

FSP appui aux politiques sectorielles agricoles du Cambodge

Workshop 3 on Farmers' Organizations "Preparation of the pilot workshops".

**Phnom Penh
Kompong Cham and Battambang**

January 11-17th, 2005

Cirad - Ciepac

MJ Dugue
JF Le Coq
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Context

This workshop is the third and last workshop scheduled in the process engaged to strengthen the capacities of agents involved in FOs support in Cambodia.

The group of participants consists in about 25 agents coming from different FOs supporting agencies (*see detailed list* in Appendix 1), including one half staffs from different ministries (at national level mainly from DAE of MAFF, as well as officers of Provincial Department of Agriculture Forestry and Fishery, another half agents of Cambodian NGOs, one FO's leader (from the FNN) and one lecturer from university (URA, Preak Leap). These participants already attended the two first workshops held in September 2005 (Dugue and Le Coq, 2005) and November 2005 (Le Coq and Dugue, 2005). They constitute the so called "FO Task Force".

This last step of the process aims at providing adapted training materials on FOs and support to FOs to the members of the Task Force.

Objectives

The specific objectives of the workshop are the following:

- To present a comprehensive set of training materials on FOs and FOs support
- To prepare the provincial pilot training workshops (contents and methodology)
- To test the draft training materials
- To strengthen pedagogical capacity of the participants (using the training materials to design and implement a training session)

Methodology and program

To strengthen the pedagogical capacity of the participants (expectation of the participant raised at the 1st and 2nd Workshops) and help them to assimilate the content of the training materials, to appropriate them and get confident with them, the methodology consists in five steps and types of activities (*see detailed program in Appendix 2 and presentation in Appendix 3*):

- Step 1, in Phnom Penh : the presentation of the comprehensive set of training materials prepared by the experts
- Step 2, in Phnom Penh : the preparation of provincial pilot training workshops (methodology and contents) by the members of the Task Force with the support of experts
- Step 3, in provinces (Battambang and Kompong Cham) : implementation by the members of the Task Force of the 2 days pilot training workshops
- Step 4, in Phnom Penh: debriefing of the pilot training workshops to capture difficulties, limits...
- Step 5 : design of follow up activities

Content

The content of the workshop in Phnom Penh included 3 topics:

- the presentation of the comprehensive set of the draft training materials
- the preparation of the pilot training workshop
- the discussion on the following steps

- **The presentation of the comprehensive set of the draft pedagogical materials**

The draft training materials presented during the workshop 3 consist in a set of ready to use sheets and notices for practitioners. The whole collection of sheets constitutes a comprehensive set of training materials and is shaped to cover the wide range of information useful for practitioners to work with FOs. It is organised as “building blocks” or pieces of a menu: each sheet has its own consistency and can be read and used independently. In each sheet, links to other sheets are provided when needed. Each sheet is illustrated with some examples (presented as boxes) derived from the worldwide case studies presented during the workshop 2.

The comprehensive set of the pedagogical materials is encompassing different types of sheets (*see list of content in Appendix 4*) :

- introduction sheet presenting how to consider FOs
- a set of sheets related to the different functions that FOs can fulfil
- a set of sheets on methodology to analyse and to support FOs
- Conclusions sheets introducing two issues related to the development of FOs (“sustainability” and “actors’ roles”)
- pedagogical sheets providing some pedagogical recommendations and a guideline to use the sheets
- additional reference sheets to provide some complementary general background on concepts, or tools introduced in the core sheets

Those sheets have been presented by the experts within one and a half day. As they were grounded on previous discussions (workshop 1 and 2), few comments have been done by the members of Task Force.

- **The preparation of the pilot training workshops**

Following the presentation of the pedagogical sheets, the members were asked to design the 2 day pilot workshops using the following framework:

- precision of the objectives of the workshop regarding the characteristics of the participants;
- selection of some topics to be developed in the Pilot workshop in order to meet the objectives (expected interest of participants) and taken into account the feasibility (time constraint of the 2 days scheduled workshop);
- design of the programs of the workshop (schedule, topics and people responsible for sequences)
- preparation of the sequences: content, pedagogical method, and materials for presentation (power point, paperboard,...) in Cambodian language.

This preparation took 1 day and a half, by a succession of working groups' activities and plenary session exchanges. Additional preparation has been undertaken by each responsible of session during the week end (powerpoint, translation).

