Vietnam, Australia, New Zealand, Japan
				Number of enterprises having met buyers and transacted business	<ul style="list-style-type: none"> ➤ 13 companies (within the project target group of 14 direct beneficiaries) met buyers and transacted business.
				Range of products exported	<ul style="list-style-type: none"> ➤ Average for 14 target beneficiary companies: 5.7 product lines exported per company in 2014 (14 answered) Products exported include Scarves, fashion accessories, jewellery, bags, cosmetic cases, toys, cushions, etc. <i>Source: end-of project assessment survey, May-July 2015</i>
				Road Map Pillar2 KPI 2.3.a: Exports in new markets increase	<ul style="list-style-type: none"> ➤ Exports by the 14 project beneficiary companies strengthened in: Belgium, France, Germany, Sweden, the US, Australia, New Zealand, Japan And increased to new markets in Austria, Vietnam (over 14 beneficiary companies)
			Outcome #2: Product Development Improved quality and product design of handmade Cambodian silk products to meet market demand requirements for targeted export markets and from international visitors	Number of new products and collections developed/adapted by exporters during project period	<ul style="list-style-type: none"> ➤ 127 new products developed by 13 companies with project support. <i>Source: end-of project assessment survey, May-July 2015</i>
				Road Map Pillar 2 KPI 2.3.b: Exports of "new products" increase (in this case, new collections)	<ul style="list-style-type: none"> ➤ Increased exports of "new products" by Cambodian silk companies: 13 companies exhibited new products during trade fairs for exports of which orders were placed on "new products" ➤ New products developed include scarves, fashion accessories, jewellery, bags, cosmetic cases, toys, cushions and lifestyle products, ipad cases, etc.
				Increase in profit margins of exported products	<ul style="list-style-type: none"> ➤ Estimated average profit margins for the 14 target beneficiary companies: USD 56,920 per company in 2014 (14 answered) <i>Source: end-of project assessment survey, May-July 2015</i>
				Acceptance rate of product samples by buyers with respect to compliance with quality requirements	<ul style="list-style-type: none"> ➤ Product samples accepted by buyers for a total value of +USD 200,000 / value of new orders concluded/under negotiation

Project Result Framework of High Value Silk Component

Trade SWAp Strategic Outcomes and Impacts			Project Impacts/Outcomes/Outputs/KPIs			
Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Progress Results as of March 2016	
			Outcome #3: Silk Sector Coordination and Strategy. Enhanced capacity of public and private stakeholders to jointly articulate and manage strategic priorities and initiatives, including gender-focused, to increase competitiveness and exports of the silk sector enhancing thereby its development impact	Silk Sector Strategy and Action Plan, ensuring representation of women in the sector, endorsed by stakeholders	➤ Cambodian Silk Strategy and Action Plan, incorporating the gender dimension, formulated and endorsed by the Cambodia Silk Sector Development and Promotion Commission, composed on public and private sector stakeholders	
				National ownership of sector strategy assumed by National Silk Board	➤ The Commission is the owner of the Cambodia Silk Strategy which was designed by its members with ITC advisory support. Specific capacity building workshops delivered to SDC members and Secretariat on key strategy implementation management function.	
				Number of strategic actions identified in sector strategy that have been addressed	➤ 10 priority concept notes integrated as part of the Medium-Term Plan of the MoC under the Cambodia Aid for Trade Strategy 2016- 2020	
Building Blocks: BB.2.3.7 Integration of Silk Value Chain.	KPI.2.3.7.a The Silk Sector Profile and Strategy is used as guidance by all stakeholders for developing the sector	Plan is in place by the end of 2012	Outcome #1: Market Development/Output 1.1 Export potential and key export markets for high value handmade silk products identified and supply capacity analysed	Number of studies prepared	➤ Export potential and key export markets for high value handmade silk products identified and supply capacity analysed in 11 reports and studies.	
				Road Map Pillar 2 KPI 2.3.7.a: Silk Sector Profile developed by VCU is used as guidance for developing market opportunities	➤ 5 Market Opportunity Reports and 1 fullfledged silk sector value chain analysis report used as guidance for developing market opportunities	
	KPI.2.3.7.b A Silk Board is created with the aim of: a) Fostering a public-private partnership; b) Allowing a voice for all stakeholders; c) Securing permanent funding from national resources; and d) Allowing for institutional flexibility by creating an autonomous public body			Outcome #3: Silk Sector Coordination and Strategy/Output 3.1 Silk Board and Silk Secretariat have been created. Working groups of stakeholders have been formed around key silk sector development issues	Government Anukret and/or Ministerial Prakas as needed	<ul style="list-style-type: none"> • Prakas promulgated in March 2015
					Number of stakeholders working group established and functioning (e.g. number of meetings)	Since project start: Minimum of 6 meetings held to support the set-up of the NSB: <ul style="list-style-type: none"> ☞ Silk Board Working Group Meeting held in January 2013 ☞ 5 SCSC meetings held since 2013 until 2016 ☞ + Several working meetings held with the MoC between March and December 2014
KPI.2.3.7.c Actions at the macro level are			Outcome #3: Silk Sector Coordination and Strategy/Output	Number of Inclusive participatory workshops held	<ul style="list-style-type: none"> • 2 participatory workshops/ stakeholder consultation workshops in July and September 2015 	

