

Annex I

Kingdom of Cambodia Nation Religion King

Ministry of Agriculture, Forestry and Fisheries Cambodia Agricultural Sector Diversification Project IDA Credit No. 6366 KH

TERMS OF REFERENCE

Individual Consultant for Recipient end of Project Implementation Completion and Results Report (R-ICR) (Ref. MAFF-CS-49)

Post Title : Individual Consultant for Recipient end of Project Implementation Completion and Results Report (R-ICR)
Project Title : Cambodia Agricultural Sector Diversification Project (CASDP)
Duty station : Phnom Penh, Cambodia
Level : National Consultant
Mode of Contract: Lump Sum Contract (60 working days)
Duration : 60 days lump-sum output based and expected to be completed by June 30, 2026
Supervisor : Project Director of CASDP

I. Project Background

1. The CASDP is a project to support the implementation of the Government of the Kingdom of Cambodia's initiatives to enhance market opportunities through an inclusive, beneficiary-led, market-driven approach, leading to enhanced competitiveness and increased capacity to manage climate risks. The Project Development Objectives (PDOs) are to facilitate the development of diversified agricultural value chains in selected geographical areas in Cambodia and to provide an immediate and effective response in case of an eligible crisis or emergency. The project aims to support (i) facilitating integrated agribusiness investment; (ii) investing in farm-level organizations and farm productivity; (iii) expanding value chain linkages; (iv) stimulating agribusiness innovation; (v) investing in critical public goods which provide the supportive environment; and (vi) identification and provision of key economic infrastructure to remove constraints to diversified agriculture development.

2. **Key results of the Project (PDO Indicator):** (a) increase in the volume and value of gross sales at benefiting farms (percentage); (b) increase in the value of gross sales of benefiting agribusinesses (percentage); (c) share of non-rice production area of participating farmers. The main beneficiaries of the project are: (i) farmers in selected project regions, both rural and peri-urban; (ii) agribusinesses (entrepreneurs and workers) participating in identified value chain development; (iii) general population in rural project areas; and (iv) project implementing agencies (IAs) at the national and sub-national levels.

3. **Project Components.** The CASDP comprises the following five Components: (a) Enabling Agriculture Diversification; (b) Supporting Public Infrastructure; (c) Improving Agriculture Information Systems and Quality Control Management; (d) Project Management, Coordination, and Monitoring and Evaluation; and (e) Contingent Emergency Response.

4. **Component 1: Enabling Agriculture Diversification.** Component 1 uses a holistic value chain approach that is market and demand driven to build diversified competitive value chains, in which POs and their members can access rewarding domestic and international markets, and SMAs (such as aggregators, processors, input suppliers, distributors, wholesalers) can have access to better quality raw material on a consistent basis, while increasing their absorptive capacity and achieving the quality standards that the markets require. This component is competitive and mostly private sector driven, with the Government having mainly a facilitating role, while providing certain market-linked agricultural extension services (in which it has a comparative advantage) leading to the adoption of new technologies

to increase productivity and to enhance resilience to climate risks. The farmers' POs and SMAs will be in a position to determine the type of services and infrastructure and the delivery mechanisms that responds to their needs.

5. **Component 2: Supporting Public Infrastructure.** The component supports government/public actors providing demand-driven, improved infrastructure, such as rural roads and higher-order irrigation infrastructure, for which private sector services are generally not available or accessible. These include off-farm irrigation infrastructure and rural market access roads, identified by the stakeholders in the approved DPLs under Component 1, to improve the PO's ability to diversify crop production through improved and on-demand water availability and transport produce to the markets in an efficient manner that speeds up delivery and minimizes losses. The component will also finance consulting services for design and construction supervision. Removing bottlenecks for productive investments and the provision of public infrastructure is also part of the proposed project's efforts to facilitate MFD intervention by private sector stakeholders.

