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**NURTURE PROGRAMME:
ENTREPRENEURSHIP AROUND CLIMATE
RESILIENT AGRICULTURE**

Feasibility Assessment Report

Exploring Incubation and Acceleration for
Businesses providing Climate Resilient
Agriculture (CRA) and Water Management
Solutions in Cambodia

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Section 1

Introduction

In this section, we will cover the context and background for the study as well as the methodology employed to gather the insights that informed our proposed design.



Context and Background

Climate Resilient Agriculture (CRA) in Cambodia

As of 2020, approximately 76% of Cambodia's 16.7 million population live in the rural areas ^[1], and significant portion of this group has their livelihood linked to agriculture. It is estimated that about 35% of the Cambodia's labor force is deployed in the agricultural sector, yet the proportion of GDP output of Agriculture is only at 22.38%^[2]. This disparity of proportion between labor force and GDP output somewhat demonstrates the lower income share of Cambodians living in rural areas doing agriculture.

On top of being economically vulnerable, a lot of these smallholder farmers live in climate-sensitive areas where there are cycles of flooding and drought while also having rising temperatures impacting water irrigation. This creates a compounding problem where their income is already predominantly low while environmental factors increase the risk for yield-loss or complete crop failure leading to further reduced income and food insecurity.

With this context in mind, a number of development efforts have been deployed to promote a more climate-resilient agriculture in Cambodia that holistically looks not just the welfare of the small-holder farmers but also taking into account the soil regeneration and sustainable development of the farmlands.

HEKS-EPER Nurture Project

Against this backdrop, the Nurturing Climate Resilience (Nurture) project, implemented by HEKS/EPER and Caritas Switzerland, with contribution funding provided by the Swiss Agency for Development and Cooperation (SDC), aims to enhance climate change resilience and improve the livelihoods of smallholder farmers and the vulnerable communities they live in by climate-proofing of agroecosystems. The desired impacts at the target group level are:

- (i) Smallholder farmers (men and women) have increased yields and incomes thanks to better and more stable access to water for irrigation
- (ii) Smallholder farmers (men and women) are more resilient to climate change, floods and droughts thanks to the application of climate-resilient agro-ecological practices. The Nurture project will work in four provinces based on their vulnerabilities to natural disasters. The four selected provinces are located in western Cambodia - Banteay Meanchey, Battambang, Oddar Meanchey and Preah Vihear.

[1] [Data Worldbank - Cambodia](#)

[2] [Statistica.com](#)

Context and Background

HEKS-EPR Nurture Project

The private sector holds the potential of contributing to build smallholder farmers' climate resilience by enabling market-based access to climate resilient services and products. Over the last decade, Cambodia's entrepreneurial ecosystem has been flourishing and characterised by a rapid increase of socially-oriented startups and companies, incubator and training programmes as well as other business supporting services.

Despite rapid private sector growth, startups/companies still face a range of challenges which prevent them from further expanding products and services – including climate-resilient solutions for agriculture – to more rural and remote areas. Such challenges include – access to working capital and financing, business planning, marketing, and business models development among others.

Ultimately, ensuring that businesses have access to adequate technical assistance is crucial to enable the roll-out of demand-driven solutions. Through the Feasibility Assessment on Incubation and Acceleration for Businesses providing Climate Resilient Agriculture and Water Management Solutions, the Nurture team aims to gain a more comprehensive understanding of the Cambodian entrepreneurial ecosystem with an emphasis on access to knowledge, tipping-point technical assistance, access to networks as well as coaching and mentoring for startups/companies.

Project Objectives and Scope

Assessment Objectives:

1. Assess the necessity and market demand for establishing or supporting an incubation and acceleration programme for startups/companies that provide climate resilient agriculture and water management solutions.
2. Map the entrepreneurial ecosystem with a focus on knowledge and resources in Cambodia and in the project's targeted areas (Banteay Meanchey, Battambang, Oddar Meanchey and Preah Vihear) that startups/companies can access to start and scale up operations.
3. Inform the design of an inclusive demand-driven incubation and acceleration programme for startups/companies, operating in the field of climate resilient agriculture, with the ultimate objective of building/strengthening the ability of startups/companies to reach vulnerable groups with their products and services.
4. Assess potential use/collaboration with iBAN tools for inclusive business coaching and support.

The assessment will build on and complement other assessments conducted under the nurture project, including the Climate Resilience Agriculture Assessment.

Methodology

Triangulation Approach – The combination of macro data from desk research, in-depth interviews from KII, and the ecosystem mapping will together inform the recommendations and proposed design of the appropriate incubator/accelerator-type of initiatives.

1. **Interviews with Key Informants***–
 - a. **With select Entrepreneurs** – Interviews with entrepreneurs who contribute CRA in Cambodia across key areas in the value chain and gather their insights on what would make similar businesses thrive and how incubation/acceleration can potentially support them in the process.
 - b. **With select Entrepreneurial Support Organizations (ESOs)** – Interviews with various ESO to gather their insights on the challenges and needs of budding CRA-related businesses including service providers of incubation/accelerator programme, impact investors and traditional investors (e.g. banks/lenders), University/Research Institutes, relevant I/NGOs and Development Agencies (e.g. SwissContact, GiZ, etc.)
 - c. Interviews were mostly conducted via zoom to lower the barrier of participation as KIIs were not compensated for their time.
 - d. Some interviewees were done in conjunction with Sevea who was doing a concurrent CRA value chain assessment for the Nurture Project.
2. **Desk Research** – Scan of gray literature including technical studies, national policy plans, case studies and reports from reliable sources and highlight information relevant wherever possible.
3. **Ecosystem Mapping** – Leveraging on Impact Hub’s recent pieces of work in ESO research in Cambodia as well as its network, a visual map of the key players and their roles in the ecosystem will be produced.

*Full of list of questions from KII Interviewer guide can be found in Appendix A

Section 2

Insights from Entrepreneurs

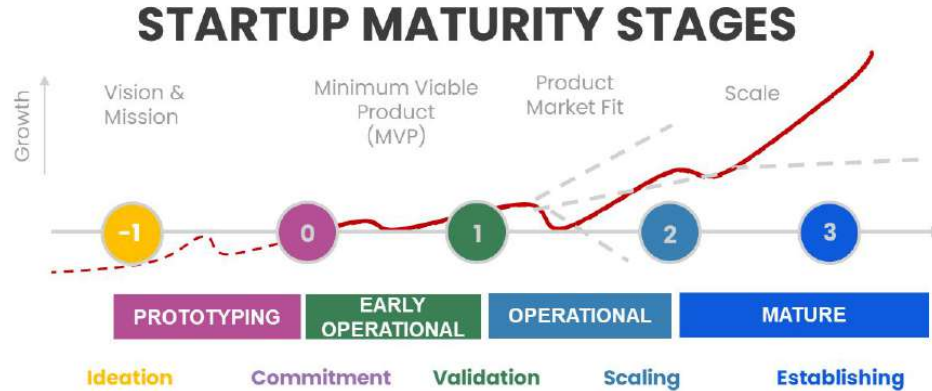
In this section, we will cover different insights gathered from entrepreneurs across different industries that support various areas of Climate Resilient Agriculture. We will also highlight the different needs depending on the maturity stage of the businesses.



[Link to Image Source](#)

Startup Maturity Framework

To help frame the patterns emerging from the widely diverse set of entrepreneurs/ businesses in this study, the startup maturity framework is used to contextualize the insights gathered and explore commonalities and nuances across stages



Stages:

Prototyping - This stage includes startups that have built an initial prototype of their product/service and are currently testing it with potential clients. However, they have not yet generated any sales.

Early Operational - This stage includes startups that have generated some sales and gained market traction with their product/service but are not yet profitable.

Operational – This stage includes startups that have generated stable or increasing profits over a longer period of time.

Mature - This stage includes startups that are looking to expand their current operational base/market reach or want to establish one or more new branches locally or internationally.

Mapping of Identified CRA-related Startups in Cambodia across the Maturity Stages

CRA BUSINESSES



PROTOTYPING

EARLY OPERATIONAL

OPERATIONAL

MATURE

Demographics

Latest Annual Revenue range*:	No revenue yet	1~2k USD to ~20k USD	~90k USD to ~500k USD	Up to 25M USD a year
Average Company Age:	1.3 years since established	2.8 years since established	4.4 years since established	11 years since established
Total # of Interviewees in Cambodia**: 18 Male: 11, Female 7				

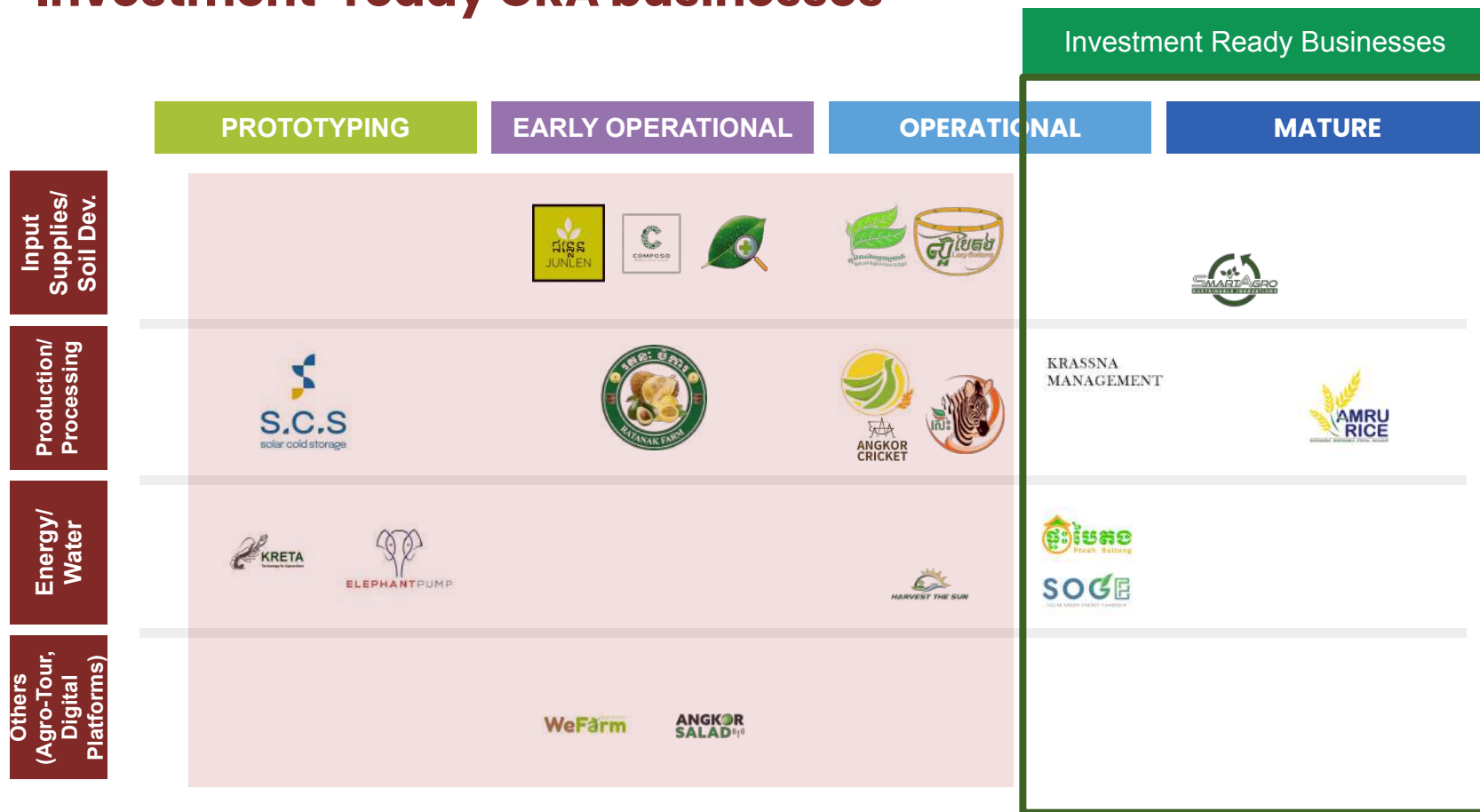
*Some revenues were not disclosed by interviewees for confidentiality protection purposes; thus, taken out from the range.

