

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), Thbong 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 ^{Revised} | | | | | | | | |
|--|----------|------------|-------------------|-------------|------------------|-------------|----------------|------------|
| 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 processors 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 processors (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, PDAPP 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 | <p>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:</p> <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, |