- **The discussion on the following steps**

After the debriefing of the pilot workshops that enabled to raise lessons from this exercise, the last pedagogical sheets were presented; indeed, they are more dedicated for the reflection of the task force members than for local practitioners, since they address problems at a higher scope. They focussed on:

- the importance of environment of FOs (socio-economic, legal framework and policy issues) for their development,
- the issue of sustainability of FOs
- the actors' roles (State, NGOs, others) and the issue of coordination in order to build an efficient and sounded "support system" to FOs.

These presentations and the evaluation of the process by the experts introduced an open discussion on the objectives and the follow up activities that the task force members want to achieve and implement.

Results

- **Test of draft pedagogical materials and identification of some improvements to be made**

The presentation of the materials and the pilot training workshops enable to identify the points that are difficult to grasp for the taskforce's members and those where additional information is needed to use the pedagogical materials (demands of the participant).

The difficulties come from the heterogeneous (and sometimes low) level of knowledge of participants on some specific concepts. This is especially the case for the "commodity chain" concept. Although the sheet on "marketing function of FOs" is the most developed (8 pages) and an additional sheet has been added on¹, it remains that a complementary and specific training, that overpasses the current support process on FOs, should be necessary to fill this gap.

Some difficulties of comprehension have been also noticed regarding some specific terms, such as "proactivity", "transaction costs", etc., this comes partly from the difficulty of translation from English to Cambodian language, but it may also reveal some lack of reference. Nevertheless, some additional clarifications for those terms will be added in the final version of the document.

The main difficulty for the Taskforce's members is to know how to use and mobilize the different sheets (their content) in their daily activities of support to FOs. To cover this need, an additional methodological sheet will be added in the set; it will make a linkage between the situation of staff (and their job) and the possible mobilization of the pedagogical sheets, and thus will constitute a type of "user guideline" for the materials.

¹ A specific attention has been dedicated to this topic in the pedagogical materials since it was clearly pointed by participants as one of the main issue during the previous workshops (especially the Workshop 1).

- **The design and implementation of a 2 days pilot training Workshop**

Based on working groups and plenary sessions (see above), two different programs have been designed according to the groups responsible of each workshop (*see detailed programs of pilot workshops in Appendix 5*). Basically it encompasses, presentation of the introduction sheet, a selection of some functions (especially inputs supply, marketing and credit), and the presentation of some methodologies to support FOs (especially strategic planning).

In each province, 20 to 25 persons were attending the workshops. According to the plan done during the workshop 2, half of these participants were coming from local State administration (extension workers of the Provincial Department of Agriculture and Forestry, working at provincial or district level) and the other half were NGOs staffs working at provincial level or farmers organisations representatives.

The pilot workshops were carried out by the members of the taskforce with few comments from advisors; it shows the maturity of the groups and their skill to manage training workshops.

The evaluation from the participants to those provincial workshops was satisfactory. Basically, they have appreciated the content of the training (usefulness, adaptation to their needs), the clarity of the presentations. They ask for further training and deepening as well as for the provision of Cambodian methodological handbook to support FOs.

The evaluation of the experts was also satisfactory, since the 3 objectives of these pilot workshops were fulfilled. Nevertheless there are still rooms of improvement regarding pedagogical methods (use of participatory methods) and content of the materials (development and mobilisation of real practical examples from Cambodia). There are still also follow up activities to implement in order to feed the process initiated during the pilot workshop, that is strengthening capacities of local staff and broadcasting of training on FOs (*see detailed comments and remarks on the pilot workshops in Appendix 6*).

- **The building of a Taskforce and the follow up activities**

The support process to the Task force encompassing staff from government and NGOs enabled to build a group of people that now share common references (external and internal ones), common language on FOs (concept of functions of FOs,...) and some common methodology and tools (pedagogical materials). Comparing the situation with the situation in September, when the members didn't know each other, and have had few opportunities to exchange about their experiences and their objectives, the relationships between them have become stronger. They are now more able to have fair and constructive discussions on the issues of the development of FOs in Cambodia. More over, the distance between their different perceptions of what are ("good") FOs, has been narrowed. Finally, the last workshop and especially the implementation of pilot training workshops enable to improve confidence and trust

between each other. At this point of evolution, the condition of emergence of a “real” Task Force are effective.

Nevertheless, the process is still at a early stage regarding the issues and challenges that have to be addressed to develop FOs in Cambodia. The team building, strengthening and development ask for the setting of common objectives.

