



CDCS MIDCOURSE STOCKTAKING II RETREAT

SEPTEMBER 21, 2016 | SYNTHESIS REPORT

Cambodia is a dynamic country that continues to evolve and has changed a great deal since the Mission drafted its first Country Development Cooperation Strategy (CDCS). An indicator of the evolving context is the change in Cambodia's classification to a lower-middle income country. As USAID/Cambodia approached the mid-point of its five-year CDCS, the Mission recognized the need to take stock of progress to date, make note of changes in the country and update the CDCS accordingly. PPL's Offices of Learning, Evaluation and Research (LER) and Strategic and Program Planning (SPP), as well as USAID [LEARN](#), LER's institutional support contract, agreed to provide assistance to design and facilitate a two-part stocktaking exercise. The first component, a day-and-a-half retreat for USAID/Cambodia staff, was held in March 2016. The second retreat was held in September 2016 and built on the findings from the retreat to provide a clear roadmap for updating the CDCS.

The initial TDY team spent two weeks at USAID/Cambodia in March 2016. The team facilitated a day-and-a-half workshop for all USAID/Cambodia staff to reflect on progress on the CDCS to date. The objectives for that workshop included: re-familiarizing staff with the CDCS; reviewing progress and achievements to date; and considering the impact of changes in the context on the Mission's strategy. The TDY report and summary of the stocktaking retreat are available. Based on the findings of that retreat, a second retreat was organized to address information gaps identified in the first workshop, share the changes being made to the results framework and potential strategic changes to the CDCS, and agree on a path forward.

On September 21, the CLA team facilitated a retreat for all USAID/Cambodia staff. The workshop aimed to:

- Provide an opportunity to review performance management data and a forum for discussing key questions about the strategy and ongoing monitoring;
- Review achievements on the development objectives to date;
- Note key changes in context and provide additional information about important cross-cutting that were flagged in the first retreat, including gender, migration, and D&D (decentralization and deconcentration);
- Review, discuss and plan for potential amendments to the CDCS, including an updated results framework and development hypothesis;
- Conduct futures thinking and scenario planning exercises to shape strategy.

The following report briefly explains how the workshop was conducted and synthesizes the contributions from Mission staff. Full details of many of the workshop sessions can be found in the Retreat Minutes Report and additional workshop information are available in the following annexes:

- Annex 1: Workshop Agenda
- Annex 2: Retreat Presentation Slides
- Annex 3: Revised Results Framework
- Annex 4: Retreat Evaluation Data
- Annex 5: Migration Handouts

EVOLVING RESULTS FRAMEWORK

As a result of work and effort by technical teams on their PADs, it was necessary for the Mission to revisit the results framework. In addition, there was a desire to ensure that everyone in the Mission was clear about what existed in the initial CDCS. Based on those changes a second Results Framework was showed for reflection by the group. The final Results Framework agreed upon can be found in Annex III.

