



ADDA – Agricultural Development Denmark Asia

Cooperative and Civil Society Development in Siem Reap, Cambodia (COCIS)

Implemented by ADDA, READA, and LAC



Project Evaluation

July 2016

Disclaimer

The results presented here have been prepared independently, and represent the informed findings the consultants and do not necessarily reflect the official position of ADDA, LAC, or the project donors.

Acronyms

AC	Agricultural Cooperative
ADDA	Agricultural Development Denmark Asia
CIP	Community Investment Plan
COCIS	Cooperative and Civil Society Development in Siem Reap, Cambodia
CDP	Community Development Project
DF	District Facilitator
LAC	Legal Aid of Cambodia
PDA	Provincial Department of Agriculture
PWA	Provincial Department of Women's Affairs
READA	Rural Economic and Agriculture Development Agency
SHG	Self-Help Group

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Executive Summary

Description of Project

The project Cooperative and Civil Society Development in Siem Reap, Cambodia (COCIS) is implemented from Jan 2014 to December 2016. The project uses a combined approach of supporting Self-Help Groups and Agricultural Cooperative to increase their technical and institutional capacity for group savings, group business, individual microbusiness, and strengthened agricultural techniques. Groups are educated on rights, laws, and advocacy skills, including coaching on proposal writing to include group and village needs and priorities into the Commune Investment Plan, and to other relevant organizations or government bodies. Groups will increasingly take part in community planning processes as they engage in local level advocacy.

The project is carried out in partnership with local organization Rural Economic and Agriculture Development Agency (READA), with additional assistance from the Legal Aid of Cambodia (LAC).

Objectives and Methods of Evaluation

The evaluation reviews the implementation and evaluate the impact of the Action in line with the indicators define in the LFM, and review the relevance, effectiveness, impact, and sustainability of the project. Data was collected from focus groups and key informant interviews. Meetings were held with 9 SHGs, 4 ACs, representatives from the PDA, PWA, steering committee, ADDA and READA staff (including management and field staff), and village chiefs /commune council representatives in the visited areas.

Project Design and Impact

The project was designed to provide skills to Self-Help groups and Agricultural Cooperatives to enable better technical and institutional skills to improve group business, including though better-priced inputs and credit, and improved individual business with increased agricultural skills and microbusiness capabilities. Groups are trained (together with local authorities) to advocate both on a local level to participate in community planning, and for group and community needs (eg better credit terms with suppliers and MFIs, communication and advocacy with authorities such as the APSARA Authority).

Key impacts were higher income for beneficiaries, which could be put towards non-food items. Business expanded due to access to loans, including loans with better terms. Civil society groups (Self-Help Groups and Agricultural Cooperatives) are more engaged with community planning, and actively write proposals for requests for the community and groups. Commune councils jobs are easier as groups now come with priorities and solutions., resulting in better linkages between CCs and SHGs. Commune council members have built their capacity for administration and reporting, and have more open communication with civil society groups. For rights, in the case of domestic violence, 82% of groups with violence and raised the issue with commune councils were given advice to reduce it¹. 90% of groups are aware of their land rights, with 83% of those reporting issues receiving a commune intervention/solution. For cases of

¹ COCIS Impact Survey Report (Internal); Jan 2016

violations of women's and children's rights, 89% of groups with those affected saw a reduction in violations.

Relevance and Effectiveness

All stakeholders consulted (including beneficiaries, line government, local authorities, and partners) felt that project objectives fit well with community priorities. While directly visible benefits such as saving groups, cheaper inputs and improved animal and crop farming techniques are seen by the community as beneficial, the underlying build up of AC groups has allowed a wider range of support stemming from higher negotiating power through economies of scale / group recognition, ability for SHGs to borrow money from the AC, dividend return to shareholders, and knowledge sharing within the ACs. The Department of Women's Affairs was satisfied the project fit the demands of women while also responding to government strategy. The PDA was impressed with the overall achievement, including farmer application of new techniques, and the progress made by the Khnart AC packaging and cold storage facility; they also feel the project design meets on-ground needs. The PDA supports the ADDA/READA approach and further involvement.

Targets of the logframe have been well met, with several areas over-performing, including tripling the amount of produce expected intended for the market, double the number of SHGs trained on market analysis, and more than expected numbers of SHGs increasing production due to loans, in addition to more than expected having access to lower priced inputs/credit.

Logframe

The design structure of the project logframe allows linkages of SHG/AC savings to support small business, strengthening advocacy to support SHG/AC needs, and for the SHGs to provide a stronger base to the ACs through their support. Future adjustments of the logframe could include a more specific objective towards forming AC unions/alliances, as that is currently more of an implicit integration.

Project extension

There is strong stakeholder support/request for further support from the project. In particular, it was noted from stakeholders that SHG groups should be supported until they can run independently with sufficient capital for member needs. While some groups can run independently as they are now, all have goals for expansion from now until 2020, and require further support for this. AC groups are working to larger membership, expanded group business, and more commercial farmers, and at the same time realize the benefits of higher level advocacy. Groups are willing to form together towards a union/alliance, to improve communication between them, better facilitate stronger administration (eg shared professional accounting services), and stronger civil society engagement skills.

