

# FLD in Action 2014

## Annual Report



FLD ជួយអ្នកដោះស្រាយសន្តិសុខស្បៀង និងប្រាក់ចំណូល  
Secure Your Food and Income



កសិករចម្រុះ ខ្នងកែវ កេងកង  
ទៅទីផ្សារដើម្បីលក់ ប្រុសកេងកង ខេត្តបាត់ដំបង



# FLD in Action 2014 Annual Report

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## Highlights from Executive Director

FLD/LDP has extended its support services and assistance to 14239 target households (2862 female-headed households) during 2014 after withdrawal support from other areas. FLD/LDP has implemented in 8 provinces, 29 districts, 77 communes, and 351 villages.

Some of the achievements of 2014 include providing training to over 7,000 households through several donor-supported projects. Training included farming techniques such as vegetable gardening, raising pigs, chickens and fish as well as nutrition education sessions and vocational skill training.

Much of LDP's work has been supported by FLD's other business centers. Tunkaksekor (TKK) provided USD409,460 in loans to 1,167 farmers in order to support the improvement of their income generation activities. Skill, Knowledge and Inspiration for Life (SKIL) provided support for 386 of LDP's training sessions. Finally, Khmer Farmer Products (KFP) was able to continue helping 24 families bring their produce to market.

Throughout 2014 LDP has worked towards achieving the milestones set out in the FLD Strategy Paper (January 2013 - December 2015). This report covers the activities, achievements and areas of improvement from 2014 as well as LDP's current financial position.

Successes of FLD outlined in this review, would not be possible without our Board of Directors, especially partners and donors. Their support, understanding and advice means that we can give Cambodia's disadvantaged farmers and their family real support and on behalf of them, FLD is honored to highly present our deep gratitude to all partners and donors whose name listed in this review and that their intended missions are being realized for sake of the better world.

**Sok Somith**

## **LIST OF ABBREVIATIONS**

<b>AC</b>	Agriculture Cooperative
<b>CALAC</b>	Climate Adaptive Livelihood of Agriculture Community
<b>CNP</b>	Community Nutrition Promoter
<b>EFAP</b>	Emergency Food Assistance Project
<b>EXCEL</b>	Eliminating Exploitative of Child Labour
<b>FLD</b>	Farmer Livelihood Development
<b>HC</b>	Health Center
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FSNI</b>	Food Security and Nutrition Initiative
<b>IGP</b>	Income Generating Project
<b>IYCF</b>	Infant and Young Child Feeding
<b>KFP</b>	Khmer Farmer Product
<b>KHR</b>	Khmer Riel
<b>LDP</b>	Livelihood Development Program
<b>MALIS</b>	Improving Food Security and Market Linkages for Smallholders
<b>NGO</b>	Non-Governmental Organization
<b>SHG</b>	Self Help Group
<b>SB</b>	Social Business
<b>SKIL</b>	Support, Knowledge & Inspiration for Life
<b>TKK</b>	Tunkaksekor
<b>TOT</b>	Training of Trainer
<b>USD</b>	United State Dollar
<b>USAID</b>	United State Aid Development
<b>USDOL</b>	United State Department of Labour
<b>VSLG</b>	Village Saving and Loan Group
<b>VHSG</b>	Village Health Support Group

## **ACHIEVEMENTS**

FLD has precisely developed two streams of rural support as guided by the Board of Directors and with concrete strategic directions to “concentrate on the sustainability of its institutional capacity and financial viability to serve its target beneficiaries, along with a market oriented approach, which is integral to the development of this NGO’s key aim to alleviate rural poverty. At the same time, FLD will focus on the economic sustainability of its social mission in the rural community”.

The first stream has provided direct technical and material supports to rural poor through the Livelihood Development Program (LDP). LDP has implemented eight projects featuring on food security and nutrition, income generation or rural self-employability, local institutional development to raise farmers’ voice to gain better support services for farming techniques and marketing of farm produce, and climate resilience for livelihood activities. During 2014, LDP has implemented in 8 provinces, 29 districts, 77 communes, 351 villages, and 14239 (2862 female headed households) households have benefited.