**Full list of interviewees in Appendix B.

Mapping of Identified CRA-related Startups in Cambodia across the Maturity Stages and Value Chain Areas

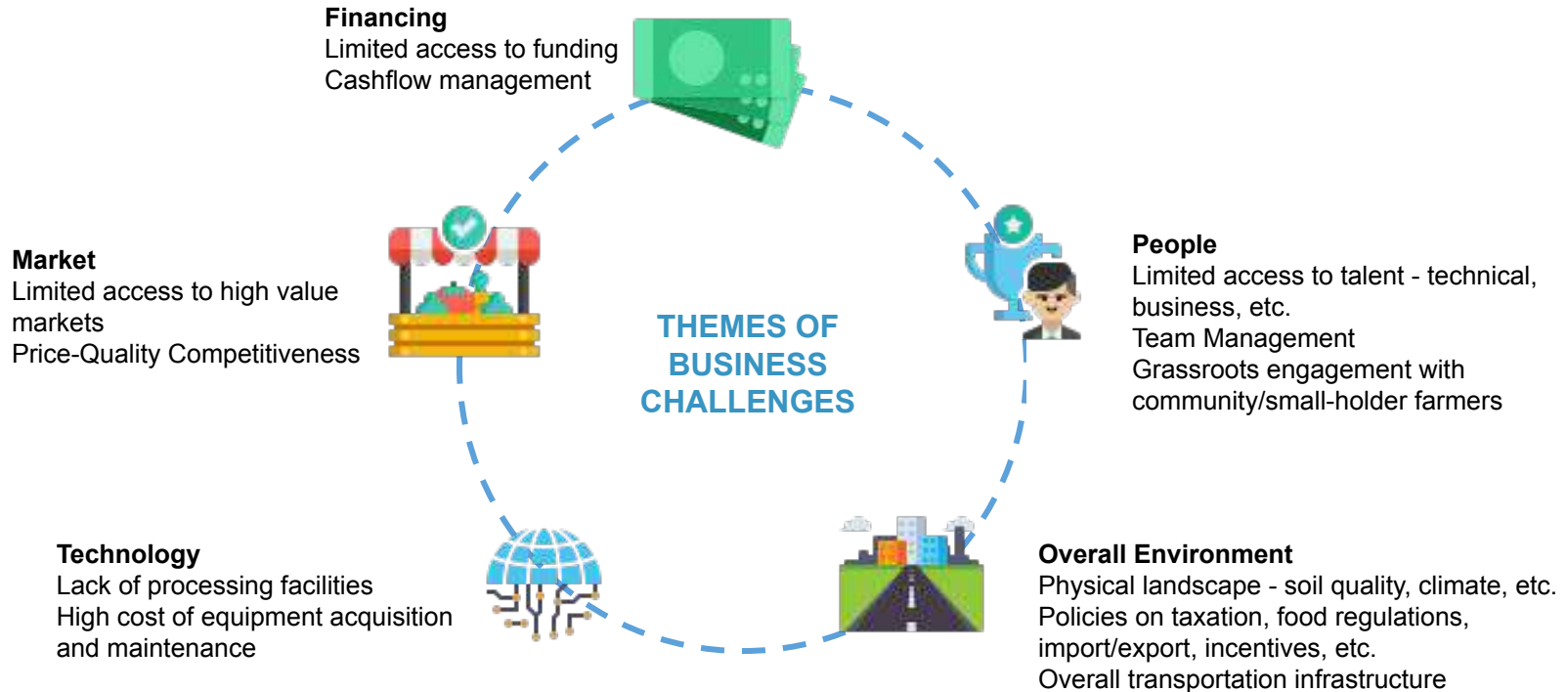
	PROTOTYPING	EARLY OPERATIONAL	OPERATIONAL	MATURE
Input Supplies/ Soil Dev.		  	  	
Production/ Processing			  	
Energy/ Water	 		  	
Others (Agro-Tour, Digital Platforms)		 		

Investment-ready CRA businesses



Identified Common Business Challenge Themes

Consistent with what is generally understood in the ecosystem, themes on common challenges have emerged from the interviews with entrepreneurs depicting issues around financing, market linkage, access to talent, overall infrastructure, etc.



Predominant Business Challenges and Support Needs in the: Prototyping Stage

Note: Some challenges and support needs are consistent across maturity stages

Maturity Stage: Prototyping	Market 	Financing 	People 	Technology 	Overall Environment 
Business Challenges	Lack of proof of concept and proof of market for the product-quality-price	- Limited funds for testing, market validation - Cash Burn-rate management	- Small teams, usually part-time, with limited skills - technical/business acumen - Storming period for co-founders	High cost of acquiring and maintaining machinery (renewable energy, water systems, farming machinery, etc.)	Tedious documentation work for legal registration, loans, compliance, taxation, etc.
Support Needs	Simplified access to macro market research info	Facilitate access to seed funding	Skills Training, mentoring, networking opportunities	Overall public investment in infrastructure and technological education	- Automation/easing of administrative processes - Policy incentives (e.g. tax breaks for certain imports/exports)

Predominant Business Challenges and Support Needs in the: Early Operational Stage

Note: Some challenges and support needs are consistent across maturity stages

Maturity Stage: Early Operational	Market 	Financing 	People 	Technology 	Overall Environment 
Business Challenges	- Lack of stable clientele - Weak competitiveness on price and/or quality versus imports	- Limited funds (e.g. industrial machinery, etc.) - Cashflow management – payable and receivables	- Still small teams although some have become full-time - Limited skills specifically on technical, sales & marketing - Grassroots engagement	- High cost of acquiring and maintaining machinery - Limited processing capability to maximize yield	Tedious documentation work for legal registration, loans, compliance, taxation, etc.
Support Needs	- Linking to potential buyers - Simplified access to macro market research info	Facilitate access to funding (grants, early investments, loans)	- Skills Training, mentoring, networking opportunities - Connecting to available technical talent	- Overall public investment in infrastructure and technological education - Policy incentives	- Automation/easing of administrative processes - Policy incentives (e.g. tax breaks for certain imports/exports)

Predominant Business Challenges and Support Needs in the: Operational Stage

Note: Some challenges and support needs are consistent across maturity stages

Maturity Stage: Early Operational	Market 	Financing 	People 	Technology 	Overall Environment 
Business Challenges	Quality and scale are still in process to access high value markets, domestically/abroad	- Reducing costs and increasing quality requires capital investment (e.g. high volume purchases, R&D, etc.) - Cashflow management	- Increasingly growing HR management complexity - Access to best talent requires higher HR cost - Scaling up grassroots engagement	Maintaining more complex technology systems require higher degree of technical talent	- Tedious documentation work for loans, compliance, and taxation, etc - Food export quality certification (for applicable businesses)
Support Needs	Introduce to high value partners in the industry of interest, domestically/abroad	Facilitate access to funding (grants, investments, loans)	- Continuous business mentoring - Networking opportunities for talent acquisition	- Overall public investment in infrastructure and technological education - Policy incentives	- Automation/easing of administrative processes - Policy incentives (e.g. tax breaks for certain imports/exports)

Predominant Business Challenges and Support Needs in the: Mature Stage

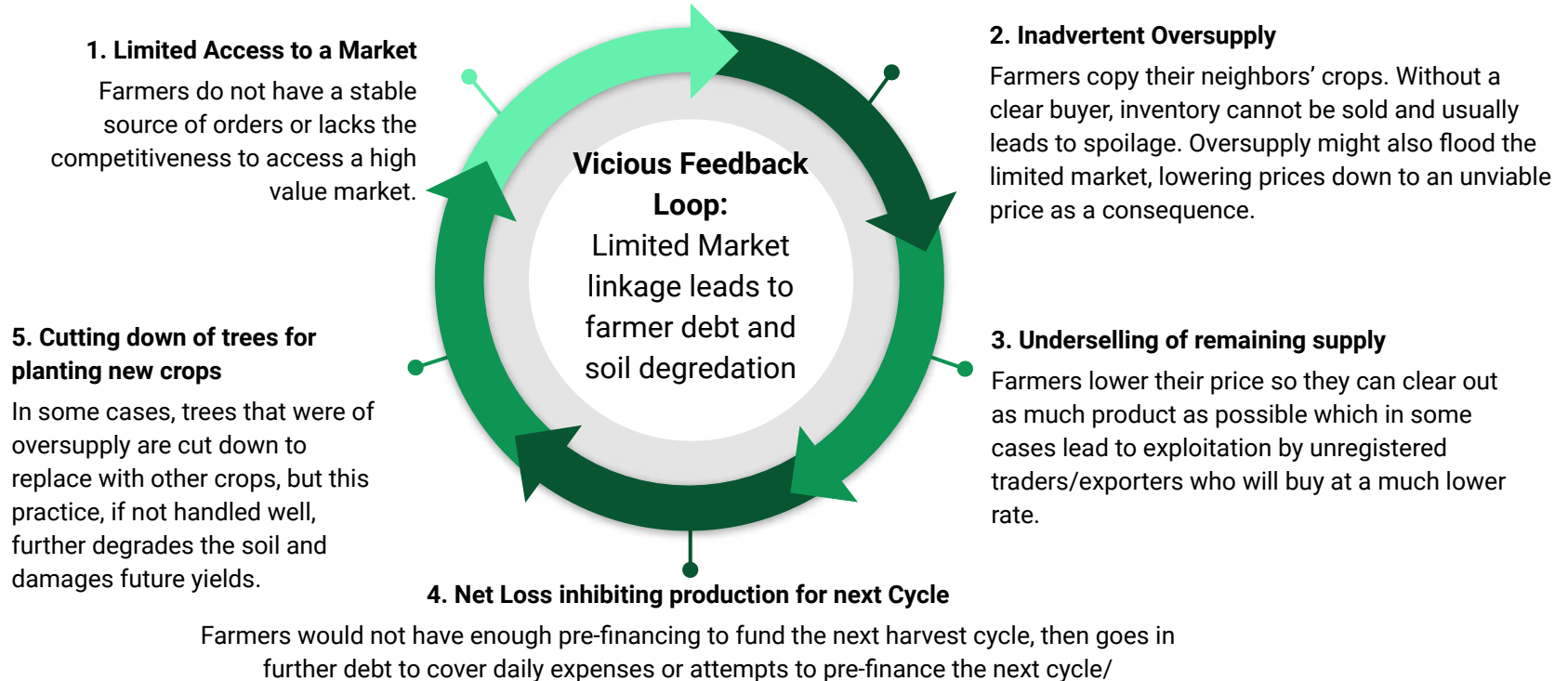
Note: Some challenges and support needs are consistent across maturity stages

Maturity Stage: Early Operational	Market 	Financing 	People 	Technology 	Overall Environment 
Business Challenges	- Market expansion – new market segments locally/abroad - Product portfolio expansion	- Cost optimization - A clear reserve management framework (e.g. fixed reserves%, investments into expansion and R&D, etc.)	- Increasingly growing HR management complexity - Access to best talent requires higher HR cost - Scaling up grassroots engagement	In-house R&D may require access to more advanced technology, overall higher costs	- Tedious documentation work for loans, compliance, taxation, etc - Food export quality certification (for applicable businesses)
Support Needs	Introduce to high value partners in the industry of interest, domestically/a broad	Facilitate access to smart investments (e.g Private Equity) or even potential IPO	- Continuous business mentoring - Networking for learning partners	- Overall public investment in infrastructure and technological education - Policy incentives	- Automation/easing of administrative processes - Policy incentives (e.g. tax breaks for certain imports/exports)

How do these challenges impact the smallholder farmers and the climate-resilience of their farms?

These challenges can compound situational challenges for the farmers and create a vicious cycle.

The diagram below shows one scenario, among others, of a vicious feedback loop based on certain system level variable (e.g. ease of access to a viable market) that further hinders smallholder farmer welfare and inadvertently lead to soil degradation.



Turning the Vicious Cycle into a Virtuous Cycle

Addressing support gaps across this feedback loop could turn it into a virtuous self-reinforcing mode. See the simplified transformation of the same scenario below for illustration:

Secured Access to a Market

Farmers have secured or stable source of orders in their crop/s of choice

1. Limited Access to a Market

More CRA farms and farmer advocates of CRA

Farmers shares about their increased physical and financial outcomes from applying CRA to their neighbors, leading to overall CRA adoption.

5. Cutting down of trees for planting new crops

Better results, more confidence in CRA

Farmers gain more confidence in CRA practices as they are rewarded by profit and better farming conditions over time.

Virtuous Feedback Loop:
Secure Market linkage leads to more CRA advocates and CRA-farms

4. Net Loss inhibiting production for next Cycle

2. Inadvertent Oversupply

Optimal Crop Calendars

With farmers having a relatively secure buyer, calendaring of harvest cycles can be optimized based on demand, resulting to minimal spoilage or losses

3. Underselling of remaining supply

Enough profit for re-investment to CRA

Having sufficient profit from the sales can be used to reinvest back into funding CRA practices/equipment (e.g. renewable-powered cold storage, intercropping, etc.)