Risks/assumptions

Key risks and assumptions in the project design were appropriate, and for the most part were not an issue. Risks identified that were seen during the project were the impact of climate change, as the hottest and driest season on record was seen during the last year,

and production not corresponding to market demand / low selling prices, as farmers found a market mis-match of their products.

Lessons Learned

The approach of utilizing a Community Professional from within the community to train and give project support allows information to be retained in the community over the long term (when the project phases out and staff leave, not all information and support leaves with them). The approach of improving civil society / local authority dialogue has led to active participation of community members in the Commune Investment Planning process, which has included their group and agriculture needs (eg agriculture infrastructure, agriculture training needs) and social needs (eg addressing domestic violence, hygiene, corruption, education needs, community safety issues, and childcare). As groups have visible multi-year plan ('dream') to grow, motivation is increased (members are motivated to increase membership and capital), and can more easily plan to close the gaps in capacity and technical knowledge to achieve their goals.

Recommendations

Strategic Delivery

- Groups require sizable combined production level, stronger AC structures, higher capital, and ability to work as a stronger business entity
- Further access to low interest credit and better credit terms
- Increased links to end buyers

Capacity Building

- Continue to build advocacy skills (human rights, land rights, empowerment) to empower communities to be brave enough to step forward, fully understand their basic rights, and further push community development
- Further support for creating and following through with profit loss plans (high yield/high quality products at cost efficient), identification of most suitable crops for market conditions, increasing capital; monitoring to ensure efficient production
- Follow up training on financial management, financial transparency, profit analysis, book keeping, computer use for accounting and reporting, reinvesting and dividend management was identified as beneficial. For agricultural topics, disease control was identified as important for further training.
- Improved book keeping skills and understanding of group members; computerize accounting systems phased in (either on and individual AC level or a business solution that does accounting for all ACs)

Advocacy

- A farmer union/alliance would increase AC ability to reach beyond the local level in terms of advocacy, and increase trading power and customer access; ACs can support each other though sharing knowledge on business guaranteeing credit purchases of other ACs, and sharing collective services such as bookkeeping.

- Strengthen ability to advocate at provincial and higher levels (channels of communication, understanding of what issues are and are not feasible, and who to approach)
- Continue to build advocacy skills to empower civil society to advocate in multiple areas, including land rights, human rights, land group and individual livelihood needs; technical support to key people can mobilize them to take the lead in advocacy

Key Issues to Address Remaining Period

- Further book-keeping skills; addressing different payback schedules
- Further links to lower inputs (fertilizer / credit)
- Increased links to end buyers
- Further understanding of pros and cons of free market system
- Internal discussion among and between ACs to diversify local level products and prevent oversupply

Key Issues for Preparation of New Proposal

- Further support to profit/loss plans and identification of optimal crops; efficient production monitoring
- Branding and GAP (Good Agricultural Products) certification
- Support planning process for more systematic growing, including ground water, technical knowledge, financial and management skills, transport issues
- Building farmer union/alliance approach to optimize growing business functions (eg sharing of book keeping skills) and scale of economy for purchasing and selling goods
- Technological capability of groups (computer skills, computerized book keeping)
- Manual / strategy to network with higher government levels (clearly defined approach)
- Further inclusion of women's leadership and rights training

1. Background

ADDA is a Danish NGO with core experience in rural development, development of and support to local civil society structures, and advocacy and development of the primary agricultural sector: cultivation, selection of products, organic farming and marketing strategies.

The project Cooperative and Civil Society Development in Siem Reap, Cambodia (COCIS) is implemented from Jan 2014 to December 2016. The project aims to increase the livelihood options of beneficiaries through a combination of furthering agricultural techniques, forming and strengthening self-help groups (SHGs) and agricultural cooperatives (ACs), increasing the capacity of these groups to advocate for themselves on a range of topics, including agricultural support and benefits and access to information. As SHGs and ACs develop into strong basic civil society organization they will involve themselves and fellow villagers in Community Development Projects (CDPs), will actively take part in in community planning processes, and advocate at a local level.

The project is carried out in partnership with local organization Rural Economic and Agriculture Development Agency (READA), with additional assistance from the Legal Aid of Cambodia (LAC).

Overall Development Objective of Project:

Poor people in rural areas in Siem Reap have increased their livelihood because strong civil society organizations have developed in their local communities.

☐ Immediate objective 1:

By 2016, 175 SHGs are better organized with improved group and individual business activities and 100 SHGs are able to facilitate implementation of community development activities

☐ Immediate objective 2:

By 2016, 10 Agricultural Cooperatives (ACs) have built organizational and commercial capacity and they have at least 1.000 members

☐ Immediate objective 3:

By 2016, 125 out of 175 SHGs, 6 out of 10 ACs and READA are increasingly influencing local and national decision making on rural development

2. Objectives

General objective of report

To review the implementation and evaluate the impact of the Action in line with the indicators define in the LFM.

Specific objectives of report

To obtain an objective and independent analysis of the project Cooperative and Civil Society Development in Siem Reap, Cambodia (COCIS) in terms of its relevance, effectiveness, efficiency, impact and sustainability.