The second stream has provided indirect support to rural beneficiaries through the FLD’s Social Business (SB) which has been managed under support of FLD to address rural hardship from the market perspective. The SB has complemented efforts put by LDP for continuing support of rural households beyond the project life. A current growth of SB has positively impacted on LDP beneficiaries and other farmers nationwide.

In ending of 2014, there are 71 (26 female) staff members who have been working in all offices. This number had decreased from 75 people in 2013 because of a few projects had been completed, and the partnership approach which has been adopted and as result a few staff members have been successfully accommodated by new projects during the year.

Regarding with an overall management, FLD’s Board of Directors held one meeting to provide directions on implementation of FLD’s strategic milestones. Two management committee meetings were held to solve management issues in addition to a series of task force meetings and a management best practice was held in Koh Kong in December 2014 to develop good practices for project implementation and mechanism for fund raising. Regarding the FLD’s SB, three social enterprises conducted four quarterly meetings to review on progress and share possible solutions to cope with market challenges for farm produce and training services for farmers. Report of SB is separately prepared. These above activities are vital to keep FLD’s overall directions in a good track and in needs responsive.

The aim of the FLD’s Livelihood Development Program (LDP) is “For poor rural households (farmers, women and children) to consistently secure their income and food supply”. In order to support this aim LDP works on donor-funded projects which focus on:

1. Increasing food security.
2. Improving income generation abilities.
3. Helping farmers gain better access to support services for farming techniques and getting farming produce to market.
4. Climate change adaptation to create sustainable livelihoods.

*Milestone 1: Maintain FLD’s focus on livelihood development, especially in agriculture, by working directly with farmers*

For the reporting period, the Livelihood Development Program has been implementing the following projects to contribute to the achievement of the first milestone.

**Project: EXCEL (Eliminating eXploitative Child Labor through Education and Livelihood)**  
**Donors:** US Department of Labor and World Vision Cambodia  
**Duration:** 28 December 2012 – 30 November 2016  
**Target areas:** Battambang, Pursath, Kampong Cham and Siem Reap province.  
**Project Aim:** EXCEL aims to reduce child labor in agriculture, fishing, aquaculture, domestic service and other sectors. The project will achieve this by increasing access to quality education and training, connecting with social protection programs and promoting sustainable livelihoods for households. This will help families overcome dependence on their children working to survive.

**Achievements in FY14:**

- The project selected and provided technical skill training and some materials to 747 beneficiaries (154 youths and 593 adults). The agricultural training which was offered included home gardening, chicken and fish rearing. Vocational training of beauticians, motorbike mechanics and seamstresses was also offered (See Table 1).
- Vocational training was offered to 67 youths. Of the 67 participants, 15 are now earning about 500 – 8,000 Riel/day through private sector activities.
- Four exposure visits were organized, for 97 people, to Pusat and Battambang for beneficiaries from Kham, Siem Reap and Battambang.
- 55 families were provided support to dig ponds for home gardening and fish rearing.

**Table 1:** Households using skills learned through training and the resulting estimated monthly income.

Income generation activities	Number of Households	Number of Youths	Estimated monthly income (USD)
Home gardens	191	23	50 – 80
Commercial gardens	25	7	400
Fish rearing	56	26	50 – 100
Chicken rearing	346	38	80 – 150

## Case Study

Mrs In Keng, 42 years old, lives with her husband Mr Ly Lok and their four children in Roeul village, outside of Siem Reap. Her main income was generated through rice farming and migrating to the Cambodia-Thai border to work on the rubber tree plantations. When she migrated to the border, her children would go with her, so they were unable to attend school during this time.



Mrs Keng tending to her garden

She explained that: *“I did not have enough money to spend for food, paying for doctor when the family member got sick, and sending the children to school. Some of the children have to take off school to help support the family’s income generation.”*

Mrs Keng joined the EXCEL project in February 2014, when she received technical training in home gardening as well as materials to support her in setting up her vegetable garden. Using the techniques she was taught, she is now planting various crops such as cucumber, long bean and bitter goat on 520m<sup>2</sup>. Part of the training included drip irrigation methods, which she has implemented due to the limited availability of water in the area. Mrs Keng also decided to take a loan from the Vision Fund of 500,000 Riel (approx. USD125) to purchase additional materials.