It's for this purpose that a discussion has been led to define some collective objectives, and follow up activities. The possible activities that came from this discussion are the following:

- Development of a Cambodian manual (guideline) to support FOs in Cambodia; this could be undertaken by the Taskforce on the basis of the materials provided by the experts and of local experiences of both government and NGOs staffs,
- Development of training sessions for local staff; following the experience of the first pilot workshops, new training workshops could be developed by the members of the task force. The objectives of these new training workshops could be to broadcast the training (covering other areas through short sensitization workshops), to develop more comprehensive training (longer workshops, covering all the topics presented in the comprehensive set and adding field works for a better appropriation of the methods)
- Development of new specific complementary training, especially about market and commodity chain
- Development of methodological workshops to help the members to better understand and choose between different tools provided by different partners (SWOT, strategic planning, action plan,...)

It appears that if the current characteristics of the Taskforce (see above) enables to design these reachable objectives, the implementation of the here above mentioned activities will depend on the capacity of the Taskforce to design a precise action plan. This will ask for day to day support to coordinate (to stimulate) the taskforce and to design and tailor with it the relevant facilitating conditions in term of human and financial resources. This will be the major issue of the further steps of institutional support to the present FOs Cambodian taskforce.

Follow up

The following tasks have been identified for the different stakeholders of the process:

- **Cirad-Ciepac team:**
 - finalization of the “comprehensive set of pedagogical materials”
 - finalization of the “review of worldwide cases studies”

Both documents will be considered as constituting a “FOs pedagogical tool kit”
- **Coordination team and members of the FO-TF:** the follow up will be precisely and in depth design through collaborative effort between Taskforce members and French support staff based in Cambodia (Project leader, and future FOs component coordinator).

Conclusion

- This workshop was the last of the support process undertaken by Cirad-Ciepac team; it enabled to help participants to assimilate all the content of the previous workshops, and to get comprehensive, didactic, ready to use materials adapted to their reflection and to the context in which they are working..
- Moreover, through comments, questions and implementation of pilot training workshops, this workshop enables to test the training materials and provides useful information to better tailor the materials (final version) to the Cambodian task force members.
- In general, the process (3 workshops within 5 months) reached its objectives: strengthening the capacities of staff supporting FOs in Cambodia in analysing FOs, supporting FOs, and (additional objective) training other staffs (at provincial level) on FOs relevant topics. It also enables to strengthen the links between staffs from different institutions; these persons did not know (or very partially) each other before, they usually had few opportunities to exchange and often had divergent points of view. Thus the process enabled a pluri-institutional team building process, and creation of a more “homogeneous” group in term of collective references (local and external), and common knowledge (on FOs and support methodology).
- These results show the relevancy of the methodology adopted in the process (workshop 1: “collective assessment”, workshop 2: “worldwide experiences”, workshop 3: “Use of Cambodian training materials”).
- Finally, aside the process itself, the support process in Cambodian enables to develop new training materials in English language dedicated to practitioners involved in support to FOs. If the final “FOs pedagogical tool kit” (including the “review of worldwide case studies” and the “comprehensive set of pedagogical materials”) is dedicated and tailored to the Cambodian situation, it may be used to strengthen capacities of FOs’ practitioners in other countries. In that case, these materials should be adapted to take into account the specificity of the local context and be used within a framework of a relevant and adapted support process.

References

Dugue M.-J., Le Coq J.F., 2005 – Report on the workshop « Collective assessment of FO's situation and support to FOs in Cambodia. 19-22 September 2005 - Cirad Ciepac, 33 p.

Le Coq J.F., Dugue M.-J., 2005 – Report on the workshop “Lessons learned from worldwide experience”. 7-11 November 2005 - Cirad Ciepac, 58 p.

Appendix 1: List of participants

Name	Sexe	Structure	Province	tel	email
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PARTICIPANTS