Relevance - whether the design of the project is sound with regard to targeting the real needs and problems of the project beneficiaries. In so doing they should further review the Logical Framework to determine whether they are still current and being followed by the project management.

Effectiveness - whether the planned benefits of the project are being delivered and whether the beneficiaries' behavioral patterns are changing as expected and the extent to which the crosscutting issues of poverty, gender and advocacy issues are being addressed.

Impact - whether the expected impacts are likely to materialize.

Sustainability - whether the project methodology is likely to lead to the flow of benefits to the beneficiaries, and to the society generally that are continuing after the end of the project.

3. Methodology

The evaluation was carried out in July 2016. A matrix framework was developed with relevant questions and themes for project approach and outcomes, relevant, effectiveness, impact, and sustainability. Areas also covered project design and impact, partner organization and target groups, and risks and assumptions. Each outcome was also assessed to identify areas of success, challenges, and lessons learned.

Figure 1 Data type and sources

Data Type	Source
Project objectives and deliverables	project proposal
Activity data and quantitative report against logframe targets	Progress Report Cumulative Reporting from Jan 2014 until end Q1-2016
Outcomes, impact, sustainability, successes, challenges, lessons learned	Project beneficiaries (SHG members, AC members), implementing and management staff (ADDA, READA), village and commune chiefs, LAC, steering committee members, Department of Women's Affairs, Department of Agriculture

Data was reviewed from

- Progress Report Cumulative Reporting from Jan 2014 until end Q1-2016
- Project Proposal Application
- Project logframe matrix
- Baseline Survey
- Internal Impact Assessment
- Steering Committee Achievement Report (June 2016)
- Steering Committee Recommendations

Direct interviews were held with staff, partners, and stakeholders, including separate meetings with, ADDA management, READA management and implementing staff, District Facilitators, Community Development officers, village and commune council

chiefs / representatives, self-help group members, agricultural cooperative members and leaders (refer to Annex 1 for field schedule and stakeholders visited).

4. Key findings

4.1. Project Design and Impact

4.1.1. Relevance

All stakeholders consulted (including beneficiaries, line government, local authorities, and partners) felt that project objectives fit well with community priorities. While directly visible benefits such as saving groups and animal and crop farming techniques are seen by the community as beneficial, the underlying build up of AC groups has allowed a wider range of support stemming from higher negotiating power through economies of scale / group recognition, ability for SHGs to borrow money from the AC, dividend return to shareholders, and knowledge sharing within the ACs. The Department of Women's Affairs was satisfied the project fit the demands of women while also responding to government strategy. The Provincial Department of Agriculture is satisfied the project responds to beneficiaries and PDA strategy.

4.1.2. Effectiveness

The project followed closely the project framework, with the following results²:

Table 1 Project Logframe

Narrative description	Objectively verification/indicators	Results (against targets)
<p><i>Overall Development Objective</i></p> <p>Poor people in rural areas in Siem Reap have increased their livelihood because strong civil society organisations have developed in their local communities</p>	<ul style="list-style-type: none"> - Members of SHG and Agricultural Cooperatives in Siem Reap province have improved their income - Poor people spend a larger proportion of their income on school, health care and non-food items compared to project initialization 	<p>Stakeholders note improved income</p> <p>Qualitative data supports more money spend on non-food items; stakeholders note increase in school attendance</p>

² Data taken from Progress Report Cumulative Reporting from Jan 2014 until end Q1-2016 and updated against Project Progress, LFA end of June 16; colour coding: green – reached expectations (80% plus); orange - satisfactory (50%-80%), red – not satisfactory (below 50%)