Mapping of Identified CRA-related Startups in Cambodia – impact to underserved groups

	Businesses	Underserved farmers	Remote farmers/communities	Women	Youth	Different ethnic groups
Direct Customers						
Partners/Collaborators	 Junlen					
Indirect beneficiary	 SOGE					
Not involved	 Composo					
	 IGreenSynergy					
	 WeFarm					
	 Kreta					
	 Agro Pharma					
	 Angkor Salad					

Mapping of Identified CRA-related Startups in Cambodia – impact to underserved groups

Direct Customers	Businesses		Underserved farmers	Remote farmers/com munities	Women	Youth	Different ethnic groups
Partners/Collaborators		Recheny Banana Chip					
Indirect beneficiary		Laey Baitong					
Not involved		Elephant Pump					
		Harvest the Sun					
		Amru Rice					
		Solar Cold Storage					
		Rattanak Farm					
		Ptes Baitong					
		Krassna Management					

Mapping of Identified CRA-related Startups in Cambodia – impact to underserved groups

	Businesses		Underserved farmers	Remote farmers/com munities	Women	Youth	Different ethnic groups
Direct Customers							
Partners/Collaborators		Natural Agriculture Village					
Indirect beneficiary		SmartAgro					
Not involved		Angkor Cricket/Ecologie					

Additional Insights from Agricultural Cooperatives/ACs (1/2)

Aside from the start-up entrepreneurs, the team has also explored the possibility of incubating ACs. With this in mind, 8 Agriculture Cooperatives(ACs) were interviewed*: 2 in Battambang, 3 in Preah Vihea, 2 in Oddor Meanchey and 1 in Banteay Meanchey. Business Challenges discovered were consistent with what the entrepreneurs have shared.

Common Business Challenges of ACs:



a.) Access to market – Most ACs struggle with securing buyers sustainably which leads to either spoilage of harvest, selling of the crops at a lower price netting to a financial loss, and overall discouragement to the farmers.



b.) Lack of capital to continuously fund the business – Because of the issue of sales consistency, many ACs do not have enough funds to sustain their business (e.g. purchasing new stocks) or investing into scaling (e.g. buying machinery)



c.) Limited business skills and knowledge of sustainable agricultural techniques – Staffing of the ACs interviewed have a predominant profile of part-timers from their community and many of them would only learn about basics of managing a business from their peers. Therefore, some essential skills like financial management (forecasting, budgeting, cashflow management, etc.) is limited. Agricultural techniques that can help sustainably increase their yields are also limited.

*Interview questionnaire can be found in Appendix A.3 and the breakdown of ACs profile can be found in Appendix B.4

Additional Insights from Agricultural Cooperatives/ACs (2/2)

Challenges in applying Climate Resilient Agriculture Practices

- **Limited baseline knowledge and skills** – There is a low baseline in terms of the knowledge and skills around agro-ecological practices and understanding the importance of learning these techniques is not readily apparent for farmers. There is also a limited access to the necessary capability-building resources around this topic.
- **Lack of clear incentive to apply sustainable agricultural practices** – Given the generally erratic sales volumes, applying agro-ecological practices is not seen as a priority and may sometimes be seen as an extra cost. Out of the 8 interviewees, only one applies a set of sustainable practices in their farms as this was a precondition set by one of the interviewed businesses (AmruRice) for the company to buy from the ACs. AmruRice then applies a train-the-trainer approach and supports the farms by having a locally trained resource person to educate the farmers in the area.

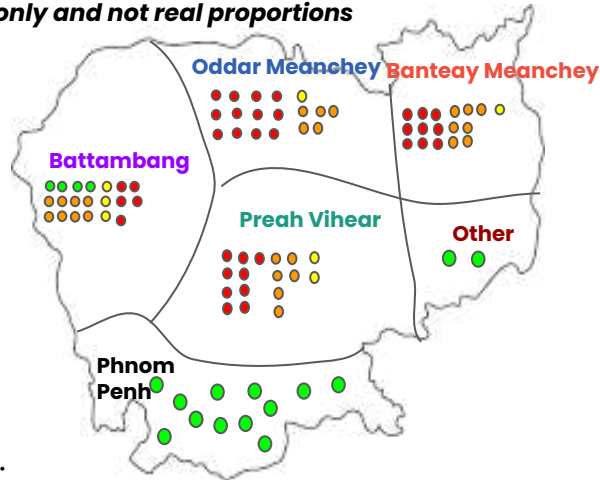
Demand for Skills-building workshop and market linkage support instead of a traditional Incubator Programme

- When asked about the potential of joining an incubator type of programme, 7 out of the 8 ACs expressed interest in participating if it means building their capabilities around overall business planning, financial management, and market outreach (how to secure buyers).
- However, they have expressed that the biggest support they would appreciate would be having better access to market and potentially secure buyers.
- Given these insights, a prototypical incubator may not be a fit for the ACs profile and needs and may be covered by employing train-the-trainer workshops and holding market fairs.

Insights on the 4 Target Geographical Areas

Distribution on the Map

Note: Rough Cambodia map is for illustrative purposes only and not real proportions



Legend:

Primary Distribution

- Green plot - where the interviewed startups are headquartered in

Secondary Distribution

Shows how many of the companies interviewed has current presence in the geographical targets or future intents:

- Has operational presence there
- Not presence yet but has intention to expand there in the near future
- No intention to expand there yet

Insights about Expansion Constraints and Benefits

Constraints for Expansion to Battambang, Oddar Meanchey, Preah Vihear, Banteay Meanchey:

- Finding a Trusted Local Partner** - The presence of a trusted local partner is a key consideration for most entrepreneurs as trust mitigates the perception of risk.
- Market size and domestic potential ROI** - There is a perception that these 4 areas does not have a significant market size for a proportionate ROI (with the exception of Battambang where there is enough interest)
- Limited capacity of product supply** - Plenty of the interviewed businesses can only produce their products to supply in a few provinces in Cambodia due to value chains or just overall logistical hurdles of moving materials/products around.

Key Benefits enticing the idea of Expansion to the 4 areas:

- High potential of soil for plantation type of production** - Entrepreneurs interviewed expressed some nascent interest to explore the target areas as they deem the quality of the soil to be conducive for crops like nuts, vegetables, and fruit plantations.
- Continuously increasing economic development** - This is especially true for **Battambang**

Insights on the 4 Target Geographical Areas – Operational Presence (1/3)

Business Headquarter ed	Businesses	Phnom Penh	Battambang	Preah Vihear	Oddor Meanchey	Banteay Meanchey
Operational Presence	 Junlen					
No presence yet, but intending to	 SOGE					
No intention to expand there	 Composo					
	 IGreenSynergy					
	 Wefarm					
	 Kreta					
	 Agro Pharma					
	 Angkor Salad					

Insights on the 4 Target Geographical Areas – Operational Presence (2/3)

Business Headquarter ed	Businesses		Phnom Penh	Battambang	Preah Vihear	Oddor Meanchey	Banteay Meanchey	Other
Operational Presence		Recheny Banana Chip	○	○	○	○	○	
No presence yet, but intending to		Laey Baitong	○	○	○	○	○	
No intention to expand there		Elephant Pump	○	○	○	○	○	
		Harvest the Sun	○	○	○	○	○	○
		Amru Rice	○	○	○	○	○	
		Solar Cold Storage	○	○	○	○	○	
		Rattanak Farm	○	○	○	○	○	○
		Ptes Baitong	○	○	○	○	○	

Insights on the 4 Target Geographical Areas – Operational Presence (3/3)

Business Headquarter ed	Businesses		Phnom Penh	Battambang	Preah Vihear	Oddor Meanchey	Banteay Meanchey	Other
Operational Presence		Krassna Management						
No presence yet, but intending to		Natural Agriculture Village						
No intention to expand there		SmartAgro						
		Angkor Cricket/Ecologie						

Incentives requested as conditions to expand

1). Connection with Reliable Partnership

6 companies mentioned that knowing and being able to connect and build long term Reliable Partnership (sale agents, distributors, etc.) would be the key incentive factor for them to enter the area/market as expansion.

3). Access to Raw Materials

3 companies mentioned that they would need to understanding the level of accessibility to all the raw materials they need to set up the operation in the target market.

2). Clear Target Customer Segment, Competitor Insight, and Fund for Go-to-Market Strategy

8 companies mentioned that being able to understand, whether if among the population, there are enough target customers/segment (*e.g. fish farmer, natural soil, safe biochemical user, % of Battambang fruit farmers, % of cashew nut farmers, % of agrotourism*) and understanding about the existing solutions/competitors first would definitely help them to prepare to enter the new market.

Also, they would need fund/resources to test out with the new market customers.

Insights From Foreign Companies about the prospect of Cambodia as a Market

CRA BUSINESSES



Spiral Farm House
- Nepal



PROTOTYPING

EARLY OPERATIONAL

OPERATIONAL

MATURE

Demographics

Latest Annual Revenue range*:	No revenue yet	1~2k USD to ~20k USD	~90k USD to ~500k USD	Up to 25M USD a year
Average Company Age:	1.3 years since established	2.8 years since established	4.4 years since established	11 years since established
Total # of Interviewees **: 4 Male: 4, Female 0				

*Some revenues were not disclosed by interviewees for confidentiality protection purposes; thus, taken out from the range.

**Full list of interviewees in Appendix B.

Insights From Foreign Companies about the prospect of Cambodia as a Market

Seeing the potential in agriculture in Cambodia, such as the access to the:

- 1) existing **raw materials**
- 2) the emerging growth in **market size (GDP)**,
- 3) the apparent **growth of the agriculture sector** in Cambodia
- 4) **Cultural context**

,the interviewees have shown some degree of interest in expanding their businesses into the Cambodia market.

However, the following perceptions of Cambodia as a market inhibits entrepreneurs from prioritizing the country to be among their top of mind for expansion:

- 1) Not as **competitive** in terms of prices and quality versus **neighboring countries** (i.e. Vietnam and Thailand)
- 2) Not as many **government incentives** for agricultural trade
- 3) Not so developed **transportation infrastructure**,
- 4) Limited access to **skilled labor**
- 5) Limited access to a strong and **trustworthy local partner**



Incubation & Accelerator Experiences

Investor network

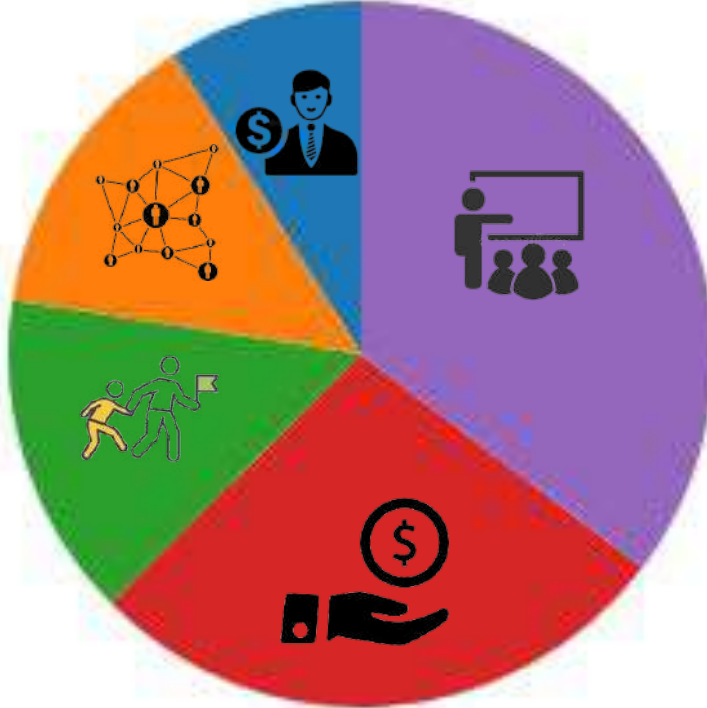
Get to know and meet with the investor for future investment opportunities.

Networking opportunity

Expose to other businesses to connect and learn from other entrepreneurs from the program.

Mentoring opportunity

Getting chance to meet with mentor and get business advice, consultation and sharing the knowledge that entrepreneurs never learned before.



Knowledge and skills

Workshop and training focus on business management, operation skills, business pitching skills and leadership.

Funding opportunities

Including prototyping funding, small grant for business operation and investment loan for small scale business.

Entrepreneurs' Support Needs and Expectations From Incubators/Accelerators

Maturity Stage:	Financing 	Mentoring 	Skills and knowledge 	Program design 	Networking 
Prototype Business	More prototype funding for prototype building and market testing.	Technical mentor to help with business support, such as coding, programming, prototype building.	Skill and knowledge need focus on digital marketing, business registration, business planning, prioritizing, go to market strategy.	Program timing is too short, it is hard for participants to practice skills they learned. The program is suggested to run during the weekend, since the prototype stage entrepreneurs are mostly fresh graduate and having full time job while they are running a startup.	Opportunity to get to build network other businesses and what is happening in the market.
Early operational Business	Funding for scale up, product development and machinery purchasing throughout loan, grant, investment, funding.	Mentoring support on scale up and expansion strategy, giving advice and experience sharing about business.	Skill and knowledge related to investment readiness, business operation, marketing, financial management, digital marketing	Post-program support after the program finished to ensure the growth of the businesses.	Opportunity for scale up through partnership and learn from other entrepreneurs.