6. **Component 3: Improving Agriculture Information Systems and Quality Control Management.** The objective of Component 3 is to strengthen foundational knowledge, data analysis capacities, and regulatory delivery systems within the public sector and their implementation and enforcement. These will contribute to broad and transparent knowledge and improved decision making of public sector and private actors, with impacts reaching beyond the supported farmers, POs and SMAs. Agriculture information and quality management systems will benefit direct stakeholders as well as farmers, POs, and SMAs that operate in areas not included in the project communes and provinces. The component will also fund analytical and policy advisory work to guide government investments in support of agriculture sector development.

7. **Component 4: Project Management, Coordination, and Monitoring and Evaluation.** As the lead executing agency (EA), the MAFF will be responsible for overall project management/coordination and for the implementation of all four components. The MAFF will closely cooperate with the technical units of the MRD and MOWRAM as implementing partners that will take responsibility for the construction of rural infrastructure. Support will be provided for the establishment of a MAFF-led project coordination and implementation unit and supported by the Secretariat of the Technical Working Group on Agriculture and Water (TWGAW). The establishment of a high-level Steering Committee is envisaged to advise on and deal with emerging cross-sectoral issues. The details are elaborated in the POM.

8. **Component-5: Contingent Emergency Response Component (CERC).** The objective of the contingent emergency response component, with a provisional zero allocation, is to allow for the reallocation of financing to provide immediate response to an eligible crisis or emergency, when/if needed. In response to the COVID-19 pandemic, RGC instigated the Contingency Emergency Response Component (CERC) with the support of the World Bank to support households negatively affected by the pandemic. The following output indicators were planned and fully completed and delivered of planned inputs to CERC beneficiaries by December 31, 2022. The outcomes of CERC completion are as follows: (i) Horticulture Production: vegetable inputs were delivered to 3,396 households equal to 100% of the plan. (ii) Net-house 240 sets with agriculture inputs were installed and delivered CERC beneficiaries as planned. (iii) Aquaculture Production: Fish-raising inputs of 1,605 sets and frog-raising inputs of 534 sets have been delivered to 2,139 households equal to 100% of the plan. Poultry Production: chicken raising inputs corresponding to 2,929 sets were planned for delivery to 5,858 households. By 28 February 2023, 100% of all the planned inputs were delivered.

II. Project Geographical Area

9. The CASDP geographical coverage includes 18 provinces and the capital: Battambang (BAT), Siem Reap (SRP), Preah Vihear (PVH), Stung Treng (STG), Rattanakiri (RAT), Mondulkiri (MDK), Kratie (KRT), Tbong Khmum (TKM), Kampong Cham (KPC), Kampong Chhnang (KCH), Kampong Speu (KSP), Kandal (KDL) plus Phnom Penh (PNP). Additional five provinces have been included during the project restructuring in December 2024, namely Banteay Meanchey (BMC), Oddor Meanchey (OMC), Pursat (PUR), Kampong Thom (KPT) and Takeo (TAK) provinces and other provinces with the potential ACs.

III. Objectives of the Assignment

10. The objective of the assignment is to carry out the Recipient End of Project Implementation Completion and Results Report (R-ICR) . It specifically assesses the relevance of project development objectives (PDOs), the project's efficacy in achieving the stated objectives, the operation's efficiency, the sustainability of result achieved, lesson learnt and recommendation. The R-ICR's findings will inform the Bank's Implementation Completion and Results Report (ICR).

11. ***The relevance of the project development objectives*** is the extent to which the project development objectives are consistent and relevant with the government's policies and the World Bank's Country Partnership Framework.

12. ***The efficacy of the project*** is basically financial and economic assessment, the extent to which the project's development objectives and outcomes were achieved or are expected to be achieved, and that the achievement is attributable to the activities or actions supported by the project.

13. ***The efficiency of the project*** is the extent to which resources and inputs are economically converted to results. In other words, it is whether or not the costs involved in achieving the operation's objectives were reasonable in comparison with both the benefits and with the recognized norms such as "value for money". Both economic analyses and aspects of design and implementation may be brought to bear in the assessment of efficiency, as relevant. For the economic analysis, the Net Present Value (NPV) that was calculated at appraisal in the Project Appraisal Document (PAD) should be re-estimated at completion. For design and implementation, aspects that either contributed to or reduced efficiency e.g. delays in implementation of key activities, frequent staff turnover, procurement issues and delays, cost overruns, and planned vs. actual project timeframe, should be assessed.