<p>Immediate objective 1:</p> <p>By 2016, 175 SHGs are better organised with improved group and individual business activities and 100 SHGs are able to facilitate implementation of community development activities</p> <p>Output 1.1</p>	<ul style="list-style-type: none"> . An updated SHG monitoring and evaluation guideline have been developed and implemented in at least 150 out of 175 SHGs . At least 125 out of 175 SHGs have conducted market analysis; they have updated business plans and execution is in progress not later than 6 months after training sessions . At least 100 out of 175 SHGs have outlined detailed plans for community development in cooperation with fellow villagers . 60 out of 175 SHGs assisted by experienced SHG committee members and Community Professionals (CPs) have implemented a plan for a small-scale community development project (CDP) . Curriculum for organisational management training for the SHGs have been developed before the training 	<p>One M&E guideline developed and implemented in 158 SHGs (105%)</p> <p>100 SHGs executed their business plans (80%)</p> <p>86 SHGs trained and outlined plans for CDP (86%)</p> <p>28 CDPs support (46%)</p> <p>Curriculum for 15 subjects/topics (100%)</p>
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<p>By 2016, 175 SHGs have build further their organisational capacity by transfer of know-how from best performing SHGs and Community Professionals (CPs) having experience on poor community development and SHG leadership</p>	<ul style="list-style-type: none"> By 2016 an M & E guideline have been developed and implemented within 175 SHGs assisted by the CP facilitators 	<p>One M&E developed and implemented in 158 SHGs (70%)</p>
<p>Output 1.2</p>	<ul style="list-style-type: none"> 50 % of the SHGs have prepared updated market analysis At least 50 % of the production intended for the market is sold according to projections 	<p>124 SHGs and 122 SHGs adjusted their production. (68% of SHG members have analysed market demand before deciding to operate their business. 122 SHGs + IIA (75 to 90% for production sold to market)</p>
<p>By 2016, 125 SHGs and their members are able to analyze the market and adapt their production according to market demand and efficiently sell their produce to local markets and wholesale traders</p>	<ul style="list-style-type: none"> CPs have facilitated contracts for 20 % of the SHGs with buyers 	<p>50 SHGs trained on crop storage (142%)</p>
<p>Output 1.3</p>	<ul style="list-style-type: none"> Business plans are initialized and in progress latest 6 months after the training By end 2016,125 out of 175 SHGs have updated business plans adapted to market needs 	<p>118 SHGs developed business plans and 100 SHGs initialized. 98/125 updated business plans/adapted to market needs(78%)</p>
<p>End 2016, 175 SHGs and their members have received training that enable them to introduce or improve micro business activities</p>	<ul style="list-style-type: none"> By end 2016,110 out of 175 SHGs have established or improved micro business activities 	<p>77/110 improved business activities (70%)</p>
<p>Output 1.4</p>	<ul style="list-style-type: none"> By 2016, 20 % of the 175 SHGs have been granted a loan for increased production 	<p>30/35 SHGs got loans to expand their production (85%)</p>
<p>By 2016, 175 SHGs are aware of borrowing opportunities incl. production loans from either AC managed funding and/or other local credit agencies</p>	<ul style="list-style-type: none"> By 2016, 15 % of the 175 SHGs is increasing their production due to investments made from loans 	<p>30/26 increased production from investment (115%)</p>

<p>Output 1.5</p> <p>End 2016, 60 villages have improved their local community with a Community Development Project (CDP) responding to the need of villagers</p>	<ul style="list-style-type: none"> · Action plans have been developed by the SHGs incl. preparation, implementation and maintenance of a Community Development Project · 60 CDPs have been implemented in 60 villages by SHGs and fellow villagers involving at least a total of 80 households in the communities 	<p>88/60 (146%)</p> <p>28 CDPs proposals. 16 CDPs (25 ring wells and 4 rice banks) from ADDA implemented and 523 families or 2,277 people directly benefited from. 12 CDPs from others bridges, iron sheets, AC office, maintenance road, pond renovation, land encroachment, sluice.</p>
<p>Immediate objective 2:</p> <p>By 2016, 10 Agricultural Cooperatives (ACs) have built organisational and commercial capacity and they have at least 1.000 members</p>	<ul style="list-style-type: none"> · 60 % of the villagers in 60 villages benefit directly from a CDP · 60 % of non-directly beneficiaries express satisfaction about the CDP · 100 of the 175 SHGs that received management training have approached the commune council (CC) with plans for a new small-scale community development project · Members are actively involved in the development of ACs · End 2016, 8 out of 10 ACs are able to evaluate the market and they have adjusted their Business plan(s) according to member needs and market opportunities. · End 2016, 1000 HH have better selling prices, credit facilities and/or cheaper farm input prices related to vegetables, cash crops, rice and small livestock 	<p>from 15% to 100% according to kind of CDP</p> <p>100% non-beneficiaries satisfied with CDPs</p> <p>88 of 100 approached CC with community development project plans (88%)</p> <p>1,079 members (46% of members from SHG members)</p> <p>10 AC's can evaluation their business plans (120% of expectations)</p> <p>1,079 members have better inputs/facilities (107%)</p>

<p>Output 2.1</p> <p>By 2016, 175 SHGs have strengthened their knowledge about Agricultural Cooperatives; their organization and the operation of aggregated group activities; including internal rules and regulations</p>	<ul style="list-style-type: none"> · 175 SHGs are aware of the opportunities and limitations within the Cooperative Law and Royal Decree · 175 SHGs are aware of the standard procedures on how to address the authorities 	<p>158 SHG / 175 SHG are aware of AC concepts (90%)</p> <p>90 SHG/175 SHGs aware of how to address authorities (51%)</p>
<p>Output 2.2</p> <p>By 2016, 4 existing and 6 new ACs are operating according to the Royal Decree for Cooperatives in Cambodia</p> <p>Output 2.3</p> <p>End 2016, Committee members from 10 Agricultural Cooperatives have been trained in strategic methods for active member involvement</p> <p>Output 2.4</p> <p>End 2016, 8 ACs or farmers associations are operating viable cooperative businesses providing cheaper inputs and/or adding value to the produce delivered by farmer - increasing income of their members at least 5 %</p>	<ul style="list-style-type: none"> · By 2016, project staff have assisted 6 new ACs to become certified under the Royal Decree · By 2016, COCIS partners have developed a guideline for strategic methods for active AC member involvement · ACs have involved members in designing a communication strategy for future relations between ACs and its members · End 2016, 8 out of 10 ACs are able to evaluate the market and they have adjusted their Business plan(s) according to member needs and market opportunities. · A profit is earned on cooperative business activities; farmers are buying at lower process or selling their produce at better prices. 	<p>7/6 assisted to get certificates (116%)</p> <p>first draft developed (active member guideline)</p> <p>1/1 (100%) (communication channel)</p> <p>9 AC / 8 ACs run business effectively (112%)</p> <p>10 / 10 run business with profit (100%)</p>