Entrepreneurs' Support Needs and Expectations From Incubators/Accelerators

Maturity Stage:	Investment opportunities 	Financing 	Skills and knowledge 	Resources 	Mentoring 
Operation Stage Business	Knowledge regarding investment readiness Investment and scale up opportunities for entrepreneurs. Need support on building portfolio for investment, especially from other countries.	Funding opportunities including, grant, loan and investment for business development and product quality.	Need more advanced skills relating to business expansion strategy, business expansion, business registration	Access to important information such as: investor deck, investment readiness detail, machinery suppliers. Access to information and human resources such as expert to support on specific part of the business. (Ex: accountant, marketing, financial management..)	Mentoring support on scale up and expansion strategy, giving advice and experience sharing about business.
Mature Stage Business	N/A – not interested to join Accelerators				

Entrepreneurs' Support Needs and Expectations From Incubators/Accelerators

Maturity Stage:	Partnership 	Legalization 	Digital Skills 	Market Linkage 
Operation Stage Business		Transformation to formal business by starting the registration with relevences ministry, government in Cambodia.	Skill, knowledge, technology that help business with the business operation. (Ex:Financial management system, stock controlling system...)	
Mature Stage Business	Partnership opportunities with other business in the sector.	Support from government and policy in the specific areas. (Ex: exporting policy, taxation on exporting product..)		Market linkage – partner with companies/countries who already want organic or sustainable products for business expansion.

Value-add for joining the Entrepreneurs Support Programme

Those who participated in the different entrepreneurs support programs, the interviewees shared that they can see improvement within the business relating to:

- 1) Gaining **skills** and **knowledge** on business operation and management
- 2) Getting more **network** and **partnership** for businesses
- 3) Generating more **ideas** from the **mentoring sessions**.
- 4) **Funding** for business development

However, despite the skills and knowledge provided by the entrepreneurs support, the interviewees might not be able to address the challenges:

- 1) Transforming from family business into a corporate business.
- 2) Update and develop the **product** and **packaging design**.
- 3) Transforming the business idea into the final product prototype and **final product** to the market.
- 4) Getting business **partnership** and **networking** opportunities.
- 5) Having knowledge and skills in **managing business** operations.
- 6) Build up on their **soft skills** and **leadership skills**.



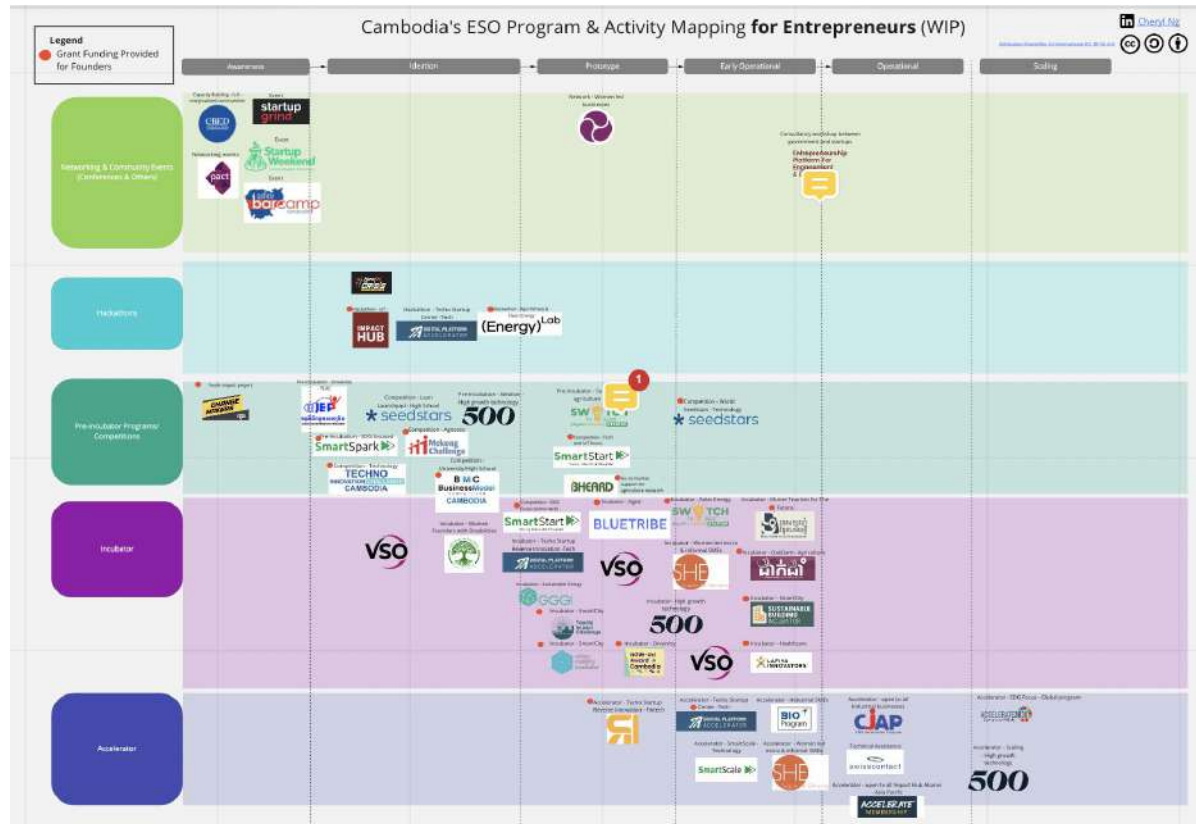
Section 3

Ecosystem Mapping

In this section, we will show the current landscape of entrepreneurial support for CRA-related businesses and understand where the potential gaps are.



ESO Landscape



Mapping co-developed by the Cambodian ESOs during Give It A Day event organized by SwissContact and UNDP Cambodia.

Last update: May 2022

[Details here](#)

Access to Funding mapping

Investment Stage	Pre-seed		Seed	Ventures	Private Equity
Ticket Size	\$1,000-\$10,000	\$10,000-\$100,000	\$100,000-\$500,000	\$500,000-\$2,000,000	> \$2,000,000
Grants	 	 			
Angel Investors, VC, PE			 		
Impact Investors		 	 	 	

Mapping co-developed by the Cambodian ESOs during Give It A Day event organized by SwissContact and EMC.

Last update: May 2022

Qualitative Insights from Impact Investor Interview

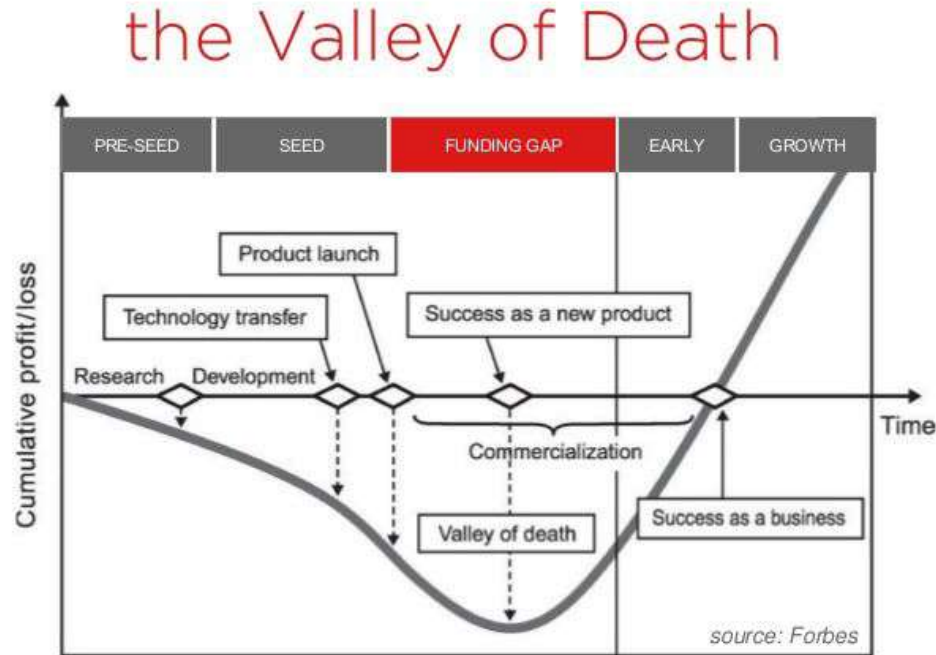
INSITOR PARTNERS

Upon interview with Insitor, an impact investor who has had at least 10 years of presence in the Cambodian market, a few insights were uncovered based on their experience and observations:

1. **Lack of scalable/investment-ready agricultural ventures** – From their own portfolio of ventures, there had been no agricultural business that suited their investment criteria except for 1 deal that they are about to close (*Note: venture name was not disclosed for confidentiality reasons*)
2. **Inadequacy in the following criteria for investment:**
 - a. **Scale** – Most funds like them in the market have a high threshold for capital investment (e.g. Usually, a minimum valuation of half a million USD to even give consideration)
 - b. **Business fundamentals** – A lot of businesses encountered did not show clear financial bookkeeping and sometimes have hiccups on legal registration or regulatory compliance
 - c. **Governance mechanisms** – Many are still lacking fundamental governance mechanisms like an established board of directors

Funding Gap and the “Valley of Death”

As demonstrated by the lack of widely available funding, too many startups failed before getting the chance to test the market properly.



The (impossible) funding options for early-operational entrepreneurs:

Below is an analysis of the different options available for entrepreneurs at the early stages:

Personal funding	Crowdfunding	Loans	Investors	Traditional Grants
Young entrepreneurs – Average age 26 years old- 1 or 2 years professional experience. Not yet enough savings. 69% of our entrepreneurs comes from the province, usually from quite poor families	Not possible through the international platform, like Indiegogo, GoFundMe or Kickstarter since they are using Stripe to collect the fundings Stripe doesn't allow Cambodian banks account receive money.	Business is too small, not yet registered as idea stage only. No collaterals. Require immediate re-payment while the business is not yet able to generate enough revenue yet.	Too early, as usually, investors require traction + strong potential market growth + strong team Product is not yet properly developed Company has a very small value Company not legally registered yet Takes around 6 months to close a deal while need the money now	Requires heavy reporting for small amount Need to plan in advance how to spend the money while at this stage there is lots of uncertainty. Only a very few people could benefit from it

ESO Landscape – Specifically providing support in Climate resilience Agriculture sector

Access to full ESOs interviews' insights [here](#).

Name of ESOs	Agile	SHE Investments	Energy Lab	Impact Hub Phnom Penh
Program name	N/A (Mentoring with Energy Lab ventures only)	Thrive Program	Switch to Solar Startup Program Clean energy and agriculture incubation	Dakdam Program
Stage of support	Early operational	Early operational Operational	Prototyping Early-Operational	Early-Operational
Support provided	Skills Training / Mentoring	Technical support to source machinery Mentoring	Mentoring/ Skills training	Mentoring / Masterclasses/ Access to
Finance provided	Support in linking the ventures to microfinance (Chamroeun microfinance)	Funding of machinery up to \$10k	3-5k from KE-prototyping fund	5k prototyping fund
Industry	People with disabilities empowerment	Women-led SMEs – Food processing	Renewable energy ventures	Innovative and impact-driven ventures

ESO Landscape – Specifically providing support in Climate resilience Agriculture sector

Access to full ESOs interviews' insights [here](#).

Name of ESOs	Phum Impact BTB	CPSA	Sevea	Techo Startup Center/ SAAMBAT Challenge Fund
Program name	Starter Program	Enterprise Sahakrun – Youth training in supporting AC	PFAN	KAS Platform + Challenge Fund + Accelerator by IHPP
Stage of support	Prototyping	Mature Agriculture Cooperative	Operational	Operational
Support provided	Mentoring Prototyping support	Matching with a youth consultant	Investment readiness	Accelerator program – Technical training in software development
Finance provided	Up to 3k	Stipend for the youth consultant	Match-making with investors	\$50,000 given to 4 agri-tech business per year – from 2022 –2025
Industry	Renewable energy ventures	Agriculture cooperative	Renewable energy/ access to water	Digital agri-businesses

ESO Landscape – Specifically providing support in Climate resilience Agriculture sector

Access to full ESOs interviews' insights [here](#).

Name of ESOs	Khmer Enterprise	SUN Business Network	CESAIN	Eurocham
Program name	Covid Support fund/ Rescue package	N/A	BHEARD	Business Linkage by industry
Stage of support	Early-operational / Operational/ Mature	Operational	Prototyping	Mature
Support provided	Financial support	-Building AC capacity (Healthy diet, gender, farming skills...) - Helping them become profitable	- Design thinking training - Mentoring - Research support - Demo farm access	Networking events – Business linkage between European and Cambodian companies
Finance provided	Up to 20k / matching fund 75%-25% required	No	Up to 16k / researcher	No
Industry	Agro-processing	Nutrition/ Food	Sustainable Agriculture	European businesses

ESO Landscape – Specifically providing support in Climate resilience Agriculture sector

Access to full ESOs interviews' insights [here](#).