After the first 40 days she was able to start selling her produce, and up to November 2014, she had generated 2 million Riel (approx. USD500) in income. Mrs Keng was able to pay off her debt and is now supporting her family. This additional, consistent income has allowed Mrs Keng to send her children to school on a more regular basis. As she explained: *“since I have participated with FLD-EXCEL project, the livelihood of my family is better that I can have money for spending on medical care, food consumption, support children to school, and stop migrating to the border.”*

Mrs Keng is now seen as a role model farmer in the village and neighbors ask her about her farming techniques.

**Project: CALAC (Climate Adaptive Livelihood Agriculture Community)**

**Donor:** Cambodia Climate Change Alliance (CCCA)

**Duration:** 1 January 2013 – 31 March 2014

**Target areas:** Moung, Koh Krolor and Thmor Kol Districts of Battambang Province

**Project Aim:** *“improve sustainable livelihood options by enhancing adaptation and resilience to drought and flooding in vulnerable villages in Thma Koul, Moung Ruessei and Koas Krala districts in Battambang Province.”*

#### **Achievements in FY14:**

- 15 demonstration home gardens were set up and utilized as farmer field schools to train interested households.
- Six demonstration commercial farms were set up and utilized as farmer field schools.
- 54 farmers and families participated in learning from the farm field schools.
- 20 farmers participated in a four-day study tour to learn about climate resilient farming such as lobster and fish rearing as well as techniques such as crop rotation and Agriculture Cooperatives in Kampot and Kep provinces.

#### **Project: IGP5 & IGP6 (Income Generation Project)**

**Donor:** Kumamoto Himawari Foundation

**Duration:** 15 February - 31 July 2014

**Target areas:** Siem Reap

**Project Aim:** IGP is a series of income generating projects designed to provide poor farmers with convenient access to micro-financial services (Village Savings and Loan Groups) which are established and managed by the farmers themselves. Income earning activities, which require start-up investment capital to improve the chances of success, are also supported.

#### **Achievements for FY14:**

- 10 Demonstration home gardens were set-up over 500m<sup>2</sup>.
- 10 Field Day Events were organized by SKIL and attended by 350 farmers.
- 40 families received loans in the amount of USD300.
  - o 35 families used it to improve their pig and chicken rearing operations.
  - o One family used it to improve their grocery store.

#### **Project: IGP7 (Income Generation Project)**

**Donor:** Kumamoto Himawari Foundation

**Duration:** 17 February 2014- 16 February 2015

**Target areas:** Siem Reap

**Project Aim:** IGP7 aims to promote income of IGP beneficiaries and farmers in the area by making supply of quality piglets and technical assistance to enable them improving and expanding their pig rearing business.

#### **Achievements in FY14:**

The project bought a land of 1.2 hectare to prepare for piglets supply and training center as an expanded initiative from a piloted Piglet Production initiative established by FLD in Svahoul village, Mokpen commune, Pouk district, Siem Reap province with funds of Charities Aid Foundation Australia. The pilot commenced in November 2012 with 4 sows, and generated revenue of US\$650 in its 144 days of operation.

Fifteen (15) sows had been purchased from Battambang province by the project. All sows were transferred to the Training and Piglet Supply Center in Siem Reap in early June 2014. The project built fences around the pig's pen and the construction was also completed in July 2014. SKIL Centre has added four (4) sows into Center to make it nineteen (19) sows and a boar.

There were 18 out of 19 sows have so far produced 114 piglets. The rest one sow could not naturally produce piglets as yet, but now she can get breeding process. 109 piglets were sold at different times and prices as follows with a total of USD5, 665.68 to two IGP members (one bought with 6 piglets and other one bought with 15 piglets) and other community people in the area.