Svay Samnang	F	MAFF/DAE	Phnom Penh	011 977 724	
Kim Samith	F	MAFF/DAE	Phnom Penh	016 868 191	
Noun Putheara	M	MAFF/DAE	Phnom Penh	012 209 052	noun_putheara@yahoo.com
Chea Saintdona	M	MAFF/DAE	Phnom Penh		
Koen Souv Voeun		MAFF/DAE	Phnom Penh		
Our Saroen		MAFF/DAE	Phnom Penh		
Oeun Thearith	M	MRD	Phnom Penh	012 92 36 46	
Oum Savy	M	MAFF/DRH	Phnom Penh		
Bun Mom	F	MAFF/Dplan	Phnom Penh		
Ou Visal	M	URA	Phnom Penh	012 921 912	
Lang Sokim	F	MOWRAM	Phnom Penh		
Sreng Teang	F	MOWRAM	Phnom Penh		
Pen Yutteka	F	MWA	Phnom Penh		
Sok Sitheng	M	OAE	Takeo	012 65 10 82	
Chheng Nareth	M	PDA	Kompong Cham	011 855 149	-
Tea Rithyvong	M	OAE	Kompong Cham	012 617 247	-
Phon Sodon	M	OAE	Svay Rieng	016 724 145	-
Hun Kim Leng	M	OAE	Siem Reap	012 829 912	-
Kea Chhun	M	OAE	Battambang		
Chin Vuthy	M	ADA	Battambang	012 530 599	ans.ada.btg@online.com.kh
Phal Chansathya	M	Ockenden	Bantheay Meanchey	016 909 003	ockenden.siso@online.com.kh / sathyaonly003@yahoo.com
Peach Phalkun	M	BFD	Bantheay Meanchey	012 582 818	phalkunp@yahoo.com
Min Sophoan	M	VISF-CICDA	Phnom Penh	012 987 613	s.min@avsf.org
Keo Sokha	M	FNN	Prey Veng	016 793 357	
Pol Sam Ath	M	CEDAC	Kompong Speu	012 207 605	cedac@online.com.kh
Seung Pholisana	M	MAFF DAE	Phnom Penh	012 76 38 72	
Nou Keosothea	M	CDRI	Phnom Penh	012 887 503	keosothea@cdri.forum.org.kh / theanou@yahoo.com

COORDINATION TEAM

Savun Sam Ol	M	NAS	Kompong Cham	012 897 103	savunsamol@yahoo.com / nascamb@camintel.com
Ham Phalla	M	MAFF/DAE	Phnom Penh	012 611 679	caap@online.com.kh
Julie Couturier	F	French Embassy/PDA	Battambang	012 350 805	jcouturi@camintel.com

EXPERTS

Jean-François Lecoq	M	CIRAD	France		jean-francois.le_coq@cirad.fr
Marie-Jo Dugué	F	CIEPAC	France		duquepmj@waandoo.fr / ciepac@wanadoo.fr

Appendix 2: Detailed program of the Workshop

Wednesday, 11 January 2006 , in Phnom Penh

08:00 – 10:00	Registration of participants, opening remarks Presentation of the objectives and detailed program of the workshop
10:00 – 10:15	Coffee Break
10h15– 12:00	General presentation of the training materials (<i>MJ Dugue, JF Le Coq</i>) <i>Questions</i>
Lunch Break	
14:00 – 15:00	Presentation of the training materials (<i>MJ Dugue, JF Le Coq</i>) Topic 1 : The ways for FOs to fulfil the different functions that their members are in need of <i>Clarification Questions</i>
15:00 – 15:15	Coffee Break
15:15 – 17:00	Presentation of the training materials (<i>MJ Dugue, JF Le Coq</i>) Topic 1 : The ways for FOs to fulfil the different functions that their members are in need of (<i>continued</i>) <i>Clarification Questions</i>

Thursday, 12 January 2006 , in Phnom Penh

08h00 – 10:00	Presentation of the training materials (<i>MJ Dugue, JF Le Coq</i>) Topic 2 : Supporting FOs : principles and practical tools (<i>continued</i>) <i>Clarification Questions</i>
10:00 – 10:15	Coffee Break
10:15 – 12:00	Presentation of the training materials (<i>MJ Dugue, JF Le Coq</i>) Topic 2 : Supporting FOs : principles and practical tools (<i>continued</i>) <i>Clarification Questions</i>
Lunch Break	
14:00 – 15:00	Preparation of the pilot training workshop definition of the program and content of the pilot training workshop <i>working groups activity (2 working groups / one per province)</i>
15:00 – 15:15	Coffee Break
15:15 – 17:00	definition of the program and content of the pilot training workshop (<i>cont.</i>) <i>plenary session</i>

Friday, 13 January 2006, in Phnom Penh

08h00 – 12:00	Preparation of the training materials in Cambodian language <i>working groups activity (2 working groups / one per province)</i>
Lunch Break	
14:00 – 17:00	Presentation and testing of the selected training materials <i>plenary session</i>

In Provinces (Kompong Cham, Battambang)

Monday and Tuesday, 16 – 17 January 2006

Pilot Workshops in the Provinces (Kompong Cham, Battambang)

