



Joint EIF ES-TFM Supervision Mission CEDEP II-Cassava



Content

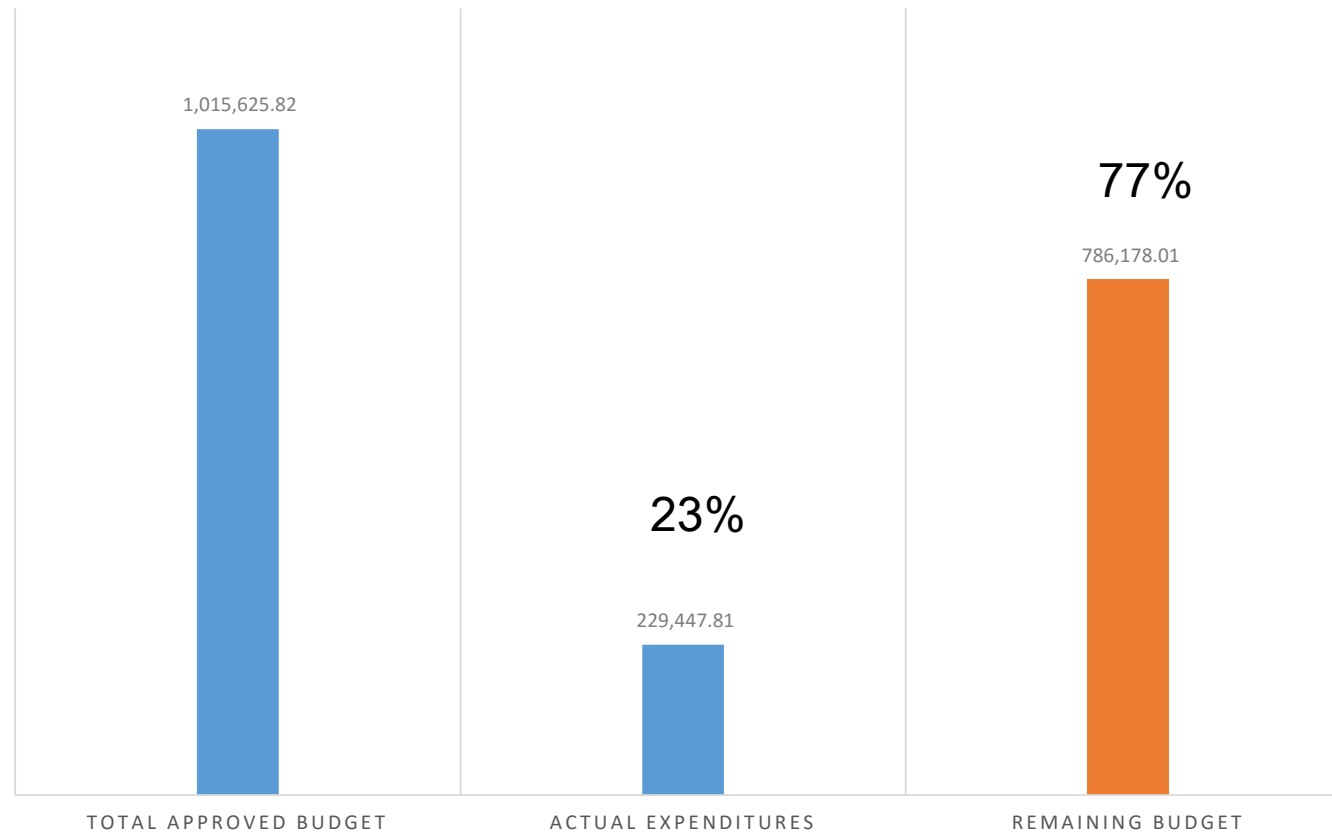
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1). Project's implementation progress