14. ***Sustainability and Capacity Enhancements*** pertain to the identification of key issues and challenges affecting the sustainability of the project's results, and preparation of concrete recommendations taking into account key lessons learned and achievements.

15. ***Lessons Learn and Recommendations*** are drawn on the analysis of earlier sections which briefly present the most significant positive and negative lesson from the project's experience. These lessons need to be reflected in the arrangements in the post-completion phase, follow-up operations, and/or in any other next steps. R-ICR also recommends which of the lessons have general applicability for similar operations in the subsector, the country, or other countries.

16. ***Main Tasks.*** The consultant will carry out the following tasks, in close consultation with CASDP project management, project staff, consultants, implementing agencies, technical service providers (TSPs), and relevant technical departments under MAFF and PDAFF. In order to ensure efficient and effective delivery of planned activities and deliverables, she/he needs to prepare in advance the evaluation approach, tools and work plan for the assignment (including key meetings and workshops) to ensure effective participation of project staff, beneficiaries and stakeholders at all levels. The R-ICR report is expected to comply with Financing Agreement, PAD and POM. The focus should be more on assessing the following five elements of the M&E: i) relevance, ii) efficacy, iii) efficiency, iv) impact and (v) sustainability of the innovation, replication and up-scaling of the project performance. The report should also evaluate the performance of the project's components in supporting the implementation process of the project to draw appropriate lessons.

17. To the extent possible, R-ICR should provide quantitative data to substantiate these assessments (evidence-based) and lessons learned should be clearly identified. The R-ICR consultant will thus review the overall status of implementation of the project, and the progress made towards the achievement of PDO indicators and IRI, as defined in RFM. As a result, the R-ICR consultant is required to coordinate and lead in the:

- Analysis of the progress that has been made towards achieving the objectives of the project, as indicated in RFM and IRI;
- Review and documentation of the physical implementation achievements in terms of planned output targets by components;

- Collaboration with the consulting firm implementing the project baseline and endline survey to formulate the evaluation methodology. This includes a sampling frame, questionnaires and survey tools, as well as guidelines (forms) of data collection and analysis/evaluation for the preparation of a standard project completion report;
- Present the evaluation methodology during an orientation session with project staffs and stakeholders on the methodology and guidelines, assess the cultural/social appropriateness of the project including safeguard, good governance and gender equity; analyze the level of participation and level of satisfaction of beneficiaries;
- Assess the achievements of the project's expected outcomes and their impacts towards meeting the PDO. This includes a thorough review of project achievements including using M&E database and reports as well as other data or information for the comprehensive evaluation of the project's results.

18. **Reporting requirements.** Reports are expected to be written in standard English and a summary in Khmer. The reports and plans are subject to final approval and acceptance by CASDP management.

19. **Deliverables.** The Consultant will produce the following outputs.

Key Deliverables	Proposed Activities	Estimated Working Days	Payment Schedule
Deliverable - D1	Document Review	8	10%
	Design/Inception Report with detailed methodology, data collection tools, stakeholder engagement strategy, and work plan	8	
Deliverable - D2	Presentation of IR and acceptance.	4	40%
	Field Works and Stakeholders Consultation	15	
	Data Collection, Analyzing, Interpreting and Deriving insights from clean and validated data	8	
	Draft Reports of the (Project Completion Report)	8	
Deliverable - D3	Final Draft of Report and Presentation	4	30%
	Finalization of the Report following the CASDP management recommendations	4	
Deliverable - D4	Submission of the Final Reports and Approval from the CASDP management	1	20%
Grand Total		60	100%

20. The payment will be made to the Consultant upon satisfactory completion of each deliverable, certified by the CASDP Project Manager and approved by the Project Director.

21. **Consultant Requirements.** The Consultant is required to submit a detailed proposal as follows:

- Consultant background including detailed Curriculum Vitae supported with previous experience on similar assignment, current photograph (passport size) and three referees.
- Fees for the services with the support of previous contracts experiences.