Name of ESOs	GIZ	SwissContact	SNV	Nexus for Development
Program name	Regenerative Agriculture Project	Networking events / Give It a Day/ Resilient agriculture Forum	Innovation Against Poverty	"#1: Carbon finance project, carbon credit #2 Fund Management
Stage of support	Operational	N/A	Operational	Operational / Mature
Support provided	Technical support / match with experts	Networking	Fundings	Support through loan and debts
Finance provided	Co-finance with a matching fund from the entrepreneur => it's geared towards capacity building	No	From 50k to 200k in grant funding	Yes, through loan (range from: \$5,000 to \$100,000 dollars)
Industry	Regenerative agriculture	ESOs support	Agri/Clean Energy/WASH	Water/WASH/Clean Energy

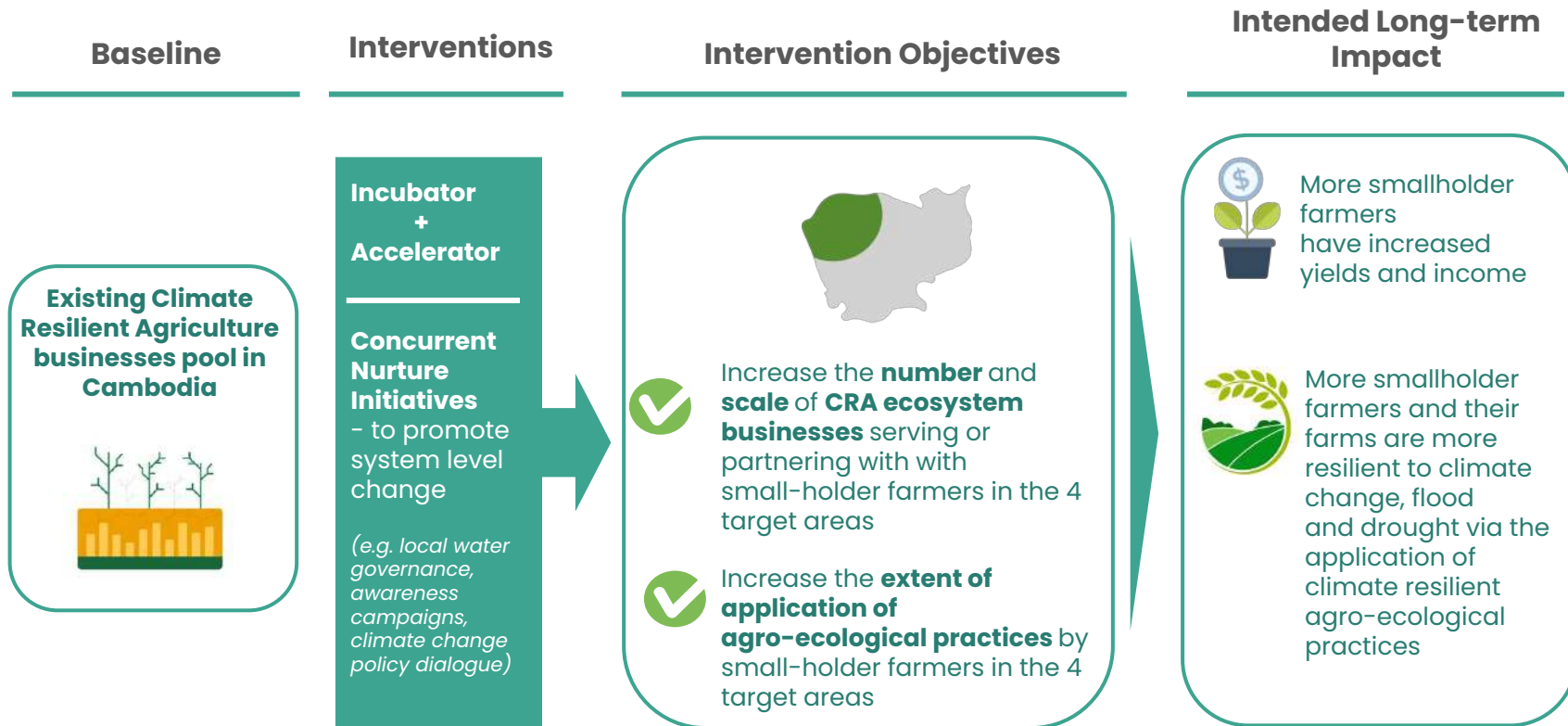
Section 4

Recommended Interventions

In this section, we will show the recommended design for the recommended interventions. We will show the different design principles that informed the programme design approach based on the insights obtained from entrepreneurs and the matching gaps in current ESO support. We have also detailed an overall structure for the Incubator and Accelerator.

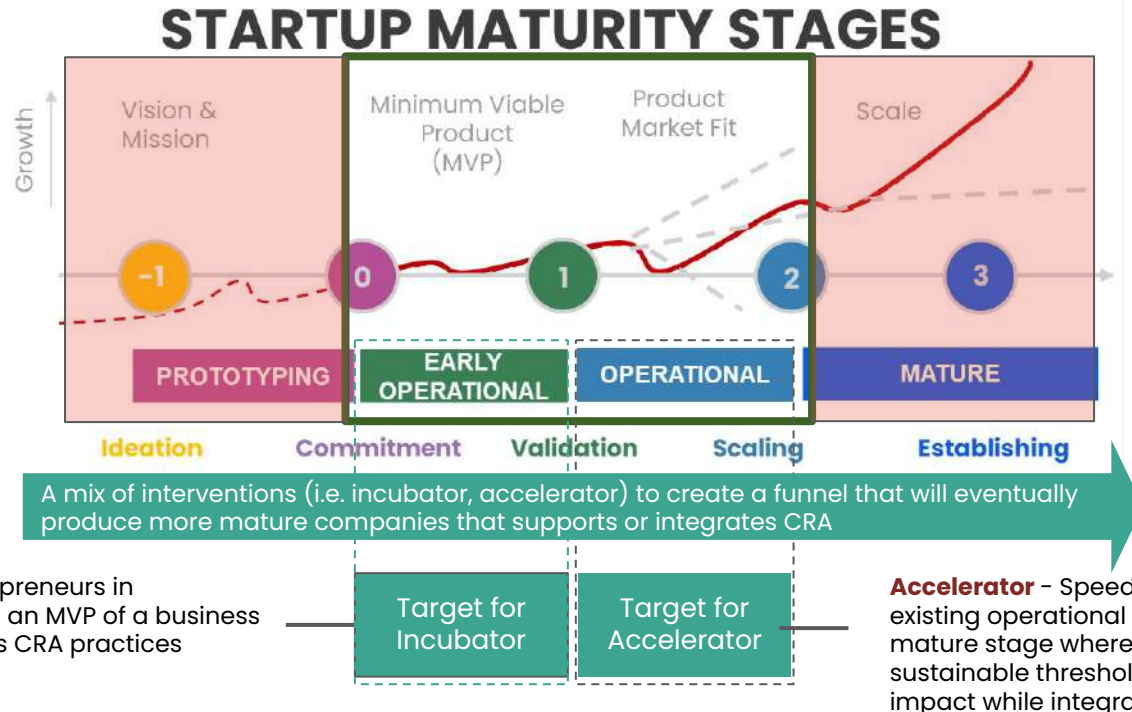


Impact Model for Climate Resilient Agriculture Venture Incubation and Acceleration



Recommended Target Groups for Incubator/Accelerator Interventions

To maximize the return on impact based on identified demand and growth stage, CRA companies that are on their early operational and operational stages would be the most ripe to support and would most likely show tangible progress in a short period of time.



Intervention Structure across Nurture 8-year Timeline

Given the objectives and timeline of the Nurture project, we propose the following structure for the interventions that will serve as a funnel to produce more mature CRA businesses after 8 years

Intervention Funnel:

Prototyping

Stages to be targeted

Early Operational

Operational

Mature

Illustrative Timeline:

2022 2023 2024 2025 2026 2027 2028 2029 2030

Programmes

Incubator

Accelerator

Incubator

Incubator

Accelerator

Incubator

Non-Programmatic Support Interventions

Feasibility Study, Design, and Planning

Networking events for CRA entrepreneurs,, market fairs, mentoring, functional business support (e.g. accounting, taxation, etc.), CRA training for entrepreneurs and farmers, masterclasses, investor networking, etc.
[See more details in the Intervention sub-section, from pg _]

Note: Incubator programmes are done once every 2 years while Accelerator programmes are done every 4 years. This interval mechanism is designed to give enough time to promote the programmes and widen the pool in the funnel.

Key Design Principles to Maximize Long-term Impact



Embedded Application of CRA/ practices

Application or support of CRA practices implementation of smallholder farmers being partnered with or serviced will be part of the eligibility criteria, diagnostics, ongoing interventions and measurements



Differentiated Objectives per business segment

Depending on the type of business and current operational presence in the target geographical areas, differentiated objectives will be expected to maximize intended long-term impact

	Primary Agriculture Businesses	Support/Enabler Businesses
Key Description	Directly partners with small-holder farmers	Services small-holder farmers as customers
Value Chain Segment	• Production • Processing • Trade (Domestic or Import/Export)	• Input Supplies and Soil Development • Renewable Energy and Water Management Solutions • AgriTech (Digital Platforms and Smart/Sustainable Agriculture Info Services)
Objectives	• Increase the extent of application of CRA/agro-ecological practices of smallholder farmers involved • Grow operations in/expand to 4 target areas	• Education of farmers around CRA practices involving their services • Grow operations in/expand to 4 target areas



Customized Support

Selected ventures will get tailored support towards their needs based on unique diagnostics data obtained during the assessment phase

Turning Business Challenges into Design Elements

The identified business challenges help inform what kind of support would be necessary to secure the pre-conditions for success. These support elements would be key modular components to the design of the incubator/accelerator programme as well as the non-programmatic support across the 8 years.

Business Challenge Themes	Key Challenges	Pre-condition for success incorporated in Design
Market 	Limited access to high value markets Price-Quality Competitiveness	Market Linkage
Financing 	Limited access to funding Cashflow management	Access to Funding
Skills 	Lack of advanced business management skills High cost of equipment acquisition and maintenance	Access to skills and Technical Support
People 	Limited access to talent – technical, business, etc. Team Management Grassroots engagement with community/small-holder farmers	Access to Talents
Overall Environment 	Physical landscape – soil quality, climate, etc. Policies on taxation, food regulations, import/export, incentives, etc. Overall transportation infrastructure	Public Sector partnership (wherever possible)

Incubator Design Proposal

In this sub-section, details of the incubator design are fleshed out. Objectives, Target Profile, Programme Structure, Selection Process, Timeline, and Budget required

Incubator Programme Design Overview

Objectives

- Create a sustainable mechanism to support the growth of climate resilient agriculture-related businesses at the **early operational stage** to contribute to the development of the ecosystem
- Encourage expansion to the 4 target provinces of Nurture

Target Profile

- Entrepreneurs based in Cambodia whose business are in the following spaces:
 - Input Supplies and Soil Development
 - Production, Processing, and Trade
 - Renewable Energy and Water Management Solutions
 - Digital Platforms and Smart/Sustainable Agriculture Info Services
- **A total of 12 initial** ventures after the pitch day **and 6 ventures** at the final round will be selected in the final round (# is determined by past similar incubators)

Key Constraints

- Participants must show an **existing presence in the 4 target provinces** or a clear **roadmap** that will eventually have a value chain presence in the 4 areas
- Participants **must abide by the application of CRA/agro-ecological practices** with the smallholder farmers they partner with or service