<p>Immediate objective 3:</p>	<ul style="list-style-type: none"> End 2016, 1000 HH have better selling prices, credit facilities and/or cheaper farm input prices related to vegetables, cash crops, rice and small livestock. READA, ACs; and SHGs advocate for better income generation opportunities and legal rights of poor people at province, district, commune, and village level 	<p>1079 HH / 1000 have cheaper inputs and higher selling price (107%)</p> <p>Actively participated in commune, district and provincial forum as well as in NGO networks, workshop or conference.</p>
<p>By 2016, 125 out of 175 SHGs, 6 out of 10 ACs and READA are increasingly influencing local and national decision making on rural development</p>	<ul style="list-style-type: none"> By 2016, inhabitants in 80 out of 130 target villages in Siem Reap province acknowledge the advantages of well organised SHGs and Agricultural Cooperatives and their influence on local decision making. 	<p>People in 121 villages (Rhe SHGs) (151%) acknowledged the advantages of SHGs and AC</p>
<p>Output 3.1</p>	<ul style="list-style-type: none"> PVDPs have been integrated into Community Integrated Plans and supported by relevant institutions and NGOs through District Integration Planning Workshop (DIPW). End 2016; district facilitators(DF) have conducted Participatory Village Development Planning (PVDP) for 80 villages End 2016, at least 1500 SHG members and 1500 other villagers actively participated during analysis of problems and opportunities in their local communities 	<p>PVDPs from 105 villages have been integrated into CIP. 805 demands requested by villagers and 403 demands integrated into CIP and 173 demands supported.</p> <p>105 / 80 villages (131%) trained of PVDP</p> <p>2, 155 SHG members (143%) plus 3,172 other villagers (211%) participated in analysis of problems/opportunities</p>

<p>End 2016, READA have assisted 150 out of 175 SHGs and 1.500 other villagers in their analysis of problems and opportunities within 80 villages.</p>	<ul style="list-style-type: none"> · End 2016, 80 PVDP reports have been made outlining priorities and recommendations of rural poor 	<p>105 (130%) PVCPs/villages</p>
<p>Output 3.2</p> <p>End 2016, 10 ACs and 175 SHGs have strengthened their knowledge on advocacy which is utilized in their direct dialog with the local authorities addressing the needs of poor, rural people</p> <p>Output 3.3</p>	<ul style="list-style-type: none"> · End 2016, 6 ACs and 150 SHGs are able to use and use appropriate advocacy techniques <ul style="list-style-type: none"> · 85 % of the trained AC, READA and ADDA staff express satisfaction and relevance of the training and express that they have gained new knowledge · Local authorities have visited 80 SHGs, relevant meetings and trainings · Project activities have been published and promoted in 5 local media, e.g. newspapers, television and radio in the Siem Reap province. <ul style="list-style-type: none"> · End 2016, at least 110 SHGs have involved fellow villagers and developed suggestions on future priorities for community development projects based on CDPs and PVDPs. <ul style="list-style-type: none"> · By end 2016, these suggestions have been integrated into Community Integrated Plans and supported by relevant institutions and NGOs through District Integration Planning Workshop (DIPW). 	<p>10/6 ACs (166%) and 145 SHGs (96%) applied appropriate advocacy techniques in target areas</p> <p>100% (13 staff, 86 AC committee members and 26 CPs)</p> <p>158/80 SHGs (197%)</p> <p>Project orientation workshop, sharing in NGOs networks, success stories and hosting the visits from other NGOs and institutions.</p> <p>145/110 (131%) plus 2 172 other villagers developed suggestions on future priorities</p> <p>PVDPs from 105 villages (145 SHGs) have been integrated into CIP. 805 demands requested by villagers and 403 demands integrated into CIP and 173 demands supported .</p>