Deliveries	Activities	Dates	Remarks
Component I: Needs of cassava sector are understood and the sector is well organized			
Output 1	Organizing a cassava working group to address cassava issues		
	Identify key stakeholders and experts on cassava	2015	Done
	Organize meetings with all stakeholders in Cassava, mainly MoC and MAFF	October 2015	Done
	Draft and finalize the ToR of Working Group for cassava	March 2016	On-going (already drafted)
Output 2	Cassava value chain study is prepared		
	Finalize the value chain study	Feb 2016	Done
	Validate and consult the findings of the VC study with stakeholders	March 2016	On-going
	Organize a workshop to disseminate the findings and ways forward	April 2016	On-going
Output 3	The current ISC standards for cassava are reviewed and updated		
	Draft and finalize the ToR for selecting consultant	Feb 2016	On-going
	Process to recruit the consultant	March 2016	On-going
Output 4	A manual on export procedure/trade facilitation		
	Draft and finalize the ToR for selecting consultant	Feb 2016	On-going
	Process to recruit the consultant	March 2016	On-going
Output 5	Organizing the associations of cassava farmers, processors and traders		
	Create cassava associations at strategic locations within the project's target areas	2015	Done
	Support the association registration and legal supports	2015	Done
	Organize awareness raising and training to support the functioning of associations	2015	Done (workshop on roles and functions of association)
	Recruit a consultant to develop association development strategy and capacity building plan	Feb	On-going

Deliveries	Activities	Dates	Remarks
Component II: Export readiness and competitive export to new markets			
Output 7	Groups of cassava processors and traders (dried chips) are identified		
	Identify groups of exporters and processors	2015	Done
	Raise awareness about the project to identified project beneficiaries	2015	Done
	Recruit three field coordinators to conduct baseline study and price survey, and support capacity building of the project beneficiaries	2016	Done
Output 8	A survey of SPS (SPS requirement and target export markets)		
	Draft and finalize the ToR for SPS consultants	Feb	On-going
Output 9	Implementation of SPS plan		Not yet started
Output 10	A survey of environmental risks and mitigation		
	Draft and finalize the ToR for Environmental consultant	Feb	On-going
Output 11	Implementation of risk mitigation strategies		Not yet started
Output 12	Three new potential markets are identified (trade fair ect.)		
	Register five exporters into KOTRA's trade system (target for Korean market)	Feb 2016	Done
	Draft and finalize the ToR for market analysis consultant	March	On-going
	Draft and finalize the ToR for promotion materials	March	On-going

Project expenditure to date



2) EIF Board's recommendations at the approval stage

#	ES and TFM recommended actions	Status as of ...	Description	Next steps
1	Recommendation 1: It is recommended that UNDP and UNIDO synchronize their interventions on the basis of the identification of common elements to avoid duplication, and to promote synergies and the efficient use of resources.	Ongoing	<p>The project learned the activities of the Cambodia Rice Federation and identified what could be applied in cassava, such as contract farming, rice branding strategies, advocacy, market access.</p> <p>The project shared progress and experience verbally or through emails with UNIDO regularly.</p>	The project will seek technical comments from IFC and UNIDO on SPS, export procedures and access to new diversified markets.
2	Recommendation 2: It is recommended that a distinct “inter-component” consultation mechanism be established. This will achieve better coordination of activities between the components, improved transfer and sharing of acquired capacities from prior and ongoing technical assistance, and improved information sharing between the project components, the FP and the sub-steering committee	Ongoing	<p>The project facilitated a field visit for DICO on 26 August 2015 to meet with beneficiaries, including the Sampovlun Cassava Association and BAI Co. Ltd and provided updates to the 22nd sub-steering committee on 10 August 2015.</p> <p>Through the coordination of DICO, the project shared their experiences to other MIEs, such as approaches to work with the project’s core team.</p>	The project will continue to update progress and share information to DICO as per request.
3	Recommendation 5: It is recommended that the mid-term evaluation of the project components should be light and should not divert critical human and financial resources away from implementation priorities.	N/A	The mid-term project evaluation has been conducted since February 2016.	The project implements the recommendations proposed by the independent consultant to ensure the effectiveness and efficiency of the project.