Project Result Framework of High Value Silk Component

Trade SWAp Strategic Outcomes and Impacts			Project Impacts/Outcomes/Outputs/KPIs		
Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Progress Results as of March 2016
	completed, including: a) Consultations among private stakeholders, Development Partners and the public Institutions about Silk Board creation; b) Updating the Silk Development Strategy		3.2 Silk Sector Strategy and Plan of Action, ensuring representation of women in the sector, developed with stakeholders		<ul style="list-style-type: none"> 2 specific capacity building workshops held in October and December 2015 for SDC members and Secretariat on key strategy implementation management functions 1 awareness-raising field trip for the SDC organised in December 2015
				Sector strategy developed	<ul style="list-style-type: none"> Cambodia Silk Strategy finalised and executive summary translated into Khmer
				Plan of Action and Implementation Matrix developed	<ul style="list-style-type: none"> Plan of Action, including 4 strategic objectives and 32 operational objectives, developed
				Road Map Pillar 2 KPI 2.3.7.c: Silk Sector Development Strategy is developed	<ul style="list-style-type: none"> Cambodia Silk Strategy finalised and executive summary translated into Khmer
	KPI.2.3.7.d Actions at the meso level are completed, including: a) Promoting an intensive sericulture on both chains of white and golden silk yarn; b) Encouraging Financial Institutions to back up the sector; c) Integrating silk products within the tourism sector	N/A	Outcome #1: Market Development/ Output 1.3 Export and sales opportunities created in selected foreign and tourism market	Pillar 2 Road Map KPI 2.3.7.d: Developing the value chain by integrating silk products into the tourism market	<ul style="list-style-type: none"> Average for 14 target beneficiary companies: 14 companies currently sell to tourists with average sales worth USD 33,905 per company in 2014, a twofold increase compared to 2012 baseline data (14 answered) <p><i>Source: end-of project assessment survey, May-July 2015</i></p>
	KPI.2.3.7.e Action at the micro level are completed, including: a) Continuing capacity building among weavers / producers and silk exporters; b) Addressing the problem of silk yarn supply	N/A	Outcome #2: Product Development/ Output 2.1 Skills of exporters in product innovation and design development strengthened	Number of designers (male/female) with improved knowledge and skills in product design and development	<ul style="list-style-type: none"> A minimum of 28 managers and/or designers from 13 companies improved knowledge and skills in product design and development
Number of study tours conducted for designers (male/female)				<ul style="list-style-type: none"> 4 study tours conducted for designers from 12 companies (9 female, 3 men) 	
Number of corporate training workshops conducted (male/female)				<ul style="list-style-type: none"> 9 training workshops and + minimum of 24 customized coaching sessions conducted (+ several regular individual coaching sessions) 	
Outcome #2: Product Development/ Output 2.2 Improved vertical integration of silk value chain and enhanced technical				<ul style="list-style-type: none"> 8 weavers and intermediaries – of which 38 women - directly trained by the project improved technical skills in yarn preparation, weaving and dyeing + more through indirect sharing of knowledge and skills 	