<p>End 2016, suggestions and priorities of rural poor regarding the Village, Commune and District Investment Planning have efficiently been communicated to local authorities by the ACs, READA and 110 out of 175 SHGs in Siem Reap</p> <p>Output 3.4</p> <p>End 2016, the positive outcome from SHG, ACs and NGO involvement in the planning process at village and commune level has been communicated to a wider range of civil society organisations</p> <p>Outputs that pursue several immediate objectives</p>	<ul style="list-style-type: none"> · Needs of poor people are recognized in the village and commune plans. Plans that are integrated into the district, provincial and national plans at a later stage. · Local authorities are aware of the suggestions and priorities developed by the SHGs. · Relevant stakeholders have received information of the results of SHG and NGO involvement in the planning process · End 2016, the READA has passed on their advocacy knowledge to external NGOs operating in Siem Reap 	<p>805 demands requested by villagers and 403 demands integrated into CIP and 173 demands supported.</p> <p>Local authorities from 30 communes recognized the suggestions and priorities developed by 145 SHGs. Active NGOs in NGOs networks, local authorities, institutions and donor received the information of results.</p> <p>READA sharing out the advocacy knowledge to other READA partners NGOs and donors</p>
<p>Output 3.5</p> <p>By 2016, READA have improved capacity on advocacy, communication, institutional management and specific technical issues according to training needs assessment</p> <p>Output 3.6</p>	<ul style="list-style-type: none"> · End 2016, READA have improved standards and performance on efficient advocacy, monitoring and evaluation, communication, proposal and case study writing, institutional management, IT design and Publisher · 85 % of the trained NGO staff express satisfaction and relevance of the training and express that they have gained new knowledge · Staff from PDA and PDWA participated during refresher trainings 	<p>READA gained knowledge and experience from COCIS project implementation and have improved the overall performance of READA and attract more funding from other donors.</p> <p>13 staff express satisfaction in training (100%)</p> <p>2 PDAs, 2 PDWAs (100%) participated in refresher trainings</p>

<p>End 2016, Staff from the Provincial Department of Woman Affairs and Provincial Department of Agriculture acknowledges the project concept and they apply major elements of the SHG and/or agricultural cooperative approach outside the project target areas.</p> <p>Output 3.7</p> <p>By the end of 2016, 17.500 poor farmers in Siem Reap have improved their knowledge on land rights, child and women rights, including all stages of the judicial process</p>	<ul style="list-style-type: none"> · Major elements of the COCIS concept are used by PDA or PDWA during training of poor people in Siem Reap. · 175 SHGs, 60 village and commune chiefs have been trained in the topics of child and women rights, e.g. protecting women from rape and domestic violence, and the rights of women and children during all stages of the judicial process. · 175 SHGs have discussed legal rights/land rights within their local communities involving at least 100 individuals. 	<p>Business development in AC has been applied by PDA and SHG concept applied by PDWA.</p> <p>169/175 SHG (97%), 121/60 villages (201%; 181/30 commune chiefs / commune councils (603%) have received training on legal rights</p> <p>169/175 (97%) discussed legal rights in their communities</p>
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At project completion there were 158 SHGs (the initial projection was 175, which was narrowed to 169 after project approval; some were then merged where member numbers were low, resulting in 158 groups).

The project has built successfully on previous programs training savings groups and improving agricultural technical skills. The project has integrated both building capacity and advocacy of civil society groups. This allows organizations to advocate on behalf of the poor, and as a result, give the ability to address duty bearers, and to work towards sustainable results to improve livelihoods.

Groups uniformly expressed satisfaction with strong inroads in preparing them for advocacy. Close to 100% of those met with could demonstrate they had prepared and submitted community requests to local authorities, and had confidence to continue to do so. This is an achievement that groups were unlikely to be able to envision prior to starting the project, and has given the groundwork for a wider understanding of the influence they can have. AC groups are exploring their potential for wider influence and negotiation, and SHGs are campaigning for relevant local issues. Although the logframe indicates less than 50% of groups have successfully integrated plans into the CIP (output 3.3), more than the anticipated number have developed CDP plans, and work is ongoing on the CIP process. Commune council representatives met with were all

supportive of the training groups had received in terms of preparing requests, and found value the process.

As indicated in by the colour scheme in Table 1, outcome 2 (improving capacity of ACs) had consistently high results. ACs have progressed to the point where not only is confidence high in current capabilities, but motivation is continually increasing to expand operations and increase influence. Group leadership with those met is strong, with motivated membership support. Groups have shown resilience where business has not worked; plans are adjusted and/or new plans are made in place. Support is still required for ongoing management, particularly as groups expand, but groups are able to review and discuss their own strengths and weaknesses. Training to CCs has allowed proposal writing skills to develop, and assisted them to make decisions as community priorities and solution were clearly presented. There has been a shift of people making demands without priorities to an analysis of social and technical issues prior to presenting them to the CC.

On the technical side, almost triple the expected amount was reached in the amount sales of produce intended for the market, double the expected number of SHGs were trained on market analysis, more than the expected number of SHGs increased production due to investments from loans, and higher than the expected number have better selling prices, credit facilities, and/or cheaper farm input prices related to vegetables, cash crops, rice, and small livestock, which are key components of influence of the project.

AC group activities of rice milling/trading were less successful than anticipated, however fertilizer trading/input supply and credit business activities showed high levels of success. Those that proved unviable were disbanded to avoid losses and new areas of business were identified in several cases. Motivation of groups that were not immediately successful has not dropped, and forward-thinking planning is still continuing. Ultimately ACs will absorb and take on some SHG business activities such as credit facilities.

The PDA was impressed with the overall achievement, including farmer application of new techniques, and the progress made by the Khnart AC packaging and cold storage facility; they also feel the project design meets on-ground needs. The government is proactive in terms of providing support to ACs, and realizes a mechanism (the ACs) is required to boost commercial farming. The PDA is keen to see further information technology progress for ACs, to better ensure access to market prices, and to organize their own information, and notes the importance of farmers to understand a broad information set in terms of market approach, including training on IT information, agricultural markets, pricing, buyers, and attention to quality products. The PDA is also currently promoting farmers to introduce product packaging, and the following of Good Agricultural Production (GAP) standards to ensure product reliability. The PDA supports the ADDA/READA approach and further involvement.