#	ES and TFM recommended actions	Status as of ...	Description	Next steps
4	Recommendation 7: It is recommended that the preparatory quarter of cassava and fisheries components should include a review of stakeholders' needs, available technical assistance/support instruments, and a clear indication of intended beneficiaries for each activity and output. The Year 1 activity plan and revised overall work plan and budget should be submitted to the ES and TFM for comments and endorsement.	Completed	<p>The year one work-plan and budget was submitted to the EIF as directed in this recommendation.</p> <p>The project has worked with the core team to develop a capacity building work plan for 2015. The work plan has been implemented.</p> <p>The core team, project beneficiaries, and the government was regularly updated about the project activities through emails and reports.</p>	<p>The project will conduct further training as indicated in its plan.</p> <p>Three project coordination consultants were recruited and now on board to conduct baseline study and price survey. Through these studies, the project will identify needs and areas of support to its project beneficiaries by ensuring the link of export promotion to poverty reduction.</p>
5	Recommendation 8: The criteria for the selection of processors and exporters from the cassava sector should be detailed in the Year 1 activity plan and submitted to the ES and TFM within six months of the start of the project.	Completed	The project developed a set of criteria to select the project beneficiaries. The criteria and project beneficiaries were validated through a meeting participated by MoC, MAFF, SNA, IFC, SNV, Universities of Agriculture.	
6	Recommendation 11: A step-by-step exit plan should be elaborated and included in the Year 3 work plan of each component.	Not yet started	<p>The project has implemented sustainable strategies since the beginning such as engaging relevant stakeholders in project activities, raise their knowledge on relevant topics, and initiate a network which all can work together.</p> <p>The exit plan was included in the three-year rolling plan.</p>	It will be developed and completed by Q3 of 2016.
7	TFM-Recommendation 1: Agreement between UNDP and government should happen within three months of the signature of agreement between UNDP and the United Nations Office for Project Services.	Completed	The agreement of the project was signed between UNOPS and UNDP on 8 April 2015.	

3) Recommendations of the ELF's previous missions

Three main focuses:

- Capacity building of the Core Team
- Knowledge documentation and communication
- Sustainability of the project

1). Capacity building of Core Team

No.	Date Conducted	Title/ Topics	Description	Target group/Participants	Location/ Venue	Total	
						M	F
1	02/02/2015	Standard Map I Training	<p>Session provider: experts from the International Trade Center</p> <p>About the training: getting to know the quality requirements of cassava starch.</p>	Starch processors who are interested in the topic	Cambodiana Hotel	4	1
2	18-19/03/2015	Standard Map II Training	Continued from the above session	Starch processors who are interested in the topic	Inter-Continental Hotel	4	1
3	30/02/2015	Contract farming Training	<p>Session provider: independent expert mobilized by UNDP Cambodia</p> <p>About the training: introduction to contract farming, how it is applied in the agro sector</p> <p>It is important to note that this training was cost shared by MoC.</p>	<p>Representatives from MoC, Supreme National Economic Council, Ministry of Agriculture, Forestry and Fishery, AFD</p> <p>Project team</p> <p>Cassava exporters/ processors</p>	MoC	30	12

4	30/03/2015	Capacity Development Plan of Core Team	<p>Session provider: facilitated by CEDEP II project team.</p> <p>About the session: CEDEP II - Cassava Component project team met with the assigned core team to discuss areas where they would like to learn more. Following that, a capacity development plan was produced for the core team.</p>	<p>Core team</p> <p>CEDEP II - Cassava Component project team</p>	Hanami Restaurant	5	
5	23/04/2015	Learning from rice and silk export companies on effective preparation for participation in conferences and exhibitions	<p>Training provider: experts from the private sector (silk and rice) mobilized by CEDEP II - Cassava Component project team</p> <p>About the training: shared experiences of IFC and silk traders in attending trade fairs and exhibitions.</p>	<ul style="list-style-type: none"> - CEDEP II -Cassava Component core team - CEDEP II -Cassava Component project team 	Khmer Surin	4	2
6	11/06/2015	Project management training	<p>Training provider: expert mobilized by CEDEP II - Cassava Component project team</p> <p>About the training: brief about project management</p>	<ul style="list-style-type: none"> - Core team for CEDEP II - Cassava Component project 	UNDP office	7	3
8	27/09/2015	Workshop on roles and functions of cassava associations	<p>Session provider: MoC</p> <p>About the workshop: introduce new associations to their role and function as defined by the rules and regulations issued by MoC</p>	<ul style="list-style-type: none"> - 8 associations established under support from CEDEP II - Cassava Component project - Private companies - Other project beneficiaries: exporters/ processors 	Pailin	50	20