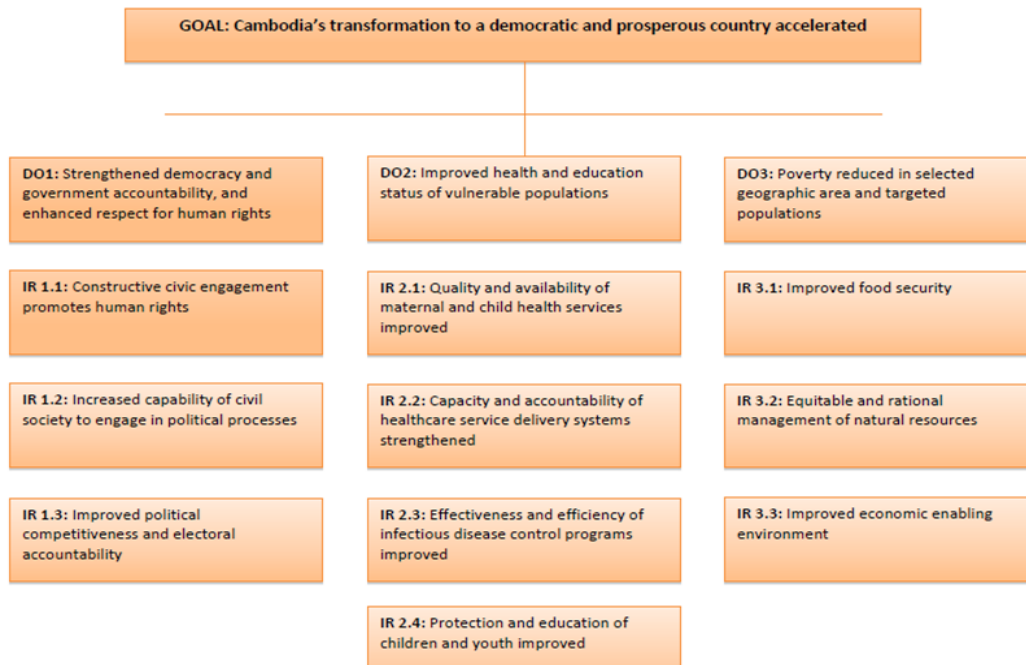


FIGURE 1: CDCS RESULTS FRAMEWORK

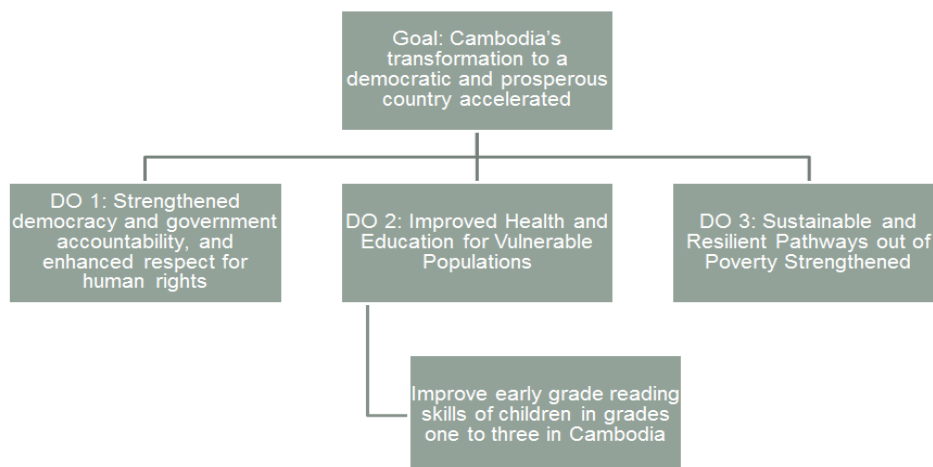


FIGURE 2: REVISED RESULTS FRAMEWORK

PERFORMANCE MONITORING SENSE-MAKING EXERCISE

At the retreat, the facilitators and Program Office asked staff to reflect on data from Mission's Performance Monitoring Plan (PMP) and country-level data from USAID IDEA's database. The USAID IDEA is maintained by USAID's Economic Analysis and Data Services (EADS), an activity supported by the Knowledge Management Division in the Bureau for Management's Chief Information Office (USAID/M/CIO/KM).

The Mission's Results Framework and the indicators associated with the Goal and each Development Objective and result (IRs and sub-IRs) were posted on the wall. Each indicator had a symbol associated with it: green arrow (positive trend), red arrow (negative trend), question mark (no or inconclusive data), or a straight line (no change).



USAID/Cambodia staff participate in the PMP data review exercise and note data points of interest. (USAID PPL)

Participants moved around the room in groups to discuss the data from each DO. They considered the following questions during their discussion:

- What conclusions can we draw from this information?
- What questions do you have? Where do you think we need more information?
- What sort of changes does the data suggest we make (in our programming, in what we measure), if any?

The full notes with feedback points can be found in the retreat minutes (Annex III).

CDCS PROGRESS & DEVELOPMENT HYPOTHESIS REVIEW

After lunch, the Office Directors gave brief presentations on their achievements to date, the content of their projects and the teams' plans for the remainder of the strategy period. The Program Office also briefly presented information on major changes in the Cambodian context.

Cambodian Context

Key changes highlighted included:

- Health resources moved to sub-national level
- Population increased by 6.9%

Cambodia's Future

- Upcoming elections 2017 and 2018
- Changing donor landscape
- Regional integration (ASEAN, TPP)
- Environmental impact: proposed dams in Mekong River Basin, Climate Change
- Large youth population
- Exploitation of migration, trafficking in persons
- Migration's impact on the election
- Economic growth
- Traffic and urbanization
- Increasing access to technology and social media among youths

- Move up to lower middle income status
- Improving health
- 1.3% loss of deforestation per year at the national scale

Development Hypothesis

The retreat included a session on the development hypothesis. In teams, participants reviewed the development hypothesis in the current CDCS and suggested three things that they would like to see reflected in a new development hypothesis. The current Development Hypothesis reads as follows:

Civic engagement, informed constructive dialogue, and demand for transparency and accountability by the Cambodian people will result in greater respect for human rights and in prosperity, as defined by improved health and education status and reduced poverty. Those outcomes will move Cambodia further down the road towards a higher income, democratic country.