The project should follow the current path and design, and an extension phase would be beneficial.

LAC has noted the design has been more effective than other projects they have worked on as this one also integrates government and community training to empower citizens.

4.1.1. Efficiency

No areas of concern were pinpointed in terms of efficiency. Suggestions to improve efficiency included ensuring standardization of commune council capacity and project engagement; input into SHG /AC formation and ongoing issues varied from commune to commune, from those where local authorities were members themselves, communes where the commune council was actively involved and had very high knowledge of the project, communes where the commune council was actively engaging people to participate in commune planning (in one case feeling that people were not participating enough and encouraging them to do so more), to communes that supported groups but only interacted when groups came with specific problems that needed dealing. Standardizing capacity and input would improve project efficiency, however commune involvement can not be forced, and those that are less participatory cite time constraints as the issue (no commune councils were felt to be uncooperative).

As groups, particularly ACs grow, the management and accounting gets more complex. Current systems are done manually, and accounting such as dividend calculations are time consuming. Credit groups find manual accounting a constraint when they want to lend to outside parties; they are only set up to take in prepayments at set times / amounts; a more flexible system is needed to respond to customers wishing to alter from this. As groups grow they need to transition to computerized systems.

As ACs grow they also need to connect to other ACs in a systematic manner, which will improve their own efficiency as they can ideally start to share management tools, for example professional book keeping services.

4.1.2. Impact

Stakeholders uniformly agreed the beneficiaries have access to higher income, which is used for more non-food items. Loans from SHGs / ACs are used to run small businesses, allowing income expansion. Participants mentioned education and health expenditures as key areas, including the ability to purchase bicycles for children to attend school (one group estimated cumulative project effect of ADDA and other projects has increased school attendance from 50% to 100% since 2009). Money is also used to purchase medicine, buy school lunches. Incomes are higher, although additional income streams are still required to support families. There is a shift from a basic rice income / home consumption pattern to a business pattern.

Civil society organizations have been able to intervene in multiple cases of conflict (eg land grabbing), including against companies. Local authorities, villagers, and the Department of Women's Affairs have seen an improvement in the livelihoods of women, have seen women be increasingly involved in decision making, and have noted a decrease in the amount of domestic violence due to training, awareness and consultation. Beneficiaries feel more empowered, are aware of 'bigger picture' issues they can engage in, and can successfully write proposals for village and group needs. Water and health issues are also mainstreamed into the CIP, in addition to agriculture needs. For rights, in the case of domestic violence, 82% of groups with violence and raised the issue with commune councils were given advice to reduce it³. 90% of groups are aware of their land rights, with 83% of those reporting issues receiving a commune intervention/solution. For cases of violations of women's and children's rights, 89% of groups with those affected saw a reduction in violations⁴.

³ Internal Impact Survey of AC Members

⁴ COCIS Impact Survey Report (Internal); Jan 2016

There are mixed impacts to changes in migration situations. Some project beneficiaries note that people in their families no longer need to migrate (as there is more family earning power, access to loans, and new business initiatives), although this doesn't impact the wider village beyond beneficiaries. Communes more heavily affected by migration find member retention more difficult, although not all communes were affected by migration. One community noted working locally was considered more stable than working and coming back.

4.1.3. Sustainability

Based on project strategy, knowledge is to be maintained in communities through the CP. CPs are key links between the project and communities, work on stipend, and are from the communities they work in, promoting local human resources. The CPs are usually responsible for training members of SHGs/ACs, provide book-keeping support, link members to government and other outside resources, and some are trained as Village Animal Health Workers. While they can not provide the full level of service without financial support, they are dedicated to their positions. Due to their training, many are able to find work, still based in their villages, with other NGOs. Several CPs are members of the savings group, and are well positioned to enter management positions, either with SHGs or with ACs. At least one group met with is supporting the CIP to integrate into the Commune Investment Plan (CIP) a channel for ongoing CP support and interaction. It is beneficial to keep the information the CPs have been trained in and the accompanying support within the community. 80% of AC committees are willing to hire a resource person to help them, and are willing to pay \$30 per month⁵.

The SHGs and ACs require integration of communication systems and channels with the Department of Agriculture and other groups/organization (some groups have direct communication, with one group submitting a proposal for animal health training, while some do not have a direct line of contact).

Newer groups require further support, and while older groups are able to function on their own, they request further support to develop and grow rather than maintain their current size and activities. Groups consider that they no longer need support when they have enough capital to effectively respond to the loan needs of members and can manage themselves effectively (some estimate a five to ten year time frame).

4.2. Structure and feasibility of the LFA, Project Risks, and Assumptions

The design structure of the project logframe allows linkages of SHG/AC savings to support small business, strengthening advocacy to support SHG/AC needs, and for the SHGs to provide a stronger base to the ACs through their support. Future adjustments of the logframe could include a more specific objective towards forming AC unions/alliances, as that is currently more of an implicit integration.