2) Knowledge documentation & communication

- Raising awareness about the project and its stories through the MoC/Trade SWAp website:
 - The project has always informed its beneficiaries and stakeholders about its activities. Working with the communications consultant of DICO, the project has reported its activities on DICO's website and via Facebook;
 - Project stories are published in DICO's newsletters and publications.
- Other communication products:
 - A factsheet and X-stand highlighted key project information to beneficiaries and stakeholders working in the cassava sector;
 - A slide show to provide an overview of the cassava value chain was presented at the sub-steering committee meeting on 3 June 2015;
 - Three stories relating to project activities were published in the Trade SWAp Newsletter Jan-June 2015, Issue 4, Vol. 4. They were: 1) Cassava exporters and processors extol the Ministry of Commerce in forming association; 2) Cassava processors and exporters from seven provinces share experiences and concerns with the Ministry of Commerce in Phnom Penh; and 3) Cambodian exporters and processors from the Cambodia Cassava Association attend the World Tapioca Conference 2015, Pattaya, Thailand;
 - Reports of project activities have been posted on the website and Facebook (workshop on association roles and function, contract farming workshop, field visit of DICO, meeting between Sampovlun Cassava Association, Battambang Provincial Hall and Phnom Dei Border Check Point);
 - Project documents and learning materials have been uploaded to the Trade SWAp website.

3) Sustainability of the project

Engaged the government and stakeholders in the process of knowledge generation and capacity building of project beneficiaries since the beginning so that they get ownership of the works and complete knowledge to continue the work:

Supported the function of the cassava associations through technical assistance and systematic capacity building:

Created business networks with buyers and international marketing agencies which project beneficiaries can access to market information and business opportunities

Worked with Development Partners interested in cassava production and export to align interventions and better use the resources to address sector challenges

4). Preparations of sustainability and exit strategy

Key dimensions for the project sustainability:

Dimension 1: Developing sustainable models for cassava associations

Dimension 2: Engaging relevant stakeholders since the beginning

Dimension 3: Supporting the government to address trade related issues

Dimension 4: Providing capacity building of cassava associations/private sector

Dimension 5: Strengthening PPP and link the sector to market

Dimension 6: Mobilizing supports to the sector

→ The exit strategy will be developed by Q3 of 2016

5. Project implementation strategies

Expected impact	Outcome	Expected Result from the Project	Outputs	Change in Strategy to Implement the Project
<p>Impact #1: Cassava is Cambodia’s second largest crop employing several hundred thousand farmers. <u>Positive development of the sector supports Cambodia’s efforts to meet its MDGs through improved income of farmers</u> (Can we answer the question on whether we can the development of trade to the impact of the poor through project intervention? – market development, production improvement)</p> <p>KPI: Average price of MT of fresh and dried cassava at farm gate</p> <p>Mean of verification:</p> <ul style="list-style-type: none"> • Comparison to baseline • MAFF statistics 	<p>Outcome #1: The <u>needs</u> of the cassava export sector are better understood and the <u>sector is structured to better focus</u> the policy dialogue with the Government and improve the enabling environment; (Contribution from the project:</p> <ul style="list-style-type: none"> • New challenges and attached reasons identified, and the response to those challenges were introduced/enable through establishment of associations, capacity development, and proposed intervention from relevant stakeholders including government/private sector/development agencies. <p>KPI:</p> <ul style="list-style-type: none"> • Sustainable mechanisms for Government-Cassava sector dialogue have been established • In the best case scenario, a cassava sector policy has been developed and endorsed by the Government <p>Mean of verification:</p> <ul style="list-style-type: none"> • Sub-Steering Committee (NSC) records • G-PSF records • SNEC or CoM 	<ol style="list-style-type: none"> 1. More solid sector roadmap for cassava: Update sector challenges and its attached reason and the possible solution identified and integrated as the input to the Cassava Sector roadmap 1. Sector de-fragmentation: Groups of cassava stakeholder at subnational level are established in the form of associations and be able to function and play role in engaging in dialogue with relevant stakeholder to address the identified challenges from its member and the sector as a whole. 	<p>Output 1: establishment of working group Output 2: VC study, and key markets requirement (SPS) identified Output 3: review and update if needed the current standard – ISC standard Output 4: manual on export procedures/trade facilitation issues for cassava-based products produced Output 5: Association(s) is (are) created, and engaged in G-PSF Output 6: Formal dialogue mechanism(s) between cassava private sector and Government is (are) identified and implemented</p>	<p>- From attempting for “formal working group” to “informal advisory team” Learning from experience from IFC, focus on consulting the sector issue with the specific “technical advisor team” in which the members area identified informally by the CEDEPII project team through their experience in the sector (select only the key experts in the sector who will fruitfully give solid comment)</p>