Mission staff provided the following input for a revised Development Hypothesis:

	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6
If we do this	Human rights and strengthen systems to improve	Increased demand	Government engagement working with reform minded elements	Strengthen governance systems to increase transparency and accountability	Sustainable development (poverty reduction, resilient to any shocks or stress, sustainable use of natural resources)	The linkage between the civic engagement demand for T&A and constructed dialogue
And also	If governance system is improved, improved health and education sectors will be improved	Quality supply	Building resilience in environment, education, and health systems to withstand shocks	Create an enabling environment for sustainable economic growth and	Systematic change (institutionalization, governance, PPP, government function)	Health and education status and reduced poverty can be strengthened in the IR & Sub- IR
And also	Health and education improvements + better income -> people empowered to demand their rights and government systems responsive	Accountable and transparent systems	Equity and inclusivity, along with Supply-side approaches	Improve access to quality basic services	Inclusiveness / integration (gender, vulnerable group, people with disability elder, minority, IP)	
Then this	Cambodia becomes democratic country	Leads to systemic change		Cambodia will accelerate progress towards a more democratic and		Higher income and democratic country = equitable growth = improved

				prosperous country		health outcomes for all
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There is a marked similarity in the six teams’ approaches. In summary, three themes stand out across their work:

- Promoting systemic change;
- Increasing RGC transparency and accountability; and
- Increasing demand via strengthened civil society.

The Program Office and CLA team will use these inputs and key elements to propose a revised Development Hypothesis.

CROSS-CUTTING THEMES

During the first stocktaking workshop, participants identified several themes that needed further analysis and exploration, due to their potential impact on the Mission’s programs. In the six months between the two workshops, the Program Office completed further review of these issues. Several sessions during the September workshop were designed to share the findings from this work and to allow teams the opportunity to discuss.

The workshop included a short discussion on the Mission’s use of Science, Technology, Innovation and Partnership (STIP) and plans to assess and potentially expand STIP efforts. In addition, RGC’s efforts around decentralization and deconcentration (D&D) and its relationship to and impact on USAID programming was featured.

The Program Office also presented findings from a desk review on migration and the updated gender assessment. For each of these two topics, teams discussed recommendations and considerations for each development objective. Several priorities identified in these sessions are featured in the table.

Migration	Gender
Holistic support for children and family to prevent migration	Incorporate gender norms and sexual diversity into SBC messaging and communication
Social analysis of migration (Khmer Muslims)	Male engagement in ANC, delivery, PNC, child care/feeding, FP
Alternative/accelerated education options	Gender incorporated into solicitation
Seasonal migration consideration	Incorporate gender consideration into personnel
Engage with regional programs to address issues	Link with UNFPA for GBV care
Review remittances and how to use the funds	Integrating post-GBV into HCP training for GBV

SCENARIO PLANNING AND GAME CHANGERS

In order to begin thinking about the future, the workshop facilitators introduced participants to futures thinking and scenario planning. In a futures thinking exercise, the staff identified seven “game changers” that could significantly affect USAID Cambodia’s future work both within and outside of their manageable interests in order to expand thinking and considerations for future efforts. Participants broke up into groups based on the seven key game changers the staff identified. Some key thoughts from the Mission staff are captured in the table below.

Table 1: Cambodia CDCS Stocktaking Retreat II Scenario Planning Exercise

Game Changer	Issues, Questions & Potential Strategic Changes
1) China's Role in Cambodia	Foreign direct investment abides by human rights norms Set of rules for environment, global climate change, deforestation, etc. Need to consider where our priorities contradict Apply US-China MOU Positive cause engagement Limit China's political influence
2) Social Media, ICT, Information Technology	Is technology being used well? Provide real time feedback Powerful, inexpensive advocacy tool High potential Fear of posting opinions - How can people feel secure? Future economic growth from investment in IT sector Bringing ideas/info to people who would otherwise not get them Improved financial transparency/reduce corruption (mbanking) Potential digital divide Everyone can have a voice Potential negatives - info overload, pornography, discrimination, gambling, addiction, decreased social interaction, online shopping addiction. Monitoring potential for epidemiological disease data Potential hacking damage
3) Infection and Emergent Diseases	Cost to government donors for elimination of disease Continue building and strengthening existing system --- more effective and efficient Vertical program - TA More sustainable response system More domestic funds -- public & private USAID becomes TA/collaboration
4) Natural Disasters/ Environmental Catastrophe	Issues Droughts/flooding Food security Health Property/infrastructure Increased migration Forest fires Forest degradation Biodiversity loss