Project Result Framework of High Value Silk Component

Trade SWAp Strategic Outcomes and Impacts			Project Impacts/Outcomes/Outputs/KPIs		
Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Progress Results as of March 2016
			skills of weaving communities to enable production of high quality handmade silk products in larger quantities	Road Map Pillar 2 KPI 2.3.7.e: Continuing capacity building among weavers /producers	<ul style="list-style-type: none"> 48 weavers and intermediaries – of which 38 women - directly trained by the project improved technical skills in yarn preparation, weaving and dyeing + more through indirect sharing of knowledge and skills 12 weavers answered they improved designing, weaving and dyeing skills since the project start (24 weavers surveyed) <p><i>Source: end-of project assessment survey, May-July 2015</i></p>
				Number of (male/female) weavers serving the export market	<ul style="list-style-type: none"> Follow-up ongoing: 6 companies added more than 8 weavers' groups to their existing networks of producers for exports, some of which already started working with new weavers in Takeo, Kandal, Prey Veng.
				Share of production output compliant with "spec card" requirements	<ul style="list-style-type: none"> 127 new products developed by 13 companies along product specifications/"specs" cards " Spec" cards/ production sheets use and templates covered as part of product development trainings and company coaching to be used for future production output compliance
			Outcome #2: Product Development/ Output 2.3 Quality and traceability of silk yarn imports ensured	Increased share of traceable silk yarn imports (as reflected through COs)	<ul style="list-style-type: none"> 2 companies sourced silk yarn from China and Vietnam + 2 companies sourced silk yarn from Vietnam (14 answered) <p><i>Source: end-of project assessment survey, May-July 2015</i></p>
				Number of purchasing units strengthened	<ul style="list-style-type: none"> Since project start: 5 companies purchasing silk yarn found new sources of supply in Vietnam + 2 companies established linkages with new suppliers to purchase silk yarn from Vietnam
				Road Map Pillar 2: Addressing the problem of silk yarn supply	<p>Since the project start, silk yarn supply has been facilitated by the project:</p> <ul style="list-style-type: none"> ☞ Study and list of silk yarn suppliers disseminated to all Cambodian silk companies ☞ New sources of supply for quality silk yarn identified ☞ Bulk purchasing of silk yarn from Vietnam increased ☞ Advisory support to FASMEC/Working Group on Manufacturing and Small and Medium size Enterprises, to get VAT exemption for import of silk yarn until 2015 ☞ Specific actions to improve silk yarn supply defined as part of the Cambodian silk sector strategy update

Project Results Framework for Evaluation Function Component and Core Teams

Trade SWAp Strategic Outcomes and Impacts			Project Impacts/Outcomes/Outputs/KPIs		
Strategic Outcome	Strategic Indicators/KPI	Target	Impacts/Outcomes/Outputs	KPIs	Progress Results as of March 2016
The linkages between the Trade SWAP Pillars's Roadmap 2012 and the Project Result Framework of Evaluation Function and Core Teams					
Strategic Outcome (SWAp); Project Impact and Outcomes SO.3.3 Core institutional systems and skills ensure the effective development and performance of trade related institutions	KPI.3.3 Reliability on external consultants decrease as they are progressively replaced by officials' expertise.	10% annual decrease	Impact 1: Enhancing the Government's ability to lead and drive its aid for Trade as a means to strengthen the effectiveness of the mainstreaming of Trade in its development policies and development of its institution.	DICO is able to manage an overall evaluation of Trade SWAP progress by 2014.	<ul style="list-style-type: none"> MoC/DICO has ability to produce annual reports to the RGC on progress made in key trade development areas and every 2.5 years on the progress towards NSDP objectives The SWAp Roadmaps are being monitored quarterly by DICO M&E unit. MoC/DICO is also be able to involve in the monitoring framework recently developed for all government ministries which led by MoP MoC/DICO is also be able to facilitate and coordinate the supervision mission team to enable the smooth monitoring and project implementation process MoC/DICO has capacity to manage and coordinate the Medium Term Plan (MTP) formulation. More importantly, DICO can run two programs (TDSP and EIF) simultaneously.
			Impact 2: NIU sets up salary supplement schemes to include 10 Government officials from various line ministries in two "core teams" (one for each project component).	Salary supplement schemes have been submitted and approved by CAR.	<ul style="list-style-type: none"> The Priority Operating Cost (POC) incentive scheme for the core team members was officially abandoned in August 2014 Core team members are often joint most of the DICO and MIEs project activities and event for their capacity building purposes.
				10 officials have been identified and engaged in the two core teams.	<ul style="list-style-type: none"> 11 core team members from line ministries are continued to work with the MIEs of CEDEP I project.