<p>Impact #2: The <u>competitiveness of Cambodian cassava increases</u> resulting in opening of <u>new markets</u> (geographical and products) and <u>improved pricing of its exports</u></p> <p>KPI:</p> <ul style="list-style-type: none"> • Average prices of exported cassava (chips; starch; ethanol) compared to world prices • Composition of formal exports (by product and by destination) <p>Mean of verification:</p> <ul style="list-style-type: none"> • MoC annual statistics • FAO statistics; ITC Trade Map statistics 	<p>Outcome# 2: A <u>group of cassava processors has been identified</u> and made <u>export-ready</u> and has succeeded in <u>developing competitive exports to new markets.</u></p> <p>KPI:</p> <ul style="list-style-type: none"> • Three new markets have been identified and two visited. Export contracts in two of them have been signed and executed by a several Cambodian processors. <p>SWAp Road Map for Cassava, Outcome #1: Approximately 3 million MT of formal exports of dried cassava chips by 2018</p> <p>Mean of verification: Survey of processors</p>	<p>1. Master framework for sector competitiveness: Capacity development framework for cassava exporters/processor produced and recommended to the government to build up the capacity of the different exporters/processors groups (low, medium, and high), and as well the needed enabling environment</p> <p>1. Information on market and capacity development tool to enhance export readiness of the Cambodia exporters/processor: Specific information on the three new markets identified and how to better negotiate with buyers, to response to quantity and quality requirement generated by the project. All of those knowledge and the associated capacity development package produced and link to the relevant institutions for future replication to enhance the country competitiveness by the government.</p>	<p>Output 1: One (several) groups of processors and collectors (and exporters) is/are identified for in-depth support to strengthen their export readiness. The targets under this outcome are processors and collectors of dried chips.