- ✓ First 9 piglets were sold at USD 530.00
  - ✓ Second 25 piglets were sold at USD 1,464.18
  - ✓ Third 28 piglets were sold at USD 1,454.00
  - ✓ Forth 47 piglets were sold at USD 2,217.50
- Total **109** piglets which is equal in price of **USD 5, 665.68**

**Project: FSVP (Fresh and Safe Vegetable Project)**

**Donor:** Kumamoto Himawari Foundation

**Duration:** 1<sup>st</sup> May 2014- 30<sup>th</sup> April 2015

**Target areas:** Siem Reap

**Project Aim:** To better address needs for fresh and safe vegetables of consumers in Cambodia”.

**Achievements in FY14:**

Out of 135 families to be targeted, 38 had been trained on commercial gardening techniques and had prepared their garden. Amongst them 13 families have already harvested their vegetable products and sold to local markets through the project and made income at 44,830,400 KHR = \$11,207.60 in total. Other members have grown vegetables would sell their harvested ones in coming months. A growing number of family who wanted to grow vegetables, is observed to increase, although it is slowly achieved against with the planned outputs. The business on vegetable product is short durable and obvious being competitive in terms of quantity of supplies, time, and regularity of supply. Both farmers and the project staff are new to this business nature. They both need more times to learn and get in with the business environment before they can prosper.

**Project: MALIS (Improving Food Security and Market Linkage for Small holders)**

**Donors:** Food and Agriculture Organisation United Nations (FAOUN)

**Duration:** 1 March 2013 – 31 January 2014

**Target areas:** Kulen and Chey Sen District of Preah Vihear Province

**Project Aim:** Boosting agricultural productivity, incomes, nutritional status and financial resilience of vulnerable smallholders.

**Achievements in FY14:**

- NGO Staff in each district were orientated regarding the project’s second phase and they worked together to develop detailed implementation plans.
- Two Orientation Days were organized, one in each district covering 16 villages, for Community Nutrition Promoters (CNP) in villages in Phase One of the project.
- 16 Community engagement meetings were hosted to select mothers and caregivers for children aged 5-18 months as well as pregnant women for Infant and Young Child Feeding (IYCF) training in Phase One villages (16 villages).

- 112 Nutrition education sessions were organized on IYCF for mothers/caregivers and 1,487 mothers/caregivers participated.
- 32 mothers/caregivers experience sharing meetings were conducted and 259 mothers/caregivers participated.
- Through the project, LDP has found that cooperation with relevant departments of the Provincial Health Department helps to accelerate project implementation as the Department has effective communication channels with Health Centers and CNPs.
- It has also been found that IYCF training facilitated by Field Technical Officials is better than CNPs as the community is more interested. IYCF training is effective, but kitchen equipment contributions to mothers and caregivers is essential to motivate them to make porridge for their children and to continue applying the techniques they were taught.

**Project: EFAP (Emergency Food Assistance Project)**

**Donors:** Asian Development Bank (ADB) and Plan International

**Duration:** 16 September 2013 – 31 October 2014

**Target areas:** Oddar Meanchey, Preah Vihear and Takeo

**Project Aim:** EFAP aims to reduce the vulnerability of 10,073 poor households by improving access to sufficient, nutritious food. The project aims to increase the availability of good food, create awareness of hygiene standards and improve access to agricultural inputs and technology while also improving villagers’ ability to gain food security.

**Achievements in FY14:**

**1. Training of Trainers (TOT) and Relay Training Sessions**

LDP worked with Government and other NGOs during training sessions for trainers who were then able to pass the knowledge on to other members of their village. Table 2 shows the different types of training offered and how many villages were in involved.

**Table 2:** Type of training offered to new trainers in villages in Oddar Meanchey, Preah Vihear and Takeo.

Type of Training	No. villages which received Training of Trainers	No. villages which received relay training sessions	People who have applied the techniques (%)
General 4 day Training of Trainers sessions	189	N/A	
Hazard Vulnerability Assessment/Disaster Risk Management for Commune Committees for Disaster Management & Self-Help Groups	28 communes & 68 self-help groups		
Pig rearing	189	189	90
Chicken rearing	189	189	40
Basic Health Care	189	189	30
Nutrition and food preparation demonstration	189	189 (3/village)	50
Fish rearing	189	189	20
Home gardening	178	189	70
Community Led Total Sanitation	189		70

## 2. Self Help Groups (SHGs)

- 68 SHGs received support to:
  - o increase their ability to save money
  - o understand and create Disaster Risk Management (DRM )plans.