Objectives:

- first sensitization to the guiding principles adopted by the Cambodian FO TF for support to FOs ;
- test of the pedagogical tools (on a few selected sequences);
- first step of a training process for FOs support officers

Content:

- Introduction
- Implementation of some sequences (chosen within the “menu” of training material proposed by the Cirad-Ciepac team)
→ see following appendix

In Phnom Penh


Wednesday, 18 January 2006

Morning	Return of the participants to Phnom Penh
Lunch Break	
14:00 – 15:30	Debriefing of the pilot workshops <i>Working groups and Open discussion</i>
15:30 – 15:45	Coffee Break
15:45 – 17:00	Presentation of the training materials : “environment of FOs” <i>(JF Le Coq, MJ Dugue)</i>

Thursday, 19 January 2006


08h00 – 10:00	Presentation of the training materials : conclusions <i>(MJ Dugue, JF Le Coq)</i> Design of follow up activities for the FO TF <i>Open discussion</i>
10:00 – 10:15	Coffee Break
10:15 – 12:00	Evaluation of the Workshop and the Whole Process <i>Closing session</i>

Appendix 3: Introduction to the workshop





"Preparation of Pilot Training Workshop"

Introduction to WorkShop 3




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The support Process (reminder)

- Objective
 - Strengthen the capacity of stakeholders supporting Cambodian FOs
 - in analysing FOs,
 - in designing and implementing support to FOs,
 - Develop Cambodian specific training materials and guideline for practitioners supporting FOs


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Steps achieved

- 1 - Inventory of FOs in Cambodia**
(from march-sept. 2005)
- 2 - Workshop 1** (sept 2005)
"Collective assessment of FO's situation and Support to FO's in Cambodia"
- 3 - Workshop 2** (Nov. 2005)
"Lessons learned from worldwide experiences "


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Objectives the WorkShop 3

- Present the comprehensive set of training materials
- Prepare the provincial training workshops (content, methodology)
- Test the draft training materials
- Strengthen pedagogical capacity of the participants
(use the training materials to design and implement a training session)


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The organisation of the WS -1

- Activity in Phnom Penh (wed. 11 – frid. 13)
 - Presentation of the training materials (*presentation*)
 - The ways for FOs to fulfill the different functions that their members need of
 - Supporting FOs: principles and practical tools
 - Preparation of content and methodology for pilot provincial training workshop (*working groups activities*)
 - Preparation of the content (selection of topic and preparation of training materials in Cambodian language)
 - Testing of the methodology and content

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The organisation of the WS - 2

- Activity in provinces (mond. 16 – tues. 17)
 - Implementation of a training workshops by participants
 - Kompong Cham
 - Battambang

NB : Travel from Phnom Penh to provinces (Sunday 15 afternoon);
Travel back to Phnom Penh (Wed. 18 morning)


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The organisation of the WS - 3

- Activity in Phnom Penh (wed. 18 aft. – thurs. 19 morn.)
 - Debriefing on the pilot workshop
 - Presentation of the last training materials (environment of FOs, and conclusion : sustainability, roles of actors)
 - Evaluation of the support process by participants
 - Design of Follow up activities (action plan)

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End

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Appendix 4: List of draft pedagogical sheets

Part	Sheet
Introduction	Introduction
Functions of FOs	Input supply
	Marketing
	Processing and storage
	Financing agriculture : credit issue
	Technical advising and support
	Equipment and labour
	Representation of interests
	Local development
Pedagogical reference sheets	Notice to use sheets on “functions of FOs”
	Principles to train professionals
Supporting FOs	Process to support FOs on the field
	Functional diagnosis
	Organizational diagnosis
	Strategic planning
	Funding FOs
	FOs' capacities strengthening
	Environment of FOs
Conclusion	Sustainability of FOs
	Actors' roles
Additional Reference sheet	Commodity chain
	PLAR IRM

Appendix 5: Programs of the pilot workshops.