	Heat Stress
	Livestock
	Productivity
Changes to Strategy	Analysis of CC Impact on D01 & D02
	Increase resilience to address root causes
5) Political Instability/Social Unrest	<p>CPP remains in power and will affect our programs via either good governance, corruption, no multiple parties</p> <p>CPP gets loans from China</p> <p>No more forests</p> <p>More taxes and corruption</p> <p>Donors may pull out (but China would remain)</p> <p>Western countries can still play a role to support Cambodian democratic development and free, fair elections</p> <p>Trade embargo</p>
6) Youth Reformers/Change Agents	<p>If youth mobilize -- change in 2017/2018 election results</p> <p>If election not credible -- youth will protest leading to international attention and violence</p> <p>Youth facilitate knowledge sharing</p> <p>Economic drivers lead to education</p> <p>Youth starting to take leadership roles -- still linked to political elite</p> <p>Limited space for others -- family based not merit but education abroad influences behavior</p> <p>Potential linkages to extreme networks</p> <p>Youth don't carry the burden/trauma of Khmer Rouge/civil war - move forward/different outlook on opportunities/life....no PTSD</p> <p>Youth may force CCP/politics to change marketing strategy to gain their support</p> <p>Youth want urban/economic opportunity</p> <p>Decreased agriculture/farming leads to migration</p> <p>Youth are demanding the opportunities and want change</p>
7) Economic Downturn/Industry Collapse	
Issues & Impact	<p>If decrease in the economy, back to service delivery through NGOs</p> <p>Humanitarian assistance issues (FFP PL 480)</p> <p>Increase focus on vulnerable populations</p> <p>More rule of law, less civil society</p>
Effect on CDCS	<p>No RCG \$</p> <p>Public systems decrease</p> <p>Labor unions have no impact</p> <p>USAID returns to SD</p> <p>Mass migration</p>

	More people fall into poverty
	Cambodia falls back into LIC
	Instability/social unrest
	USAID work becomes more challenging

The CDCS Midcourse Stocktaking II Minutes (Annex III), provides details of all workshop activities and the data gathered from staff.

The retreat was closed by the Mission Director with a vision for the future.

RECOMMENDATIONS AND NEXT STEPS

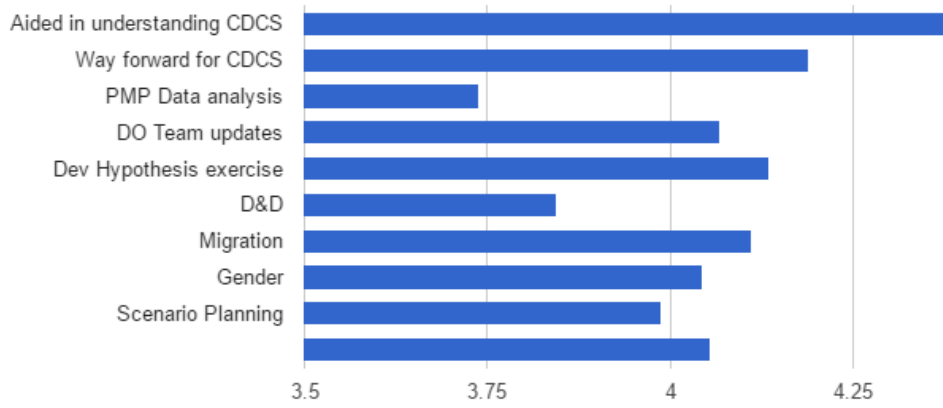
As USAID/Cambodia amends its CDCS, the Mission should consider the following:

- Find other opportunities for continued discussion of the big picture issues with all staff. Whether that involves a more in-depth discussion on the impact of D&D on programs (already planned) or opportunities to discuss the integration cross-cutting issues into activity design, it seems that there is interest in more time and effort on certain topics.
- The development hypothesis exercise was interesting to many people. Many staff also expressed interest in hearing more about or participating in further discussions as the revised hypothesis is finalized.
- Share the workshop report with incoming Mission staff to acquaint them with the CDCS and the logic behind revisions.
- Continue with work already underway to amend the CDCS to reflect the revised Development Objectives, Results Framework and changes in context. Use the findings from this exercise and the related efforts as the basis for work on CDCS 2.0.

EVALUATION FINDINGS

At the end of the retreat, participants were asked to evaluate the experience. Most staff agreed that the workshop helped them to gain a better understanding of the current CDCS and the way forward (average score of 4.3 out of 5) which represents a higher score than after the first retreat. The most highly-rated individual session were cross-cutting sessions and the Development Hypothesis (DH). Participants ranked scenario planning as their favorite with DH in second, while also (curiously) being one of the least favorite. The complete results of the workshop evaluation can be found in Annex IV of the report.

Retreat: What was useful?