## 3. Demonstration farms

Demonstration farms are set-up with the intention of being an open source of information for local farmers to learn about different farming techniques. Table 3 shows the types of demonstration farms and how many have been set-up.

**Table 3:** Demonstration farms were set-up in order for interested farms to come and learn about different types of farming and effective techniques.

Farm Type	Number of Demonstration Farms Set-Up
Chickens	39
Pigs	8
Vegetable gardens	165
Fish Ponds	41

## 4. HVCA/DRM preparedness Plan

- DRM preparedness plans developed in 28 communes

## 5. Input support to farmers

- Vegetable seeds provided to 521 households
- Piglets distributed to 2,386 households
- Chickens distributed to 736 households
- Fingerlings distributed to 231 households
- Fishing nets distributed to 115 households
- Cash incentives, valued at USD25, were distributed to 2,621 households to support toilet construction.

Household surveys will be conducted during early 2015 to determine the impact of the support provided in 2014.

**Project: ECHO-CFRR (Cambodia Flood Response and Recovery)**

**Donors:** ECHO, World Vision Cambodia & Plan International

**Duration:** 1 April 2014 – 30 December 2014

**Target areas:** Battambang, Banteay Meanchey and Oddar Meanchey

**Project Aim:** To rehabilitate WASH facilities to meet SPHERE standards and support restoration of existing livelihood activities of households in selected districts of target provinces that have been affected by the flooding caused by Cyclones Wutip and Nari.

## Achievements:

- FLD conducted a project orientation workshop on 4 April 2014.
- Two enumerator training courses were conducted from 6 to 9 May 2014 for census data collection.
- World Vision Cambodia organized the project start up workshop from 21 – 23 May 2014.
- Two training courses were offered to 60 active youths to support the ECHO-CFRR project implementation. The youths were trained to perform household needs assessments and end-line surveys. They also participated in the beneficiary selection process.
- A baseline survey was conducted from 12 – 15 May 2014. 315 households were interviewed and 28 commune councils were interviewed. The questionnaires aims to determine how many households had been affected by the floods and to identify which would receive help from the project.
- World Vision Cambodia facilitated a cash based programming training session for project and support staff. Cash based programming allows farmers to purchase equipment without the need for cash, thus reducing corruption issues. The farmer is provided with a certificate by ECHO-CFRR which is exchanged for the equipment, the equipment seller can then claim the cash directly from ECHO-CFRR.
- Staff were trained to improve their ability to identify farmer’s needs.
- Farmer’s needs assessments were conducted from 30 June to 10 July 2014.

**Table 4:** Number of households which received training and materials

Area of training	Number of households which received training and coaching	Number of households which received a grant for materials (Female households)
Fish culture	79	79 (54)
Vegetable gardening	112	112 (75)
Chicken rearing	1,074	1,073 (575)
Rice cultivation	510	510 (395)

- Locals were hired to help with fish pond rehabilitation and operation for 79 households.
- A mid-term reflection project workshop was conducted in Siem Reap Town. The workshop was attended by Plan International and Community Leaders where achievements and challenges were shared. Attendees worked together to update the project plan in order to move forward with the remaining action items.
- A Middle Project Management meeting was held at Plan International in the Phnom Penh office. The meeting covered topics of project coordination, planning, monitoring and collaboration with Government Agencies.
- Staff quarterly meeting at Banteay Meanchey town.
- Hosted Marion Cowell, Grant Officer, and Teresa, Finance Officer, from World Vision UK during a field mission. The mission visited Siem Reap and Banteay Meanchey provinces. The goal of the visit was to meet with beneficiaries of the project and various staff and project partners. Further to this a meeting was held in order to

analyze the project and provide suggestions such as developing case studies of good farming practices, creating agricultural livelihood booklets for farmers to use and to host a project handover event.