22. **Skills and Qualifications.** The ideal consultant shall have:

- a) Master's degree or doctorate relevant to agricultural development and natural resources management, economics, rural community development, and/or statistics and sociology,
- b) Experience in the design and implementation of surveys on food security, agriculture development, and market networks,
- c) Extensive experience in conducting similar evaluations using both qualitative and quantitative tools,
- d) Minimum of 5–7 years of experience in agriculture and rural development projects and in value chain development, economic development projects/programs,
- e) Proven track record working with governments, international development agencies (e.g., FAO, IFAD, World Bank, NGOs, or private sector projects in similar contexts,

- f) Experience in project planning, implementation, monitoring and evaluation (M&E), and capacity-building in rural settings.
- g) Excellent verbal and written communication in English and Khmer language.

23. **Location, Duration and Other Matters**

- The duty station will be in office of CASDP project at the Ministry of Agriculture, Forestry and Fisheries (MAFF).
- The Consultant will work for 60 days from the date of signing the contract including travel times.
- The Consultant is expected to start the work as soon as conveniently possible, and no later than January 2026.

24. **How and where to apply.** Interested individual consultants are required to submit the Letter of Expression of Interests, CVs, Proposal with detailed work plan, timeframe, and financial budget by soft or hard copies to the address mentioned below:

- The Ministry of Agriculture, Forestry and Fisheries (MAFF), No. 200, Norodom Blvd., Sangkat Tonlé Bassac, Khan Chamcarmon, Phnom Penh, Cambodia.
- Email: To : sophoan.srey@gmail.com
CC: finan_khim@yahoo.com
sophoeun_nop@yahoo.com

Attachment A: Project Results Framework and Monitoring

RESULTS

COUNTRY: Cambodia
Cambodia Agricultural Sector Diversification Project

PDO Indicators by PDO Outcomes

Increased revenues/profitability and diversified agriculture production								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Result	Month/Year	Result	Date	Result	Date	Result	Month/Year
1. Increase in the value of gross sales at benefitting farms (Percentage) (Percentage)	0.00	Jun/2018	30.31	30-Jun-2025	30.31	31-Jul-2025	30.00	Jul/2026
	Comments on achieving targets		Achieved Data collected in December 2024 from 930 out of 1,276 farmers across 21 DPLs (sampled from 26 DPLs currently being implemented) shows a 30.31% increase in total gross sales value compared to the baseline year 2022. This outcome level indicator is measured annually, and the next data collection will take place in July and December, with the results reported accordingly. Year 7, Actual 30.31; Year 7, Target 30					
1.a. Increase in the value of gross sales at benefitting female owned farms (Percentage)	0.00	Jun/2018	54.39	30-Jun-2025	54.39	31-Jul-2025	30.00	Jul/2026
	Comments on achieving targets		Achieved. Of the 930 farmers for whom data was collected, 461 (49.67%) operate female-owned farms (FOFs). Data from December 2024 shows that the gross sales value of FOFs increased by 54.39% during the implementation period compared to the baseline year of 2022. This outcome level indicator is measured annually, and the next data collection will take place in July and December, with the results reported accordingly. Year 7, Actual 54.39; Year 7, Target 30					
2. Increased in the volume of gross sale of benefitting farms (Percentage)	0.00	Jun/2018	68.67	30-Jun-2025	68.67	31-Jul-2025	30.00	Jul/2026
	Comments on achieving targets		Achieved Data collected in December 2024 from 930 out of 1,276 farmers across 21 DPLs, sampled from 26 under the current implementation, shows a 68.67% increase in total gross sales volume in 2024 compared to the baseline year of 2022. This outcome level indicator is measured annually, and the next data collection will take place in July and December, with the results reported accordingly. Year 7, Actual 68.67; Year 7, Target 30					
2.a. Increased in the volume of gross sales of benefitting female owned farms (Percentage)	0.00	Jun/2018	39.84	30-Jun-2025	39.84	31-Jul-2025	30.00	Jul/2026
	Comments on achieving targets		Achieved Of the 930 farmers for whom data was collected, 461 (49.67%) operate female-owned farms (FOFs). Data from December 2024 shows a 39.84% increase in the gross sales volume of FOFs in 2024 compared to the baseline year of 2022. This outcome level indicator is measured annually, and the next					