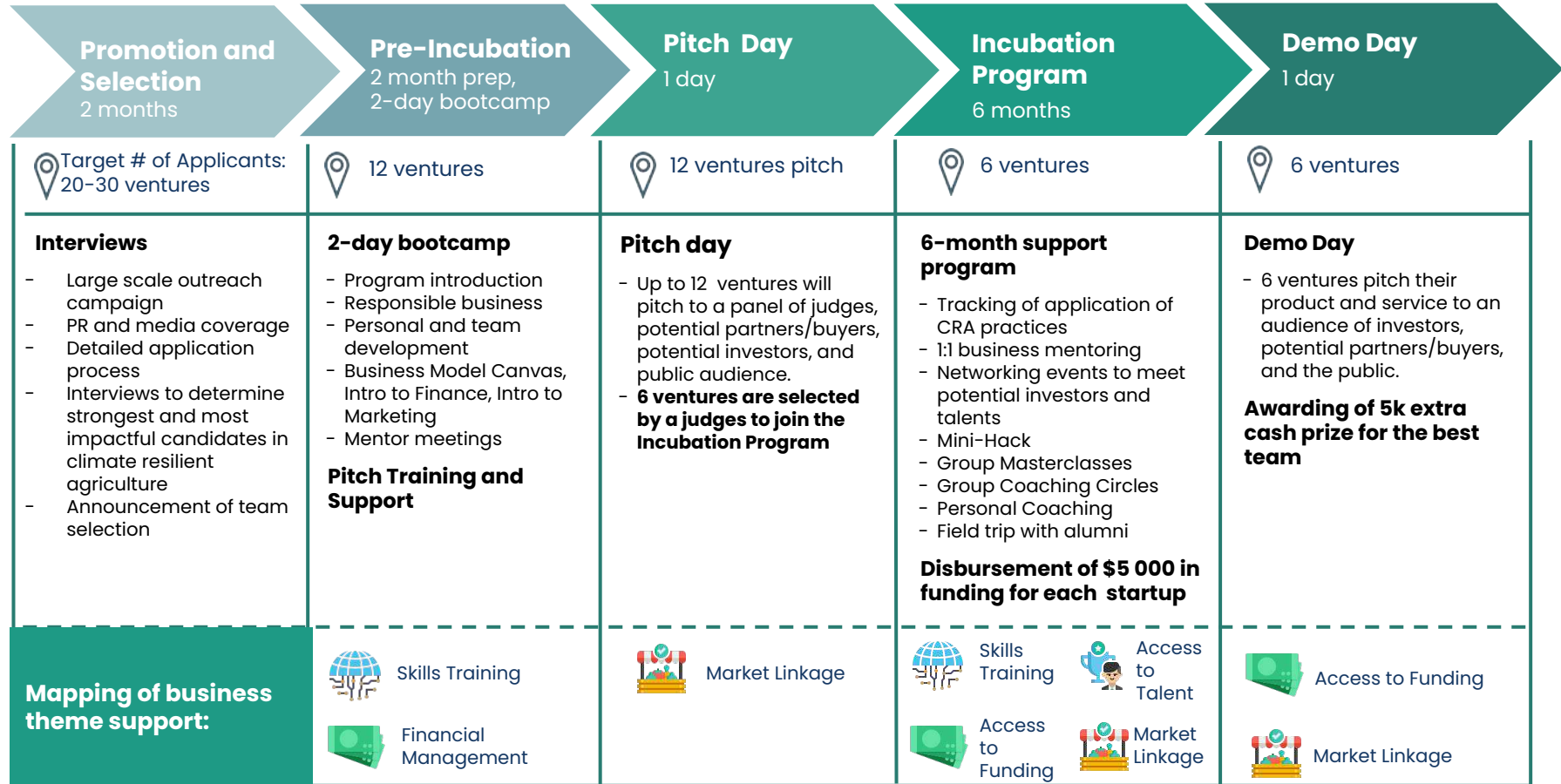
Timeline

- Each incubation cycle **lasts for 10 months** from pre-incubation to Demo Day
- Cadence of running the incubator is designed to be **2 years apart** to provide sufficient time interval for more entrants to participate

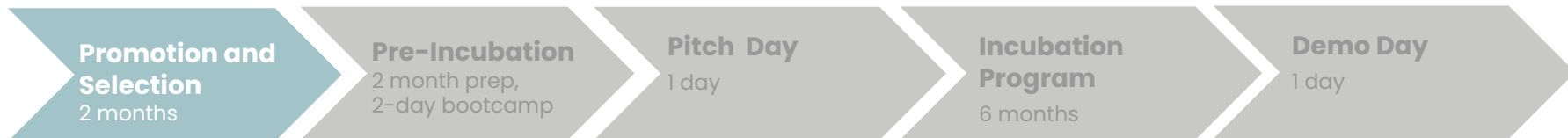
Budget

- Indicative budget is **85k USD per incubation cycle** excluding seed fund cost
- Recommended **seed fund prize is 5k** per selected finalist plus extra 5k to the final winner, **total of 35k** for 6 teams and the final prize

Incubator Programme Flow and Timeline



Promotion and Selection Phase



Promotion



- Promotion of the programme will be targeted based on the business segment (primary and support/enabler):
 - Half of the target pool for primary agricultural businesses (production, processing, trade)
 - Other half would be to targeted to support/enabler businesses (Input supplies, Water/Renewable Energy, AgriTech/Info Services)
- There will be PR and media coverage to create awareness around the programme
- Detailed application process will be published
- The team will reach out to known contacts from assessment phase and those pre-identified in the network

Selection



- **Eligibility Criteria:**
 - Early-operational: Participants have an existing MVP with some degree of validation from customers
 - Already working full-time or planning to move full-time in the next 2 months.
 - Must show existing presence in the 4 target areas or a clear roadmap to expand into the 4 areas
 - Must agree to abide by the implementation of applicable CRA/Agro-ecological practices
- **Selection Criteria**
 - Coachable, see some value in joining the program beyond the cash prize
 - Scalable business model based on expert diagnostics
 - Clear Impact model on the smallholders farmers
 - Solution contributing to the mitigation or the adaptation of climate change
 - Diversity of skills in the team
- **Selection Process**
 - Online Application submission (Both in Khmer and English options)
 - Online interview with a panel made out of: a designated Climate Resilient Agriculture Expert, IHPP Representatives + HEKS Representative/s

Pre-incubation Phase and Pitch Day



2-Day Bootcamp

Objectives:

- Kick-start the program to the cohort
- Create a strong relationship among participants
- Refresh/introduce business fundamentals
- Meet the mentors

of participants: Max 3 team members each x 12 initial teams = 36 participants

Location: Impact Hub Phnom Penh (or online)

Facilitation: IHPP team

Initial High-level agenda sample:

- **Climate Resilient Agriculture**
 - **Context:** Landscape of Climate Resilient Agriculture in Cambodia and vision for the future
 - **Guest Speakers:** Sharing of stories, case practices, etc.
- **Entrepreneurship Discovery:** Reflection on their "Why"
- **Business Fundamentals:**
 - Business Model Canvas
 - Customer persona and value proposition
 - Reaching product/market fit
 - Branding & Marketing
 - Financial planning
 - Building high performing teams
- **Mentoring:** Speed-mentoring with 4 mentors each + networking
- **Pitch Preparation:** Introduction to pitch

Pitch Day

Teams must be able to:

- Present in a concise manner the problem they solve, the detailed offer, the value proposition for their customers, the business model, the future plans
- Using storytelling techniques, share about the "Why" they started this project
- Raise interest among audience to engage further with the venture (media coverage, strategic partnership, staff, mentoring...)
- Confidently answer the Q&A section

of participants: Max 3 team members x 12 teams = 36 + 4 judges + VIP guests + Investors + Strategic partners

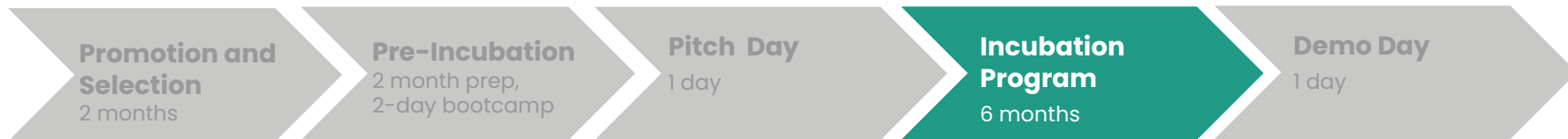
Location: (TBC)

Facilitation: IHPP team

Description:

- Showcase area to do product demo or testing
- 5 min presentation by the 15 ventures
- Q&A from judges
- Networking time

Incubation Phase – Key Support Mechanisms & Activities



1. Business Audit and Updating of Roadmap & Milestones

- Following lean startup methodology and validate key business hypothesis. Understand the gaps and pain points in running a business smoothly. Identify the key areas of priorities. Setting up a roadmap with milestones to reach based on the goals and objectives.

2. Monthly Masterclasses by Experts

- Each month, the 15 teams are invited to dive-deeper into a specific topic through a Masterclass taught by an expert. These sessions are compulsory for the winning teams. At the beginning of the incubation they have the opportunity to choose their top 6 masterclass among a list of options.
- Masterclass content will cover some key topics like:
 - Climate Resilient Agricultural practices
 - Financial Management
 - Legal and Regulation
 - Branding, Marketing, Sales

3. Monthly Peer to Peer Coaching Circles

- Build a trusting environment where entrepreneurs can share safely their successes but also their doubts, struggles and challenges to encourage peer-to-peer support
- Share network and opportunities that are relevant to the group

4. Bi-Monthly catch-up with Lead Mentor

- Teams meet designated lead mentor virtually/face-to-face to ensure they are on track with the revised plans they have set and get support for any emerging challenges along the way

5. Financial Support – 5k USD funding

- Each selected team gets 5K USD and this fund is disbursed upon completion of 3 key milestones set by the startup
- Intention of this fund is for them to prioritize key expenses that will move the needle or address pain points
- Financial mentoring meetings are required to help guide the startups on having a smart utilization of the funds

6. Professional Video Promotion

- Each of the top 6 teams will receive a 2min promotional video shot and edited by a professional team of video-makers. They will be able to use it for the promotion of their services or product.

7. Field Trip

- Create strong bonds between the teams and a feeling of belonging to a cohort – learn from alumni experiences
- Discover one of the key target areas and build connection with local partners.
- Create a Manifesto of what the Future of Climate-Resilient Agriculture can look like in Cambodia.

Post-Incubation Demo Day



Objectives of the Teams during Demo Day:

- Communicate clearly the innovative aspects of the solution and its value proposition
- Using storytelling techniques, communicate the progress made during the program and the future aspirations
- Raise interest among audience to engage further with the venture (media coverage, strategic partnership, funding opportunities, etc.)
- Confidently answer the Q&A section

of participants: 3 teams members x 6 teams = 18 + VIP guests + Investors + Strategic partners

Location: TBD

Facilitation: IHPP team

Description:

- Showcase areas
- 10min presentation by the 6 ventures to showcase their progress
- Q&A from the audience
- Networking time

Accelerator Design Proposal

In this sub-section, details of the accelerator design are fleshed out: Objectives, Target Profile, Programme Structure, Selection Process, Timeline, and Budget required



Impact Hub Network has an annual Accelerator Programme for emerging markets called Accelerate2030 which aims to identify the most innovative and scalable solutions tackling the SDGs and offers them access to a **6-month scale-readiness program**.

Support to ventures consists of a tailored Scale-Readiness program, that includes expert trainings and clinics, strategic matchmaking and access to coaching and expert support.

Based on global criteria, identified high-impact ventures receive further **Global Scaling Support** and access to international networks globally.



Impact Hub Network has developed an innovative approach in supporting entrepreneurs in scale-readiness based on 5 major pillars.



Accelerator Programme Design Overview

Objectives

- Create a sustainable mechanism to support the growth of climate resilient agriculture-related businesses at the **operational stage** to contribute to the development of the ecosystem
- Encourage expansion to the 4 target provinces of Nurture

Target Profile

- Entrepreneurs based in Cambodia whose business are in the following spaces:
 - Input Supplies and Soil Development
 - Production, Processing, and Trade
 - Renewable Energy and Water Management Solutions
 - Digital Platforms and Smart/Sustainable Agriculture Info Services
- **A total of 7 initial** ventures will be selected to join the program.

Key Constraints

- Participants must show an **existing presence in the 4 target provinces** or a clear **roadmap** that will eventually have a value chain presence in the 4 areas
- Participants **must abide by the application of CRA/agro-ecological practices** with the smallholder farmers they partner with or service

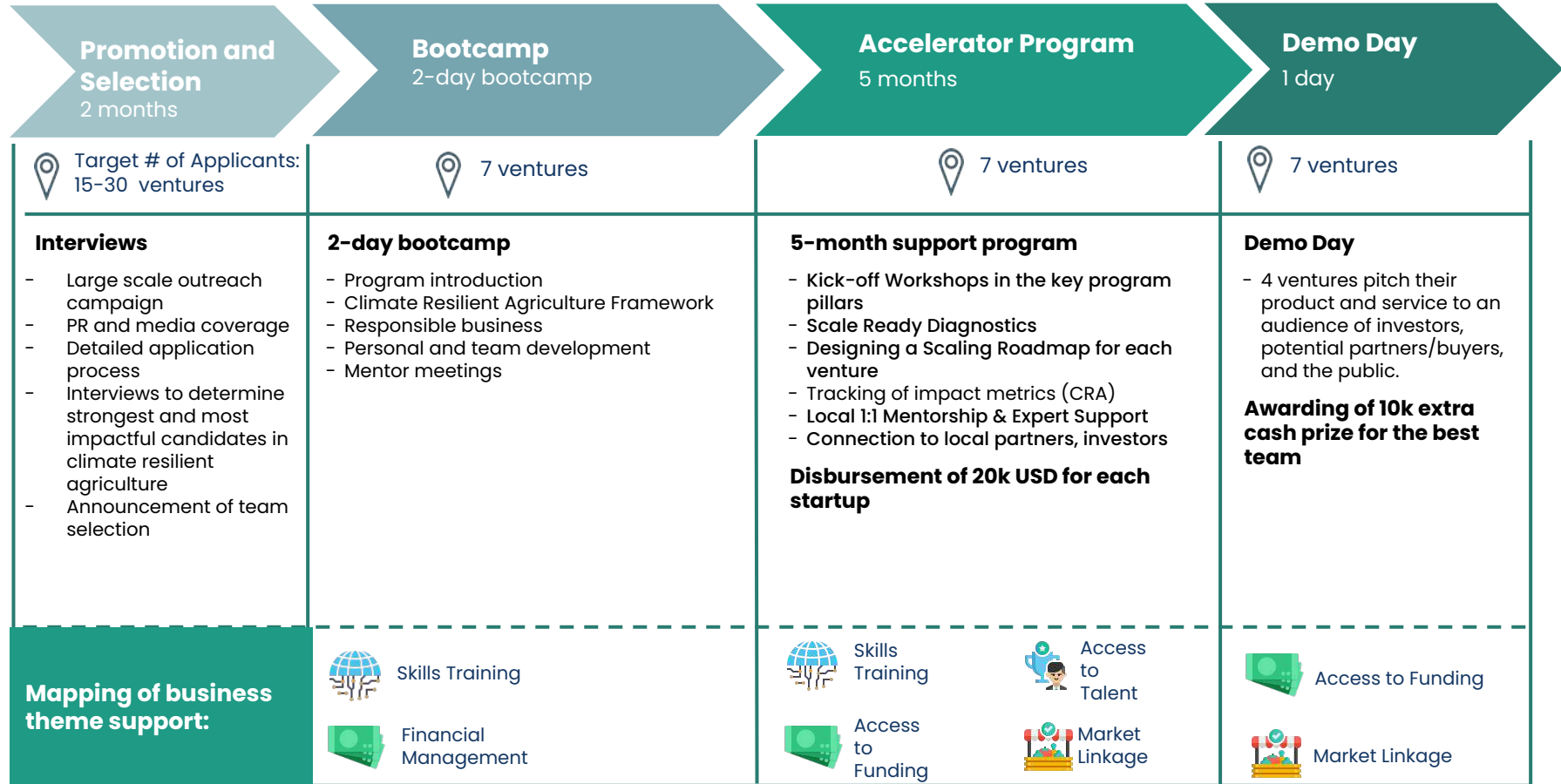
Timeline

- Each accelerator cycle **lasts for 5 months** from Bootcamp to Demo Day
- Cadence of running the incubator is designed to be **4 years apart** to provide sufficient time interval for more entrants to participate