## Case study

Morn Sarim was a poor farmer living in Kor Koh village, in Battambang Province. At the age of 31, he is married with one son. Sarim has been unable to secure a job, due to his illiteracy. This has impaired his ability to support his family. He explained that: *“I collect used things from villages and sell for income to support my family and pay our debt.”*



Unfortunately the money he makes from scavenging is not enough to feed his family, pay for his son to attend school or cover medical expenses. In 2013, a flood destroyed his family's rice crop and animals. Sarim explained that: *“I was able to harvest only 12 bags of rice”*. This set-back pushed Sarim and his wife to migrate to Thailand, leaving their 4 year old son with his mother. They were only able to stay for 6 months, at which point the Thai authorities forced them to return to Cambodia.

In July 2014, Farmer Livelihood Development (FLD) was promoting their ECHO-CFRR project which was being jointly implemented by World Vision and Plan International, with technical assistance from the Provincial Department of Agriculture and funding from ECHO. Sarim went through the project's selection process and was selected to be part of the project. Project participants were able to choose what type of farming training and materials they would like to receive, rice cultivation, chicken rearing, vegetable gardening or fish rearing. Sarim and his family chose fish culture saying that: *“I was so happy to be selected to benefit from the project. I had always wanted to keep fish for a long time.”*

Through the project Sarim and his family were able to improve their pond and receive training in fish rearing techniques as well as disaster preparedness to cope with floods and droughts. In October 2014, FLD and the Provincial Fishery Administration provided 765 fish fingerlings and 50kg of fish feed to the family. Sarim explained that: *“If it works smoothly, I want to become a supplier in the village and I may take it to the market. Then I don't have to migrate anymore during flooding.”*

***Milestone 2: Develop partnerships with national and international organizations for funding and implementation in the field.***

- FLD has maintained its partnership with World Vision to implement EXCEL and ECHO-CFRR, Plan International to implement EFAP and Food and Agriculture Organisation United Nations to implement MALIS.
- A consortium of FLD, World Vision and Plan International was developed to implement a new project on disaster response.

- A new partnership agreement was entered into with HEKS (Swiss NGO) for a proposal on value chain. The proposal was also joined by two other NGOs, Centre d'Etude et de Developpement Agricole Cambodgien (CEDAC) and Cambodian Institute for Research and Rural Development (CIRD). Unfortunately, it was not successful. The partnership will be maintained for future funding proposals.
- Working with World Vision Cambodia and Plan International, FLD has expanded Cooperative Partnerships with relevant Government Departments in the province of Banteay Meanchey, in addition to our existing target provinces.
- FLD is still a member of Cooperation Committee for Cambodia (CCC) and NGO Forum and have participated in various events and meetings organized by the groups.
- FLD was able to attract an individual donor who has helped supply school materials to poor students in Kampong Cham Province.
- A research partnership with University of Management and Economics in Battambang is under consideration.

*Milestone 3: Integration with FLD's registered business centers, TKK, SKIL, and KFP to improve target beneficiaries' livelihood activities.*

Tunkaksekor (TKK) has been the MFI of choice for LDP projects and continues to provide credit services to clients after the projects are completed. For the last 12 months, TKK has provided loans in the amount of USD409,460.76 to 1,167 farmers to support their income generation activities. The income generating activities include:

- 705 clients are farming pigs, chicken and cows.
- 34 clients are growing vegetables.
- 362 clients are growing rice.
- 20 clients are running grocery stores

Support, Knowledge & Inspiration for Life (SKIL) has provided livelihood skills training to beneficiaries of both FLD projects and external projects.

- Consultancy services offered to FLD partners:
  - Conducted the End-line survey of CALAC project in Battambang with the 205 farmers (102 female) involved in the project.
  - Supported the installation of drip irrigation systems for vegetable growing for IPG6 in Siem Reap for 10 female farmers.
  - Conducted the End-line survey to IGP 5 and 6 in Siem Reap with the 171 households (171 female) involved in the project.
- Consultancy services offered to external partners:
  - Provided training on drip irrigation systems for vegetable growing to HABITAT 39 beneficiaries (22 females).
  - Provided training on Small business and Entrepreneurship to HABITAT 39 beneficiaries (22 females).
  - Provided training on Waste, Water Sanitation and Hygiene to HABITAT 39 beneficiaries (22 females).
  - Provided training on Community-Based Enterprise Development (C-BED) and Value Chain to 27 beneficiaries of Samaritan Purse (9 females).