			data collection will take place in July and December, with the results reported accordingly. Year 7, Actual 39.84; Year 7, Target 30					
3. Increase in the value of gross sales of benefitting agribusinesses (Percentage)	0.00	Jun/2018	61.43	30-Jun-2025	61.43	31-Jul-2025	30.00	Jul/2026
	Comments on achieving targets		Achieved All 67 agribusinesses (including SMAs, traders, etc.) that signed letters of intent (LOIs) with 23 ACs were surveyed. The gross sales of these 67 agribusinesses increased by 61.43% in 2024 compared to 2022. This outcome level indicator is measured annually, and the next data collection will take place in July and December, with the results reported accordingly. Year 7, Actual 61.43; Year 7, Target 30					
3.a. Increase in the volume of gross sales of benefiting female owned agribusinesses (Percentage)	0.00	Jun/2018	48.48	30-Jun-2025	48.48	31-Jul-2025	30.00	Jul/2026
	Comments on achieving targets		Achieved Data collected from all 28 female-owned agribusinesses (FOAs), representing 42% of the 67 agribusinesses (including SMAs, traders, etc.) that signed a letter of intent (LOI) with 23 ACs, shows that the gross sales of these 28 FOAs increased by 48.48% in 2024 compared to baseline (2022). This outcome level indicator is measured annually, and the next data collection will take place in July and December, with the results reported accordingly. Year 7, Actual 48.48; Year 7, Target 30					
4. Share of non-rice production area of participating farmers (Percentage)	0.00	Jul/2018	54.78	30-Jun-2025	54.78	31-Jul-2025	65.00	Jul/2026

Intermediate Results Indicators by Components

Component 1: Enabling Agriculture Diversification <small>Revised</small>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Result	Month/Year	Result	Date	Result	Date	Result	Month/Year
7. Beneficiaries reached with financial services (Number)	0.00	Jul/2018	9,957.00	30-Jun-2025	10,605	31-Jul-2025	17,000	Jul/2026
7.a. Number of SMAs with a line of credit. (Number)	0.00		14.00		38		40.00	
7.b. Number of female-owned SMAs with a line of credit. (Number)	0.00		9.00		28		16.00	
7.c. Percentage of previously unbanked adults reached with transaction accounts - female. (Percentage)	0.00		77.89		79.01		60.00	
	0.00	Jun/2018	39.00	30-Jun-2025	47	31-Jul-2025	100.00	Jul/2026

Revise 6. Number of business plans under implementation (Number)	Comments on achieving targets		Revised End Target 100. The project now targets fewer yet larger ACs for greater impact and efficiency, still serving 17,000 beneficiaries.					
6.a. Number of nutrition sensitive business plans under implementation (Number)	0.00		31.00		34		20.00	
Revise 5. Number of diversification plans submitted and evaluated (Number)	0.00	Jun/2018	80	30-Jun-2025	86	31-Jul-2025	130.00	Jul/2026
	Comments on achieving targets		Revised End Target 130. Focused on fewer, larger ACs to improve impact and efficiency, while continuing to serve 17,000 beneficiaries.					
8. Beneficiaries that feel project investments reflected their needs (Percentage)	0.00	Jun/2018	97.20	30-Jun-2025	97.86	31-Jul-2025	75	Jul/2026

Component 2: Supporting Public Infrastructure

Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Result	Month/Year	Result	Date	Result	Date	Result	Month/Year
9. Area provided with new/improved irrigation or drainage services (Hectare(Ha))	0.00	Jun/2018	131.00	30-Jun-2025	381	31-Jul-2025	12,000	Jul/2026
9.a. Area provided with improved irrigation or drainage services (Hectare(Ha))	0.00	Jun/2018	46.00	30-Jun-2025	46	31-Jul-2025	10,000	Jul/2026
9.b. Area provided with new irrigation or drainage services (Hectare(Ha))	0.00	Jun/2018	85.00	30-Jun-2025	335	31-Jul-2025	2,000.00	Jul/2026
10. Roads rehabilitated (Kilometers)	0.00	Jun/2018	93.29	30-Jun-2025	93.29	31-Jul-2025	250	Jul/2026
10.a. Roads rehabilitated - rural (Kilometers)	0.00	Jun/2018	93.29	30-Jun-2025	93.29	31-Jul-2025	250	Jul/2026