ANNEX I: WORKSHOP AGENDA

Introductions and Agenda Review	
Welcome Remarks	Mission Director, Polly Dunford
Icebreaker	
Evolving Results Framework & Data Review	Evolving Results Framework (1.0) PMP Data Sense making Exercise
Break	
CDCS Progress & Development Hypothesis Review	DO Team Presentations Results Framework 2.0 Development Hypothesis Exercise
Lunch	
Cross cutting Themes: STIP, D&D	Presentation and Q&A
Cross cutting Themes: Migration	Presentation and Discussion in Groups
Cross cutting Themes: Gender	Presentation and Discussion in Groups
Break	
Mini Scenario Planning	Thinking Futures, Game Changers and Scenario Planning
Now What?	Reflection on the Day & What Next?
Closing	Mission Director, Polly Dunford

ANNEX 2: RETREAT PRESENTATION

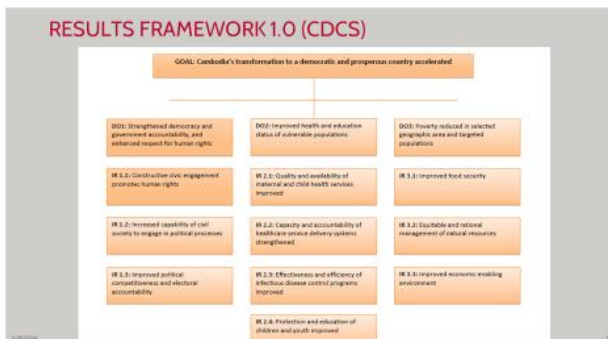


CDCS STOCKTAKING RETREAT PART II

SEPTEMBER 21, 2016

AGENDA

Introductions and Agenda Review	
Welcome Remarks	Mission Director, Polly Dunford
Icebreaker	
Evolving Results Framework & Data Review	Evolving Results Framework (1.0) PHP Data Sense-making Exercise
Break	
CDCS Progress & Development Hypothesis Review	DO Team Presentations Results Framework 2.0 Development Hypothesis Exercise
Lunch	
Cross-cutting Themes: STIP, D&D	Presentation and Q&A
Cross-cutting Themes: Migration	Presentation and Discussion in Groups
Cross-cutting Themes: Gender	Presentation and Discussion in Groups
Break	
Mini Scenario Planning	Thinking Futures, Game Changers and Scenario Planning
Now What?	Reflection on the Day & What Next?
Closing	Mission Director, Polly Dunford



Evolving Context in Past Six Years

- Population: 6.9% increase, driven in large part by urban growth
- Transition to lower middle income status
- Improving health: 10% decrease in maternal mortality, 19% decrease in infant mortality
- Deforestation continues at about 1.3% loss of forest cover per year

Looking Ahead


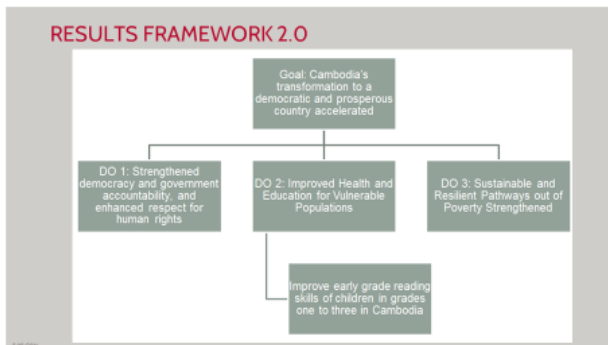
- Elections in 2017 and 2018
- Changing donor landscape
- Regional integration (ASEAN, TPP potential?)
- Environmental impacts: proposed dams in Mekong River Basin




What conclusions can we draw from this information?

What questions do you have? Where do you think we need more information?

What sort of changes does the data suggest we make (in our programming, in what we measure), if any?

DEVELOPMENT HYPOTHESIS

Definition:

- Describes the theory of change, logic, and relationships between the building blocks needed to achieve or contribute to a long-term result
- Based on development theory, practice, literature, and experience; is country-specific;
- Short narrative that explains the relationships between results upwards from the sub-IRs, to the IRs, to the DOs. (ADS 201)

DEVELOPMENT HYPOTHESIS

The development hypothesis behind the CDCS goal is that civic engagement, informed constructive dialogue, and a demand for transparency and accountability by the Cambodian people will result in greater respect for human rights and in prosperity, as defined by improved health and education status and reduced poverty. Those outcomes will move Cambodia further down the road towards a higher income, democratic country.

6/16/2016

Migration in Cambodia

CDCS Midpoint Retreat
September 2016



Why Study Migration?