KFP is still working with producer groups such as banana chip production groups, honey harvesters and vegetable producers to provide technical support in terms of quality

improvement and packaging. It's currently providing support to get products to market for 24 families, which indirectly benefits 66 families.

KFP is implementing a new project called "Safe and Fresh Vegetables", in which it supports the farmers from the stage of production to selling in the market. Contracted farming is applied with the target farmers who would produce vegetables and sell to KFP. KFP then acts as the middleman who sells the goods to the markets in Siem Reap and Battambang Provinces.

*Milestone 4: Develop long-term staff capacity development, particularly in finance and operations.*

A Training Need Assessment (TNA) was conducted during a staff retreat in Kampong Som in 2013. This was used to develop into a simple staff capacity building plan, trying to use internal resource persons. However, no training has been conducted so far. This was due to time constraints and the completion of a few big projects meant that some staff members were leaving the organization.

*Milestone 5: Create and build a sufficient FLD reserve fund to address cash flow shortages in any emergency.*

As agreed in a Management Committee (MC) meeting, 5% of a monthly salary of all staff members was collected for fund raising purposes. So far, an amount of USD3,031.58 has been collected, including USD828.25 from January to December 2014. USD2,376.93 has been spent and the remaining balance as of December 2014 was USD654.65. The fund may be used for activities related to fund raising such as meeting with potential donors and performing needs assessments for funding new proposals. This will be included in the HR policy later.

The accumulated staff pension fund currently amounts to USD29,744 of which USD16,576 was collected in the last 11 months. Staff members contribute 6% of their monthly salaries to the pension fund. The money has been invested through TKK to farmers in FLD target areas generating minimal interest/income. Additionally, each staff member invests at least USD100 per year as staff share and is also invested through TKK for further income. The staff share so far is USD41,652.92 in total. From January to December 2014 an amount of USD13,400 was collected.

A fund raising strategy has been drafted. The finalization was delayed as the responsible person left the organization. In 2015, a fund-raising expert will be brought on board to finalize the plan and begin implementation.

*Milestone 6: A market-oriented approach that meets farmer's needs and ensures their sustainability.*

Project designs were always consulted with FLD's prime beneficiaries to ensure their felt needs were reflected in the funding proposals. Approaches embedded which were really

beneficial to the final beneficiaries in terms of skills development, market creation, and linking to micro credit that led to bolstering income generating opportunities. Local capacity building was a core strategy to sustain the project achievements where market support was less relevant. It is seen in all above mentioned projects of market oriented approaches which were employed by FLD.

*Milestone 7: Improve operational standards during implementation to address staff needs and concerns – increasing job security and ownership*

FLD's HR policies were reviewed to adjust annual leave and public holidays related policies as proposed by staff and in compliance with the Labor Law. Working hours have been made flexible, for staff working in Phnom Penh and the provinces, while maintaining the number of hours worked according to standard practice of at least 8 hours/day. Where budget is in shortage, some staff members work part time and are paid based on their actual time spent with the organization.

FLD's financial policies were upgraded based on audit findings conducted by our partners such as World Vision Cambodia and Plan International to ensure that our policies are of higher standard and compatible with international organizations.

New staff members are always provided with an orientation to ensure they understand FLD policies and procedures. Refresher training is provided from time to time to current staff members, especially when issues have been identified by the finance team and during audits.

*Milestone 8: Promote FLD's visibility to further our credibility and recognition.*

Signboards were put up in front of households working on home gardens, commercial gardens or animal farms to increase visibility of both FLD and our partners. A manual on growing vegetables had been drafted and is awaiting finalization. The manual is based on FLD experiences and is for commercial distribution on a cost recovery basis.