</p> <p>Output 2: SPS survey and CD plan</p> <p>Output 3: SPS plan is implemented</p> <p>Output 4: A survey of environmental risk and mitigation produced and disseminated</p> <p>Output 5: The project helps implement a number of low-cost, economically sustainable remedial solutions to address some of the negative environmental impacts of cassava cultivation among a pilot group of processors (including expansion of crop rotation, proper use of fertilizers, other methods)</p> <p>Output 6: Three new potential markets have been identified by groups of export-ready processors (through direct visits or participation to international buyer-seller markets/trade fairs)</p>	<p>- More detail focus on capacity development for the exporters/processors group with quality: to do so, doing business as usual is not helpful (i.e. build capacity, and send the exporters/processor group to market, and expect the market linkage is build). The new proposed strategy is to think reverse, the project should focus more resources in un-packing more challenges after sending the beneficiaries group the market, more detail capacity development plan will be produced after the business mission, and more customized support provided from the project to ensure the market linkage is built.</p> <p>- Cost saving on capacity development: roll out the general capacity development in the areas related to export (ex. export procedure, why quality of product matter, barrier for export, export term, behaviors/communication for export success, etc) by sharing knowledge from the local experts from private sector, IFC, etc.</p>
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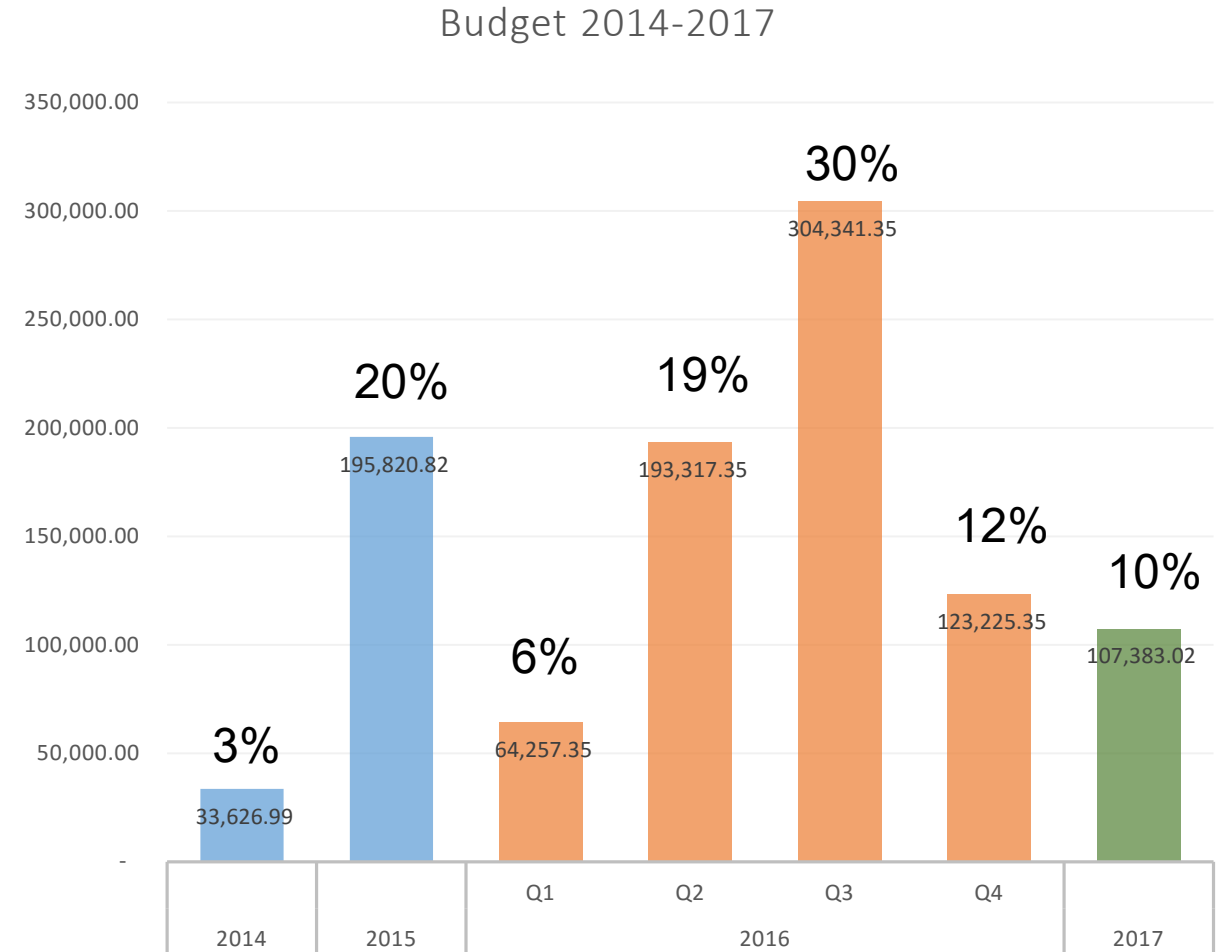
Suggestion for changes

- Output 1: Formal working group
 - Informal working group
- Output 3: the current ISC standard for cassava are reviewed and updated
 - Product quality manual
- Focus more capacity building after trade missions
 - On-going support to implement the contract
- Saving cost from mobilizing experts
 - Share lessons learned of export promotion
 - Support government officials to engage and implement project activities

6). Project Delivery plan

Three aspects:

- Mobilization of qualified experts or consultants
- Commitment and active participation of private sector
- Support and political will of the government to address facing challenges





Thank you!!!