- Cross-cutting issue with causes and impacts across USAID/Cambodia's sectors
- Migrants represent a **vulnerable group** warranting targeted intervention
- Important consideration for **program planning**
- Potential leverage point for **development opportunities**



Snapshot



As much as **35% percent** of the Cambodian population is estimated to be in a migrant episode at any point

Gender differences: women more likely to move from rural to urban, men more likely to find fishing and construction work abroad



High youth participation: The majority of migrants are under 35

About \$380 million in **international remittances** is received annually in Cambodia, representing more than 2% of national GDP

Problems Posed by Migration



- Can weaken local investment
- Accelerated school dropout rates
- Limited job skill growth



- Various impacts on development programs: strain on systems, shifting target populations, complicated data collection

Opportunities



- Possibility of improving economic livelihoods
- New options for females and youths
- Strengthening financial literacy and banking services



The goal should be to reduce the **negative impacts** of migration while leveraging the **development opportunities**



Key Recommendations in the Literature



Cross-cutting recommendations:

1. Incorporate migration into **strategy planning**, allowing for flexible and adaptive programming
2. Timing **data collections** and **evaluations** to account for shifting populations
3. Utilize **geographic mapping** tools such as GIS to monitor changes in our targeting

Democracy and Governance



1. Increase **knowledge** of travel procedures, legal rights, and verified safe employers
2. Enhance capacity of **civil society** to promote land security and protection of natural resources
3. Advocate for stronger **legal frameworks** protecting migrant rights

Health and Education



1. Improve **awareness** of healthcare and education services while abroad, particularly in maternal and reproductive health and primary education
2. Disease **surveillance** at the borders to prevent risk of regional epidemics
3. Strengthen **reintegration** of returnees by facilitating access to health and education systems

Food Security and Environment



1. Reducing **agricultural insecurity**: drought/flood resistant strains, crop insurance, water management plans
2. Promoting **community voice** in climate change initiatives and natural resource protection
3. **Financial literacy** training for agricultural workers

Discussion - Migration and USAID Programs

Split up into four development objective groups:

1. DO1: Strengthening democracy and governance
2. DO2: Improving health and education
3. DO3: Reducing poverty through food security and environment
4. Cross-cutting solutions

Discuss: are there additional best practices in your sector not listed here? What else is currently being done or can be considered? How to best implement these recommendations?

Prioritize the recommendations, both the ones listed here and ideas from the group. Rank based on feasibility and potential impact.

USAID CAMBODIA

CDCS Retreat

We want to **end gender inequality** – and to do that we need **everyone** to be involved

Emma Watson
Actress and UN Women Goodwill Ambassador

USAID CAMBODIA

This presentation will focus on:

- Context: Gender Assessment
- Cross-cutting issues
- High level recommendations for each DO
- Recommendation for Mission-wide gender integration

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USAID CAMBODIA

Gender Assessment: 2010 Vs 2016

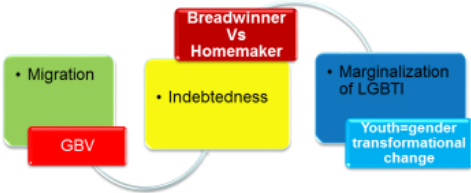
This gender assessment 2016 intended to:

- Identify the key gender-based constraints within our DOs
- Pinpoints changes and emerging gender trends Cambodia in the last five years
- Provides practical, incremental recommendations to address key GEFE challenges and constraints

25

USAID CAMBODIA

Cross-cutting gender issues




26

USAID CAMBODIA

Cross-cutting gender issues...

- Migration is a growing phenomenon with strong gender dimensions



27

Cross-cutting gender issues...

- **High level of indebtedness:** A serious issue facing communities and is a driver of migration and of increasing vulnerability for men and women.



28

Cross-cutting gender issues...

- **Various forms of GBV** but justice for survivors are serious constraints.



29

Cross-cutting gender issues...

- **LGBTI persons and Entertainment Workers** face discriminations



30

Cross-cutting gender issues...

- **Breadwinner Vs Homemaker**
- As a result, women face multiple burdens on their time and energy, as well as limited opportunities, mobility, and agency.
- Men, who face the traditional burden of breadwinner and can be left out



31

Cross-cutting gender issues...

- **Youth=transformational gender change**
- Youth (male/female) views of gender norms and roles are more adaptable and they are receptive to change.



32

Recommendations for each DO



33

DO 1 recommendations : More detailed recommendations will be discussed at small groups or see page 10 Gender Assessment

Transparency and citizen oversight and engagement with local gov't and launching or expanding gender-responsive budgeting initiatives

Increase women's representation in leadership and management positions



34

DO 2 recommendations : More detailed recommendations will be discussed at small groups or see page 15 Gender Assessment



Ensure that GBV is adequately addressed through health facilities/providers

Expansion and improved health and social support services for key populations (LGBTI and EW)

35

DO 3 recommendations: More detailed recommendations will be discussed at small groups or see page 23 Gender Assessment



Agency-wide gender integration: More detailed list, see page 29



Group Discussion (facilitated by a POC)

- Instructions: 20 minutes
 - Divide into 4 groups
 - (1=DO1; 2=DO2; 3=DO3; 4=Agency-wide)
 - You will read list of recommendations for each group and discuss the following:
 - 1- Identify the recommendations that are not currently properly addressed in your DO?
 - 2- Prioritize/rank among all recommendations for which ones should now be reflected/implemented in your DO?