Budget

- Indicative budget is **60k USD per accelerator cycle** excluding seed fund cost
- Recommended **fund prize is 15kUSD** per selected team, **total of 105k USD** for 7 teams

Accelerator Programme Flow and Timeline



Promotion and Selection Phase



Promotion



- Promotion of the programme will be targeted based on the business segment (primary and support/enabler):
 - Half of the target pool for primary agricultural businesses (production, processing, trade)
 - Other half would be to targeted to support/enabler businesses (Input supplies, Water/Renewable Energy, AgriTech/Info Services)
- There will be PR and media coverage to create awareness around the programme
- Detailed application process will be published
- The team will reach out to known contacts from assessment phase and those pre-identified in the network

Selection



- **Eligibility Criteria:**
 - Operational: Participants have a growing business with an established customer base
 - Already working full-time
 - Must show existing presence in the 4 target areas or a clear roadmap to expand into the 4 areas
 - Must agree to abide by the implementation of applicable CRA/Agro-ecological practices
- **Selection Criteria**
 - Coachable, see some value in joining the program beyond the cash prize
 - Scalable business model based on expert diagnostics
 - Clear Impact model on the smallholders farmers
 - Solution contributing to the mitigation or the adaptation of climate change
 - Investment-ready businesses are given preference
 - Diversity of skills in the team
- **Selection Process**
 - Online Application submission (Both in Khmer and English options)
 - Online interview with a panel made out of: a designated Climate Resilient Agriculture Expert, IHPP Representatives + HEKS Representative/s

Pre-Accelerator Phase and Pitch Day



2-Day Bootcamp

Objectives:

- Kick-start the program to the cohort
- Create a strong relationship among participants
- Refresh/introduce business fundamentals
- Meet the mentors

of participants: Max 3 team members each x 8 initial teams = 24 participants

Location: Impact Hub Phnom Penh (or online)

Facilitation: IHPP team

Initial High-level agenda sample:

- **Climate Resilient Agriculture**
 - **Context:** Landscape of Climate Resilient Agriculture in Cambodia and vision for the future
 - **Guest Speakers:** Sharing of stories, case practices, etc.
- **Entrepreneurship Discovery:** Reflection on their "Why"
- **Scaling Business and Impact (sample agenda)**
 - Theory of Change
 - Different impact scaling methods: scaling up; scaling out; connecting the dots, creating movements
 - Scale Readiness: Product Readiness, Market Readiness, Organizational Readiness
 - Financial Management
- **Mentoring:** Speed-mentoring with 4 mentors each + networking
- **Pitch Preparation:** Introduction to pitching

Acceleration Phase – Key Support Mechanisms & Activities



1. Business Audit and Updating of Roadmap & Milestones

- Understand the gaps and pain points in running a business smoothly. Identify the key areas of priorities. Setting up a roadmap with milestones to reach based on the goals and objectives.

2. Monthly Masterclasses by Experts

- Each month, the 7 teams are invited to dive-deeper into a specific topic through a Masterclass taught by an expert. These sessions are compulsory for the winning teams. Masterclass content will cover some key topics such as:
 - Climate Resilient Agricultural practices
 - Leadership and Resilience
 - Impact Measurement
 - Investment Readiness
 - Scaling Operations

3. Monthly Peer to Peer Coaching Circles

- Build a trusting environment where entrepreneurs can share safely their successes but also their doubts, struggles and challenges to encourage peer-to-peer support
- Share network and opportunities that are relevant to the group

4. Bi-Monthly catch-up with Lead Mentor

- Teams meet designated lead mentor virtually/face-to-face to ensure they are on track with the revised plans they have set and get support for any emerging challenges along the way

5. Financial Support – 20k USD funding

- Each selected team gets 20K USD and this fund is disbursed upon completion of 3 key milestones set by the startup
- Intention of this fund is for them to prioritize key expenses that will move the needle or address pain points
- Financial mentoring meetings are required to help guide the startups on having a smart utilization of the funds

6. Professional Video Promotion

- Each of the top 6 teams will receive a 2min promotional video shot and edited by a professional team of video-makers. They will be able to use it for the promotion of their services or product.

7. Field Trip

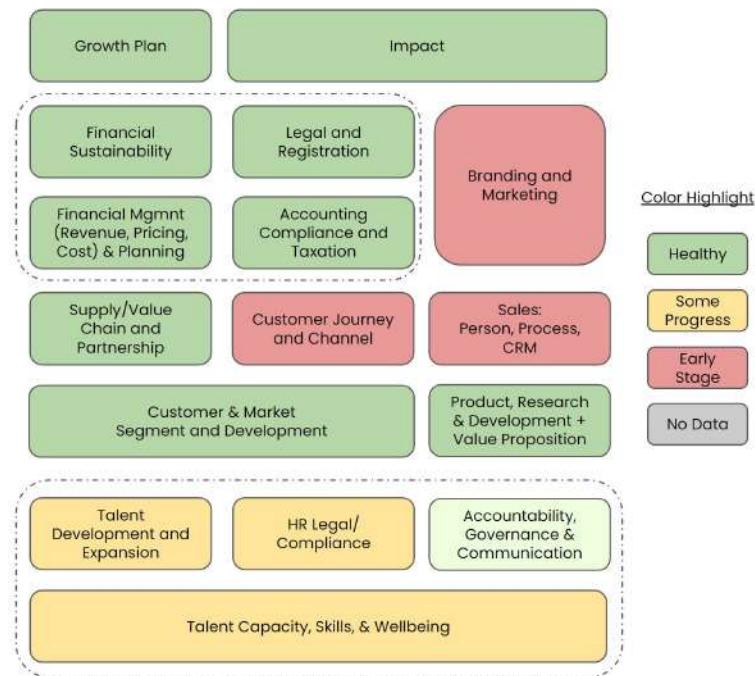
- Create strong bonds between the teams and a feeling of belonging to a cohort – learn from alumni experiences
- Discover one of the key target areas and build connection with local partners.
- Create a Manifesto of what the Future of Climate-Resilient Agriculture can look like in Cambodia.

Acceleration Phase – Holistic Diagnostic Tool



Balanced Scorecard Diagnostic

Detailed Holistic Diagnostic Tool will be used to assess the current state of the businesses and help inform how to reshape their scaling strategy



Post-Accelerator Demo Day



Objectives of the Teams during Demo Day:

- Communicate clearly the innovative aspects of the solution and its value proposition
- Using storytelling techniques, communicate the progress made during the program and the future aspirations
- Raise interest among audience to engage further with the venture (media coverage, strategic partnership, funding opportunities, etc.)
- Confidently answer the Q&A section

of participants: 3 teams members x 7 teams = 21 + VIP guests + Investors + Strategic partners

Location: TBD

Facilitation: IHPP team

Description:

- Showcase areas
- 10min presentation by the 7 ventures to showcase their progress
- Q&A from the audience
- Networking time

Non-Programmatic Support Interventions

In this sub-section, we have outlined a potential list of interventions that can complement the incubator and accelerator programmes that may be plugged and played depending on specific objectives, budget, and timeline constraints.



Market Linkage – Toolbox

Intervention name	Why	Potential partner	Est. cost
Market fair	Easy to access stakeholders. Favorable environment to build initial relationships, and showcase products.	360 Events / Eurocham	\$15,000
Networking event	Importance of building 1-1 relationship in order to build and strengthen trust that can lead to potential partnerships	Eurocham/ CPSA	\$6,000
Youth Engagement Program in AC	Youth have access to digital skills, communication skills and entrepreneurial skills that would be helpful especially for AC to strengthen their capacity	CPSA Impact Hub Phnom Penh	\$200,000
Exposure trip to targeted provinces	New perception on the needs and opportunities available and start building connections with potential local partners	Harvest 2	150\$/person
Exposure trip to foreign countries	New perception on the needs and opportunities available and start building connections with potential international partners	Eurocham/ CPSA	\$1,000/person
Professional video shooting	Entrepreneurs struggle to share their story in a powerful way due to lack of communication skills. A professional video maker could contribute to strengthen the legitimacy of a business through a video/ professional article.	Polen Ly / Impact Hub Phnom Penh	700\$/video Already in our Incubator and Accelerator



Access to Funding – Toolbox

Intervention name	Why	Potential partner	Est. cost
Prototyping Fund	Impossibility to get access to other fund such as loans, investment or personal fundings. Prototyping fund give financial freedom to prototype new products + invest in productive capacity (eg: machinery,	Impact Hub Phnom Penh SHE Investment Khmer Enterprise	From \$5,000 to \$30,000 Already in Incubator and Accelerator program
Informal Investor Meet-Up	Investors struggle to identify the investment-ready ventures while entrepreneurs are intimidated by the investors and have wrong expectations from investors	Khmer Enterprise/ Swiss Contact	\$2,000
Investment readiness program	Investors in the region are very interested in investing in climate resilient solutions, though the entrepreneurs are not ready to meet them due to their lack of preparedness.	SHE Investment	\$20,000
Accounting support	Entrepreneurs are caught in their daily operations and often the financial management and daily recording and compliance is left behind.	Acclime Cambodia	250\$/month/SMEs
Introduction to accounting tools	Difficulty in managing cashflow and stocks. Having such tools to record and track expenses will lead to better financial management and transparency	Banjhi / Kotra Riel	Already in Incubator program
Introduction to investment to early-stage ventures	Break the myths around investment and initiate early- on what does the concept of investment actually means in terms of	Insitor Mekong Strategic Partners	Already in Incubator program



Access to talents – Toolbox

Intervention name	Why	Potential partner	Est. cost
• Job fair in agriculture	Gather all the key stakeholders of the industry to present the job of tomorrow in the resilient agriculture field	CPSA / 360 Events	\$10,000
• Shared services	Entrepreneurs don't have the internal resources to hire a full time staff, especially on accounting and communication, though this is what takes them a lot of time to do, and it's essential for the growth of their company.	<u>Accounting:</u> Acclime Cambodia <u>Communication:</u> Kouprey Digital	\$250/month for a part-time accountant
• Apprenticeship program	Access to young talented fresh graduates who could become the next employees. Additional support would be provided by a partner to build their entrepreneurial mindset and lead to more proactiveness and independence in the role.	Impact Hub Phnom Penh	Stipend of 250\$/month for the interns + 10k for the program design + management
• Internship program	Access to young talented fresh graduates who could become the next employees.	Energy Lab – Renewable energy enterprises only. Impact Hub Phnom Penh	Stipend of 250\$/month for the interns + 10k for the program design + management
• Support in writing Job description	Entrepreneurs struggle to formulate the new roles needed and their tasks since it's a new position and they sometime don't know what they don't know.	Impact Hub Phnom Penh	Already in Incubator and Accelerator program
• Volunteer programs	Scarcity of technical skills available in Cambodia, while there is a large pool of high-skills professional (active or retired) looking to bring more meaning to their career through short-term volunteering.	Australian Volunteer Program/ SwissContact (RISE program)	\$3,000