The FLD Annual Report was printed for distribution, to allow donors and partners to keep up to date with projects. A Facebook Account was created to share photographs and promote FLD's work in social media.

*Milestone 9: Focus on giving our work priority – reducing the donor-driven approach.*

FLD has just reviewed its Strategic Plan to fit the current socio-economic situations referring to donors' priorities and focus. We will shift our focus to business-oriented approaches leveraging the economic integration of Association of South-East Asian Nations (ASEAN) by 2015.

Participatory processes and tools would be developed and employed in designing new projects to holistically address the needs and concerns of various stakeholders. Value chain

concepts would always be considered, ensuring that steps from seed to mouths are well thought-out.

*Milestone 10: Develop better relationships with local authorities and stakeholders – Community Based Organisations (CBOs) and civil society – so they recognize and value of what FLD’s projects achieve.*

FLD has clear steps when implementing new projects. Projects are started with a clear orientation including the project’s objectives, its timeframe and with whom we are working. In order to ensure smooth implementation of projects, staff members always receive project and policy orientation. To share what the projects are doing and acknowledge our partners during projects, office signboards and activities plates were usually put up to show who we are and what we do and who are the donors and partners. At the end of projects, reflection workshops are held for beneficiaries and stakeholders to provide feedback and comments for improvement. The final project reports are then published.

**CHALLENGES AND ALTERNATIVE SOLUTIONS**

**Table 5:** Challenges and potential solutions to the problems faced by LDP in 2014

<b>Challenges</b>	<b>Alternative Solutions</b>
Some projects are required to implement many activities in a short period of time.	Plan projects to allow for a more balanced implementation schedule.
Some projects are understaffed based on the number of activities and the number of beneficiaries to be supported.	Advocate with donors for a fair number of staff members to implement future projects.
Some LDP projects require beneficiaries to make a contribution to the implementation of the project, whereas other NGOs do not require this input. To the beneficiaries the projects not requiring input are preferable.	It is very important for LDP to clearly explain to the beneficiaries why their contribution is important and necessary to the success of the project. As well as how their input makes the projects more sustainable in the long term.
The trainers’ Daily Subsistence Allowance (DSA) and Transportation Allowance is limited.	Share the challenges with donors so that they will allocate enough of the budget to cover DAS and transportation allowance for trainers.
Some local authorities and Community Based	Keep strengthening good cooperation with local authorities and key stakeholders such as Child Labor

Organisations (CBOs) are not willing to participate with our projects.	Monitoring Committees (CLMCs). Determine what is leading to the CBOs unwillingness to participate and try to mitigate their concerns and show them how the projects support their own goals.
Some beneficiaries and partners are not fully aware of our projects (especially EXCEL).	<ul style="list-style-type: none"> <li>- Prepare sign boards or banners for participating farms.</li> <li>- Conduct clear introduction at the beginning of the project and during implementation.</li> <li>- Keep promoting the projects at events such as monthly or quarterly meetings at provincial level.</li> </ul>
Donor's fund being released later than anticipated seriously affects project activities.	Share this challenge with donors/ partners and work together to determine what is causing the late release of funds and what can be done to speed up the process.

## CONCLUSION

The market oriented approach toward alleviating rural poverty is crucial to sustain income generating activities of farmers. However, it is largely depending on a favorable economic development in a locality to flourish their micro business/enterprise that enables them to generate sufficient income in addressing uprising needs. Migration has remained an issue in most areas where FLD/LDP has worked and pooled out many young people to seek better income making opportunities, especially in Thailand. This has thus negatively impacted on the project's sustainability. FLD/LDP has significantly succeeded in helping rural farmers to work back on their land through fine-tuning their cultivating skills and market linkage.



## Farmer Livelihood Development (FLD)

Address: #2929, Rongchak Village, Sangkat Phnom Penh Thmey Khan Sen Sok,  
Phnom Penh, Cambodia.

E-mail : [info@fldcambodia.org](mailto:info@fldcambodia.org)

Website: [www.fldcambodia.org](http://www.fldcambodia.org)

Phone : (+855) 12 789 173

P.O.Box: 1439C/-CCC Box : 474