SCENARIO PLANNING

HOW DO WE THINK ABOUT THE FUTURE?

WHY SCENARIO PLANNING?

- Test the viability of current strategies by exposing assumptions and uncertainties
- Better capacity to adapt quickly and absorb disruptions
- Differentiate priorities with more robust strategies

Very real crises mark our time. And as much as we might like it otherwise, it appears that doing what we have always done, only harder, will not solve them.
- Charles Johnston

Scenario Planning for Development

Futures Analysis



WHAT IS A GAME CHANGER?

Emergent, broad trends that pose significant risks to the entire portfolio; these contextual "game changing" trends should be tracked for their implications for the Mission's strategic direction and implementation

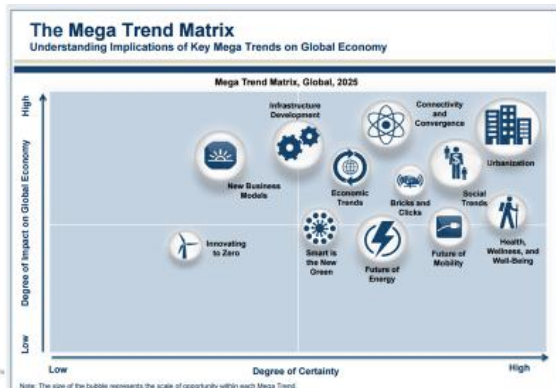
- What factors are impossible to predict or control?



BRAINSTORMING CONSIDERATIONS

- Consider the information you received today on cross cutting issues
- Think of positive and negative consequences
- What role does information and data play?
- How do partners and collaboration factor?

Always the more beautiful answer, who asks the more difficult question.
- e.e. cummings



QUESTIONS FOR PLANNING

- How will the scenario impact your work – consider positive and negative scenarios?
- What changes might you make to the strategy as a result?
- How can you build in adaptability and flexibility to ensure you are responsive to the future?

WHAT'S NEXT?

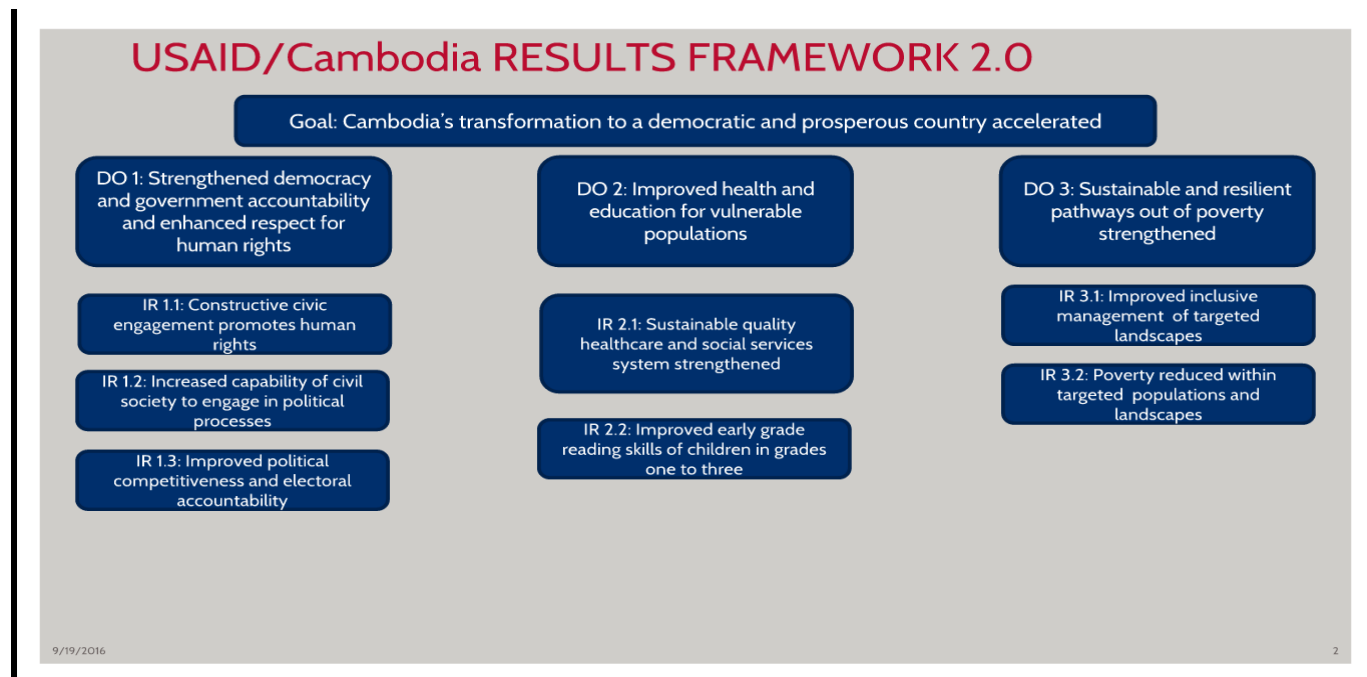
USAID
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

THANK YOU!