Component 3: Improving Agriculture Information Systems and Quality Control Management

Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Result	Month/Year	Result	Date	Result	Date	Result	Month/Year
11. Number of users of agriculture information system (Number)	0.00	Jul/2018	8,221	30-Jun-2025	8,221	31-Jul-2025	10,000	Jul/2026
12. Users satisfied with information quality (Percentage)	0.00	Jul/2018	97	30-Jun-2025	97	31-Jul-2025	65.00	Jul/2026

13. Number of producers and processers trained in GAP implementation rules (Number)	0.00	Jul/2018	1,210	30-Jun-2025	1,531	31-Jul-2025	3,000.00	Jul/2026
13.a. Number of producers and processers (staff) trained in GAP, GAHP and GMP implementation rules - Female (percentage) (Percentage)	0.00		29		32		40.00	
14. Number of quality controls confirmed GAP compliance (Number)	0.00	Jul/2018	100	30-Jun-2025	100	31-Jul-2025	150.00	Jul/2026
Component 4: Project Management, Coordination, Monitoring & Evaluation								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Result	Month/Year	Result	Date	Result	Date	Result	Month/Year
15. Percentage of complaints solved by the Grievance Redress Mechanism of the project (Percentage)	0.00	Jul/2018	100.00	30-Jun-2025	100.00	31-Jul-2025	90.00	Jul/2026

Table 1: Tasks and Organizational Structure (Format) of the Project Completion Report (R-ICR)

Section I	Basic Data	Includes responsible EA/IAs, financial information, procurement, environmental and social impact assessment, Gender, knowledge management and communication. Normally captured directly from POM.
Section II	Project Performance Assessment	
	Relevance	Covers both the relevance of the project development objective (PDO) as stated in the result framework monitoring (RFM) of the project, and the relevance of project design to achieve this objective from design/approval to completion as well as to the pentagonal strategy of the Government of the Kingdom of Cambodia (GKC).
	Efficacy	Evaluates the extent to which the project achieved (or is expected to achieve) its stated results, i.e. the intended set of outcomes of PDO and IRI indicators.
	Efficiency	Measures how well the Project used resources in achieving its outcomes.
	Impact	Measure the immediate impact of the project supports
	Innovation, Replication and Up-scaling	The first WB-funded project in Cambodia, linked with a grant, a loan, and infrastructure support for agricultural value chains
	Sustainability and exit strategy	Consider the extent to which the project has addressed risks during implementation and put in place mechanisms to ensure the continued flow of benefits after project completion related to the institutional, technical and financial contexts. This also addresses gender and inclusion as separate criteria in project performance and sustainability assessments.
Section III	Performance of Stakeholders	Assessment of the performance of EA and IAs, TSPs, PFIs, consulting firms, line departments-MAFF, PDAFF FP, ACs/POs using both qualitative and quantitative information as available.
Section IV	Key Lessons Learned & Recommendations	Indicate what factors ‘from project experience’ should be considered in forming future actions - The recommendations should be specific, feasible, “monitorable” and cost-effective.
Section V	Overall R-ICR Rating	Based on the average rating of the five key R-ICR dimensions (Relevance, Efficacy, Efficiency, Impact and Sustainability).
Section VI	Conclusion	The successful completion of this project marks a significant achievement in meeting the outlined objectives, delivering expected outcomes, and adhering to defined timelines and budgets by identifying: <ul style="list-style-type: none"> - A brief recap of project goals and whether they were achieved, - Summary of project success or key achievements by each comment, - Summarize the appropriate lessons learned. - Ties project results, objectives and suggests improvements for future projects,