Program in Battambang

	Monday, January the 16th	Tuesday, January the 17th
9h00	<i>Opening session</i>	Review of the content of the first day
	Introduction on FOs (type of FOs, functions of FOs)	Support to FOs : Strategic planning
	Input supply function	
	<i>Coffee break</i>	<i>Coffee break</i>
	Marketing function	Funding of FOs
11h30	<i>Lunch break</i>	<i>Lunch break</i>
14h00	Marketing function (<i>cont.</i>)	Capacities building of FOs
	<i>Coffee break</i>	<i>Coffee break</i>
	Credit function	Evaluation by the participants
		<i>Closing session</i>
17h00		

Program in Kompong Cham

	Monday, January the 16th	Tuesday, January the 17th
8h00	<i>Opening session</i>	Review of the content of the first day
	Introduction on FOs (type of FOs, functions of FOs)	Credit function
	<i>Coffee break</i>	<i>Coffee break</i>
	Marketing function	Process of support to local FOs
11h30	<i>Lunch break</i>	<i>Lunch break</i>
14h00	Input supply function	Strategic planning
	<i>Coffee break</i>	<i>Coffee break</i>
	Technical support function	Evaluation by the participants
		<i>Closing session</i>
17h00		

Appendix 6: Comments on the pilot training workshops (*Dugue M.J., Le Coq J.F.*)

As observers, the general feeling of the experts on the implementation of the training workshops is very positive.

These workshops had 3 objectives:

- 1- pedagogical training of the trainers (members of the FO Task Force)
- 2- testing of pedagogical materials
- 3- beginning the process of capacities strengthening about FOs in the country

The 3 objectives have been more or less reached.

• Pedagogical objective

The practices of the members of the Task Force are different (relying more or less on participatory pedagogical methods). But in general, there is a real know how to implement a training workshop (how to energize, to sum up, to give room for participant, to raise questions...). Even if a few difficulties are still remaining, there have been fruitful exchanges between trainers (members of the FO Task Force) about training methodology, and solidarity within the groups of trainers. The expected “learning by doing” process has worked.

Remarks:

- Participatory pedagogical methods are time consuming and raised the following questions: how to save time (when delays occur)? How and when choosing to adopt more top-down pedagogical methods?

- If participatory pedagogical methods offer more chance to get a better appropriation by trainees, trainers should be not captive of an image : working groups are not always so more participatory than apparently more top-down teaching methods if trainees take time to listen (to make rise) the questions of participants. Working Groups are useful to make the trainees reflect by their own on the raised topic, but to benefit fully from it and avoid frustration of trainees, the trainers should make use of the results of the working groups : take time to comment the results of the working groups results, rely on the results in order to develop training messages, question the working groups to deepen the reflection of the trainees.

- Implementing a training workshop is very demanding task and trainers may feel not fully comfortable to implement a training workshop alone. To develop further training, trainers should think about creating small teams to implement it, which would enable to share the workload and the responsibility, to exchange during the preparation (to improve content) and provide different points of view during the workshop (to improve the liveliness of the training).

- **Content**

Globally the pedagogical materials have been appropriated by the trainers (members of the FO Task Force). The content presented by the “trainers” are close to the ideas that the experts wanted to promote about FOs and FOs support.

Remarks

- There are still a few defaults in the presentation that are probably linked to short time available to prepare (and to assimilate) the content of the pedagogical sheets presented in Phnom Penh (which a part has not been translated yet...). This problem will be solved with the forthcoming improvement of the pedagogical materials (final version) and the extensive translation into Cambodian language of the whole set of the pedagogical materials.

- It has been noticed that the trainers tend to focus more on the ways to address farmers' needs in general than on the activities (or potential activities) that FOs can do to address problems that farmers are facing...

This may be due to the lack of local real Cambodian examples or experiences used in the presentations. In fact, the foreign case studies are not so much usable in the context of provincial workshops (since it asks for long explanation, and there is a risk that trainees don't consider them as relevant to improve their own situation – “This is too far from our reality, thus it can not work here or it's not adapted to our situation”). Even if all or almost all the trainers have ground knowledge (they know local Cambodian experiences), there is a real gap between the experience they have and the examples they can mobilize during the training session. To be usable and trustful, the presentation of an example has to be built with an objective (to illustrate an issue), and in the same time it has too to be complete and precise enough.

The work of writing “Cambodian case studies” in order to illustrate the sheets has still to be done.... Only Cambodian people and especially members of the FO TF can do it properly.

- **The initiation of a process of broadcasting the training on FOs**

The workshops appear as relevant for participants (good people attendance, good participation of the trainees – questioning, involvement in working groups activities...)

Thus, if it was pilot training workshop from members of taskforce and experts, it could be seen too as a real beginning of building of a common culture in Cambodia on FOs and FOs support.

The evidence of the relevancy and the willing to go further is provided by the positive impact and evaluation provided by the trainees that expressed their needs and/or formulated recommendations to go further (other training sessions, longer ones with more field activities to develop know how,...).