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ANNEX III: THE RESULTS FRAMEWORK

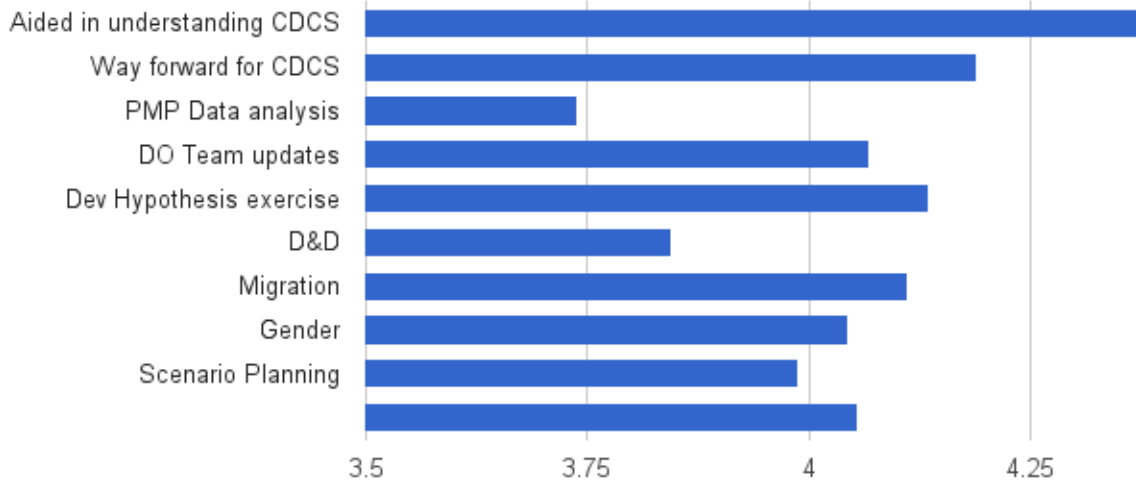
The revised Results Framework (below) was generated from the DO1 team lead meetings and the revised PADs.



ANNEX 4: RETREAT EVALUATION DATA

	A	B	C	D	E	F	G	H	I	J
1		RETREAT EVALUATION RESULTS								
2		Averages								
3	Aided in understanding CDCS	4.377777778	5	3	5	5	5	5	5	
4	Way forward for CDCS	4.188888889	5	3.5	4	4	3	5	4	
5	PMP Data analysis	3.738095238	4	4	4	4	3	5	5	
6	DO Team updates	4.068181818	4	2	5	4	3	5	4	
7	Dev Hypothesis exercise	4.136363636	4	1	4	4	5	5	5	
8	D&D	3.844444444	4	4	4	3	5	5	4	
9	Migration	4.111111111	4	4	4	4	5	5	5	
10	Gender	4.044444444	4	4	5	4	5	5	5	
11	Scenario Planning	3.988888889	4	3.5	4	4	4	5	4	
12		4.055355139								
17		Favorites	Least Favorites	Improvements						
18		Data analysis: 6	Dev Hypothesis: 5							
19		Dev Hypothesis: 9	D&D: 6							
20		Scenario planning: 17	Gender: 4							

Retreat: What was useful?



ANNEX 5: MIGRATION INFORMATION

Migration in Cambodia

Promoting safer migration while leveraging the development opportunity

Cross-cutting Solutions

1. Incorporate migration into strategy planning, allowing for flexible programming
2. Data collection and evaluation timing that accounts for shifting populations
3. Geographic mapping tools (e.g. GIS) to monitor changes in our targeting



DO1: Strengthening democracy and governance

1. Increase knowledge of travel procedures, legal rights, and verified safe employers
2. Enhance capacity of civil society to promote land security, natural resource protection
3. Advocate for stronger legal frameworks protecting migrant rights



DO2: Improving health and education

1. Improve awareness of health and education services while abroad
2. Disease surveillance at the borders to monitor transmission
3. Strengthen reintegration of returnees by facilitating access to health and education



DO3: Reducing poverty through food/environment security

1. Reduce agricultural insecurity with resistant crops, crop insurance, water management
2. Promote community voice in climate change and natural resource protection
3. Financial literacy training for agricultural workers



What recommendations would your team add to the list?