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			<p>Outcome 1: Strengthen the NIU's capacity to monitor and evaluate progress made under Trade SWAp, including evaluating impacts and results of technical assistance.</p>	<p>NIU able to assist DICO in preparing templates and TOR for future Trade SWAp evaluation and projects that support Trade SWAp.</p> <p>NIU able to advise on relevance of KPIs in Pillar 2 roadmap.</p>	<ul style="list-style-type: none"> • The NIU M&E team has continued to provide a regular updates on all EIF project implementation during regular SWAp, SSC and IC meetings • Continuous implementation a join communication plan for EIF and TDSP • The linkage between the M&E CEDEP I and the Trade SWAp result framework are updated and incorporated into the annual narrative report 2015 • The MTP formulation mission was first held in April and second was on 21 September-2 October 2015. The concept note of the five clusters (for 2016-2020) of the future TA was prepared and shared with all the relevant stakeholders in the IC meeting on 5 November 2015.
			<p>Outcome #2: Strengthening the NIU's capacity to disseminate progress and results of technical assistant under Trade SWAp</p>	<p>DICO/NIU able to organize disseminate event for planned Trade SWAp evaluation</p>	<p>There are numbers of event which organized by DICO/NIU including:</p> <ul style="list-style-type: none"> ☞ SSC.TD.TRI meetings and IC meetings ☞ Disseminated project progress and results during a series of foreign study visits to Cambodia on EIF, TDSP, and Trade SWAp 2015. ☞ Project monitoring field visit to Battambang and Siem Reap province on 24-26 August 2015 ☞ Project dissemination regional workshop in Battambang province on 28 August 2015 ☞ DICO Annual retreat from 13-14 August 2015 at Shihanouk Ville ☞ World Bank, EU-ROM and Medium-Term Plan (MTP) mission from 21 September to 2 October 2015. ☞ Also other training and workshop of the project ☞ The 5th NIU Exchange programme (Cambodia-Laos-Myanmar), Siem Reap Province 7-8 December 2015 ☞ Project Dissemination Regional workshop in Siem Reap province on 26 Feb 2016.

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Building Blocks (SWAp) Or Intermediate “Outputs” BB.3.3.2. The PDOCs’ capacity to fully participate in the wider Trade SWAp M & E system and to support human resource management and development in support of the Trade SWAp is enhanced	KPI.3.3.2.a Provinces adopt M & E methodology used by MoC to report on results in trade development.	Prakas to be implemented in 2012	Outcome 1/Output1: A mid-term independent evaluation of CEDEP I is organized and carried out	Mid-term independent evaluation (MTE) report completed Evaluation reports are endorsed by NSC (SSC)	<ul style="list-style-type: none"> Mid-term independent evaluation report completed on 30 October 2014. The final Mid-term evaluation report was officially submitted to DICO/NIU on November 26, 2014. MTE report was endorsed by SSC meeting in 2014. MTE report is available in soft copy and/or can access to the website: http://www.moc.gov.kh/tradeswap.
	KPI.3.3.2.b PDOCs support M & E activities from D/ICO and Department of Trade Information and Statistics within their province.	To be in place by mid 2012			
	KPI.3.3.2.c Monitoring data is made available by PDOCs to D/ICO in a timely manner.	To be in place by mid 2012	Outcome 1/Output 2: A final independent evaluation of CEDECP I is organized and carried out	Final independent evaluation report completed Evaluation reports are endorsed by NSC (SSC)	
	KPI.3.3.2.d Staff have the required knowledge and skills to fulfill their role in the Trade SWAp.	Training to be delivered as needed			
BB.3.3.3. the capacity of line ministries to fully participate in the Trade SWAp M & E system and to support human resource management and development in support of the Trade SWAp enhanced	KPI.3.3.3.a Line ministries adopt M & E methodology used by MoC to report on results in trade development.	To be in place by 2012	Outcome 2/Output 1: Findings from monitoring of project results and impacts are explained once a year through five original workshops	Number of regional workshops organized to disseminate progress of Tier 2 project	<ul style="list-style-type: none"> Findings from MTE have regularly been disseminated through different events under EIF and TDSP. Three regional dissemination workshops on “Trade SWAp, EIF CEDEP I & II Project findings, Monitoring and Evaluation, Results and Impacts” were organized on 28 May in Rattanakiri province, on 27 August 2015 in Battambang province and 26 Feb 2016 in Siem Reap province. 11 core team members from line ministries are continued to work with the MIEs of CEDEP I project.
	KPI.3.3.3.b Line ministries support M & E activities coordinated by DICO.	To be in place by 2012			
	KPI.3.3.3.c Monitoring data is made available by line ministries to D/ICO in a timely manner.	To be in place by 2012	Outcome 2/Output 2: Findings from evaluations (mid-term and final) are published and disseminated within Cambodia and to the international community	Publication and number of events organized to disseminate results of Tier 2 project	
	KPI.3.3.3.d. Staff have the required knowledge and skills to fulfill their role in the Trade SWAp.	To be in place by 2012			