Access to skills and technical support – Toolbox

Intervention name	Why	Potential partner	Est. cost
Masterclasses	Strengthen capacity on the following topics: Financial management, branding, marketing, sales, packaging design, operations, HR, soft skills, leadership skills, risk analysis, data analysis, impact measurement,, strategic roadmap, compliance, business expansion strategy, business registration....through the intervention of expert speakers	SwissContact/ SHE Investments/ Impact Hub Phnom Penh / More mature entrepreneurs	Already in Incubator & Accelerator program
1-1 Mentoring by in-house Lead Mentor	Keep the team accountable and provide ongoing support. Help identify the needs through an in-depth diagnostic	Impact Hub Phnom Penh/Energy lab/ SHE Investment	Already in Incubator & Accelerator program
1-1 Mentoring by in-house Industry Expert	Build connection within the industry and support in making strategic partnerships	Impact Hub Phnom Penh/Energy lab/ SHE Investment	Already in Incubator & Accelerator program
Makerspace for food innovators	Due to the high front costs required to buy the machinery to start testing a product, a shared makerspace for innovators would reduce the costs of entry into a new market.	HEKS Khmer Enterprise Impact Hub Phnom Penh	\$200,000
Support in sourcing machinery	Difficulty to identify, source, negotiate, and deliver the essential machinery to Cambodia	SHE Investment	Already in Incubator & Accelerator program
Digital literacy trainings for farmers	Hard to access to grassroots farmers and low digital literacy	?	
Field visits and exposure trip	Showing a different perspective on how a same problem is solved in a different way in another environment, Inspiration and exposure.	CPSA / Impact Hub Phnom Penh	Depends on the destination



Public Sector Partnership – Toolbox

Intervention name	Why	Potential partner	Est. cost
Policy recommendation dialogue between entrepreneurs/ESOs and government representative	Share grassroots needs and insights from the entrepreneurs in the field. Create a safe space for the key stakeholders to share their needs and suggestions.	Khmer Enterprise Swiss Contact	\$5,000
Local Field visit by government representative	Importance of inspiration before buying in an idea and advocating for it. Showcase the local initiatives that would have the potential to be scaled up.	HEKS Khmer Enterprise	Depends on destination and length of the visit
International exposure trip by government representative	Instead of developing new policies from scratch, importance to get some inspiration, best practices and recommendations from more advanced countries.	HEKS Khmer Enterprise	Depends on destination

Appendix



Appendix A.1

Interviewer Question guide – Entrepreneurs:

Demographics

- What business are you in? What products/services/solutions do you offer?
(Note: Probe to what extent startups/companies offer their services and products to underserved farmers, remote farmers/communities to women, youth and/or different ethnic groups?)
- What is the current scale of your business in terms of annual revenue?
- What is your organization size? (Full-time headcount and sub-contractors)
- When was the company established?
- Are you currently operating in Banteay Meanchey, Battambang, Oddar Meanchey and Preah Vihear? *(If not, what are the incentives and constraints do you see to establish or expand operations in any of these provinces: Banteay Meanchey, Battambang, Oddar Meanchey and Preah Vihear?)*

General Experience

- Did you have any experience with a venture incubator or similar incubation programs?
- What are the main business challenges you face? *(make sure to understand if these challenges differ between men and women entrepreneurs)*
- What are the most needed services for you? *(access to capital/financial advisory services, broad technical assistance, business planning, prototyping/testing, mentoring/coaching etc..)?* To what extent are their needs already met by existing incubator/ accelerator programmes? What is missing?
- What is the value-added for you to joining the business incubator/accelerator programme? *(How do you see the difference? What has been getting better? What was not?)*
- What are the expectations in terms of results from joining an incubator/accelerator?

Appendix A.2

Interviewer Question guide – ESOs:

- What are the incubation programs / support system that you provide to climate resilient entrepreneurs?
- What kind of support do you provide?
- Do you provide some financial support, if yet, what?
- What proportion of companies are investment-ready upon completion of accelerator programmes?
- Do you have upcoming programs in the pipeline for the future targeting these climate resilient entrepreneurs?

Appendix A.3



Interviewer Question guide – ACs:

General Experience:

- What are their key business challenges?
- What are the support needed for them to grow?
- What CRA/Regenerative Agri/Sustainable Agri practices do the farmers that they work with do?
- What are the support needed to help the farmers practice CRA more?
- Would they be willing to join an incubator? (Explain the concept of the incubator) Why, why not/what would it take them to join?

Appendix B.1

Entrepreneurs interviewed

Name	Value Chain Area	In Cambodia?	Stage	Annual Revenue	Years since Established
Junlen	Input supplies and Soil Development	Cambodia	Early operational	12,000.00	4
SOGE	Renewable Energy	Cambodia	Operational	400,000.00	9
COMPOSO	Input supplies and Soil Development	Cambodia	Early operational	21,600.00	1
IgreenSynergy	Input supplies and Soil Development	Cambodia	Early operational	12,000.00	2
WeFarm	Agro-tourism	Cambodia	Early operational	no revenue yet	5
Kreta (Renewable energy)	Renewable Energy, Water Management System	Cambodia	Prototype stage	7,500.00	1
Agro Farmacy	Production, Storage, Processing	Cambodia	Operational	Cannot disclose	3
SmartAgo	Input supplies and Soil Development	Cambodia	Mature		5

Appendix B.2

Entrepreneurs interviewed

Name	Value Chain Area	In Cambodia?	Stage	Annual Revenue	Years since Established
Angkor Salad	Digital Assistant and Platform for Farmers	Cambodia	Early operational	no revenue yet	4
Reachny	Production, Storage, Processing	Cambodia	Operational	120,000.00	5
Laey Baitong	Input supplies and Soil Development	Cambodia	Operational	90,000.00	4
Elephant Pump	Renewable Energy, Water Management System	Cambodia	Prototype stage	no revenue yet	1
Harvest the Sun	Renewable Energy, Water Management System	Cambodia	Operational	Cannot disclose	1
Amru Rice	Production, Storage, Processing	Cambodia	Mature	25,000,000.00	11
Angkor Cricket	Cricket snack and pet feet	Cambodia - Japan	Operational	40,000.00	15

Appendix B.3

Entrepreneurs interviewed

Name	Value Chain Area	In Cambodia?	Stage	Annual Revenue	Years since Established
Spiral Farm House	Production, Storage, Processing	Not in Cambodia, Nepal	Early operational	36,000.00	1
Life Origin	Input supplies and Soil Development	Not in Cambodia, Malaysia	Early operational	15,000.00	3
Solar Cold Storage	Production, Storage, Processing	Cambodia	Prototype stage	no revenue yet	2
Ratanfarm	Production, Storage, Processing	Cambodia	Early operational	1,800.00	1
Ptes Baitong	Renewable Energy, Water Management System	Cambodia	Operational	200,000.00	2
iPage	Digital Assistant and Platform for Farmers	Not in Cambodia, in Bangladesh	Early Operational	100,000.00	4
Krassna	Production, Storage, Processing	Cambodia	Operational	500,000.00	7

Appendix B.4

Name of AC	Location	Crops/focus	Size in Volume (in average)	Years since Established
មានជ័យអំពិល ៥ដើម (Meanchey Ampel 5 Dam)	Battambang	Production, Storage, Processing	no revenue yet	06.May.2012
ចម្រើនផលរាំងគេសី (Chamroeunphal Raing Kesey)	Battambang	Rice	3000 Ton per year	04.Jan.2013
ប្រាសាទ ៥ (Brasat 5)	Bantey Meanchey	Water supply for member	no revenue yet	2015
ពន្លឺថ្មី ផ្លុង (Punleu Plong)	Oddor Meanchey	Chicken	5-6 tons per year	17.Oct.2012
ស្រះឈូក (Sras Chuk)	Oddor Meanchey	Loan for member	provide load \$100-250\$/month with 2% interest rate	06.Jun.2014
រមនសាមគ្គីមានជ័យ (Romtum Samaky Meanchey)	Presh Vihea	Rice	1050 ton per year	01.Aug.2013

Appendix B.5

Name of AC	Location	Crops/focus	Size in Volume (in average)	Years since Established
រស្មីលើកកម្ពស់កសិករ (Reaksmey Lekkompus Kasekor)	Presh Vihea	Rice, Cashew nut	• Rice = 500 Ton per year • Cashew nut = 28 Ton per year	12.07.2014
សាមគ្គីរហ័សមានជ័យ ((Samaky Rohas Meanchey)	Presh Vihea	Rice, Cashew nut	• Rice = 10-20 Ton per year • Cashew nut = 10-12 Ton per year	03.July.2012

Assessment of potential integration of iBAN tools/practices

In this sub-section, we explore the potential use of iBAN practices into the support framework for CRA entrepreneurs

Analysis on the relevance of IB tools in the design of the intervention



Overview of IB-CM Methodology

The IB Business Coaching & Impact Assessment includes 4 Tools

TOOLS	IB Readiness Assessment	IB Transformation	IB Deep Dive	IB Mentorship
FOR WHOM?	- Business Associations - Dev. Partners	- Consultants - Facilitators	Consultants	- Business Associations - Companies
BY WHOM?	- Companies - Bus. Associations - Dev. Partners - Impact Investors (Portfolio Assessment)	IB-BCM trained consultants and facilitators	Consultants with some IB-BCM training	- Business Associations - Companies to company
HOW?	- Survey, - company feedback	Key questions for transformation	TBD	2 year mentorship with regular monthly follow up
CAPACITY BUILDING INSTRUMENT	- One on one - Portfolio analysis	One on one	One on one	One on one
WORK INPUT FOR EXPERTS (person days)	0.2 to 0.5 days	1 to 5 days	10 to 25 days	5 – 15 times, 1 to 2 hrs Over a 1-2 year period
PILOT TESTING	Help analyze # of firms and # of portfolios	3 firms	1 – 2 firms	2 to 3 groups
SCOPE UNDER IBeeC TAF	Up to 60	Up to 40	Up to 10	Up to 5
AVAILABLE FINANCE UNDER IB-TAF (USD)	\$60,000	\$100,000	\$150,000	\$50,000

Recommendations to increase positive impact with regard to inclusiveness, Leave None Behind (LNOB) and poverty reduction

- **Identify** those who are left behind and examine the circumstances that prevent them from benefiting from development initiatives.
- **Identify existing programmes**, key actors and potential partners that support LNOB initiatives in Cambodia
- **Create and safeguard spaces** to empower marginalised population by ensuring their meaningful participation in decision making by strengthening the engagement and fair pay.
- **Advocate and amplify stories of marginalised communities** to influence public narratives , societal perceptions, attitudes and behaviours
- **Build coalition of organisations** to support marginalised groups, initiate and maintain intergroup dialogues and trust-building community development activities
- **Monitor and Evaluate** the impact of our efforts through a robust accountability mechanism.

Recommendations to increase positive impact with regard to inclusiveness, Leave None Behind (LNOB) and poverty reduction

- **Recruitment of entrepreneurs**
- Find program partners to help reach more people outside of your network
 - Try to reach out to as many people as you can, widen the reach of your program
- Do physical outreach as well and don't focus on only digital media
 - Make sure to get the word out outside of social media, on ground
- Make sure that everyone has the opportunity to work from a safe environment
 - If on ground outreach and work is not possible (especially in spaces that are unsafe for women, etc.), make sure to give digital platforms for people to spread the word about the program
- Work with local governments, NGOs, provincial governments, and communities on the ground
- If possible, use the localized language in the recruitment process
- Provide a phone number in order to bridge the digital literacy struggles.
- Use pictures of marginalized communities in the promotional materials

Recommendations to increase positive impact with regard to inclusiveness, Leave None Behind (LNOB) and poverty reduction

- **Program Design**
- Focus on what's strong, not on what's wrong – more empowering
- Co-design with marginalized groups representatives – “Nothing about us, without Us principle”.
- Move away from urban areas and include participants from rural communities. Trainers – young entrepreneurs – for relatability to share examples. To make them comfortable and collaborate.
- Mainstreaming vulnerable narratives, making spaces enabling for audience from all walks of life.
- Using more localized examples, contextualizing designs to the needs of the stakeholders/beneficiaries.

Recommendations to increase positive impact with regard to inclusiveness, Leave None Behind (LNOB) and poverty reduction

- **Facilitation**
 - Zoom language interpretation function (Budget in)
 - Setting up(main streaming) Zoom(digital platform) to increase accessibility
 - One on one engagement with participants
 - Co-creation
 - **Creation of a Brave space**

Recommendations to increase positive impact with regard to inclusiveness, Leave None Behind (LNOB) and poverty reduction

- **Amplification**

Design & Execution:

- [7-step narrative framework](#) to build the story from the perspective of the program beneficiaries (a.k.a. The real heroes of the story)
 - Are we communicating with the right language?
 - Are we communicating through the right platforms?
 - Are we communicating in the right cadence and timing?
- Let them tell their stories (with your guidance)

Monitoring & Evaluation:

- Quantitative: dive deep into the quantitative reports of who was ultimately reached, engaged, and converted by the communications campaign launched
 - Do an analysis based on available variables that can help you check the effectiveness of the campaigns (gender, SES, country, etc.)
- Qualitative: study the comments directed toward your campaign (and program); do a thematic analysis and let this guide your future comms campaigns