Key project risks and assumptions assessed at the beginning of the project were well thought out. No further risks / assumptions were identified as needing to be added. Two key identified risks did to some extent affect the project. Impacts of climate change (with

⁵ Internal Impact Survey of AC Members

mitigation measures of produce diversification) had an impact as the most recent dry season was the hottest and driest on record, affecting production and fertilizer sales, with extended impacts of delaying farmer repayments to loans. In addition, the identified risk of production not corresponding to market demand / low selling prices (with mitigation measures of market assessments prior to entering the market) was in cases realized, with farmers finding a market mis-match of products. This is addressed further in section 'Market Analysis'.

4.3. Securing Community Professional activities

CPs are from the communities they work in, and as such serve as a crucial link between project training and capacity and sustainability. Once the project is no longer operational in the area, CPs will still have the capacity to continue working with groups. Due to their training and skills, they are in-demand from other NGOs, and will be well placed to work at AC administration. CPs are essential to backstop financial and accounting procedures, and act as a link when technical advice is needed. Several CPs are also Village Animal Health Workers, and receive additional training from the PDA.

Some CPs are often group members, which will strengthen future commitment to continue working with groups. They will not be able to fulfill full functions without financial support. Some groups have already written a proposal to approach the CC to find a solution for ongoing CP support. Motivation for CPs to continue is high.

CPs would also like further and ongoing opportunity to connect and collaborate with other CPs, and maintain a robust network and sharing experience. CPs indicated they would benefit from further training, particularly for computer skills, in addition to Khmer and English lessons.

4.4. Partner organisations' general qualifications, experiences and capacity

READA has worked with ADDA on multiple projects previously, and is responsible for project implementation.

READA has over the course of the project (and as a result of previous project involvement) increased its knowledge to act and conduct advocacy together with the target group. Key areas to develop this include developing professional knowledge, working on strategic planning, ensuring transparency and administrative procedure, developing organization leadership structures, and networking with organizations with similar goals.

In terms of developing professional knowledge, READA staff have shared training experiences with each other during the course of the project, and indicate their skills have increased. The Department of Planning has been involved in training both READA and LAC on CIP integration and planning, and the Department of Agriculture has been engaged for training, consultations, and in the field. The team was able to build on training and management from the IWEP projects (for example previous farmer field school training and self help group management systems); newer aspects of the project that were not previously implemented in IWEP include advocacy and rights training to the communities. ADDA international staff have provided technical trainings including advocacy, agricultural development, business planning and execution.

READA has undergone financial reporting changes and improvements based on auditor recommendations, and adapted some policies from ADDA. The improved systems are now standardized within the READA system and can be applied to other projects they implement in the future.

The PDA staff have been trained and a number of them work with the ADDA project, and are familiar with the project scope of knowledge. They have the ability to use this experience to continue to support farmers on the ground, under the direction of PDA.

4.5. Result 1

Result 1 is by 2016, 175 SHGs have built further their organizational capacity by transfer of know-how from best performing SHGs and Community Professionals (CPs) having experience on poor community development and SHG leadership.

Result 1 is implemented through:

- a) SHGs building organizational capacity by transferring know-how from best performing SHGs and Community Professionals having experience on poor community development and SHG leadership
- b) SHGs and their members able to analyze the market and adapt their production according to market demand and efficiently sell their products to local markets and wholesale traders
- c) SHGs and their members have received training that enable them to introduce or improve micro business activities
- d) SHGs are aware of borrowing opportunities incl. production loans from either AC managed funding and/or other local credit agencies
- e) villages have improved their local community with a Community Development Project (CDP) responding to the need of villagers

The primary objective of most individuals is to increase profit. Members indicate business skills among the group have improved, and the practice of business itself has increased; expectations of what they would learn when joining the group have been met. The higher the capital savings, the less the loan pressure that individual and groups face.

The biggest changes project stakeholders have seen relating to objective 1 is the ability for group members to tap into saved funds for emergency and small income generation, increased group membership, improved farmer knowledge (better farming outputs – increased yield, shift from traditional to more productive seeds), financial literacy, increase in capital, and growth of business ideas. Seeing the success of running a business and tracking growth over several years had improved group confidence in ability to run a business. In cases where businesses have not been successful groups have not been deterred in seeking other options. Group members attribute business success to product promotion by group members, low prices for customers, and ability to find customers both within groups and externally. Some groups have indicated their success has inspired other farmers to start up small business.

Underlying changes include the feeling of being in control of group capital, a shift in a saving to an investing mentality, and increased capacity in ability to prepare proposals

for community and group requests (request have included group training, group land for operations, and community needs such as road construction, canals, wells, latrines, and tin roofs for poorer families). Groups also indicate increased ability to communicate with local authorities.

Some constraints were seen with poorer families participating, who did not follow through with training techniques (eg chicken raising) once training was completed. Poorer families required greater follow-up from the CP side for technical support, and faced more time constraints due to need for outside labour.

One AC has been working with ADDA, HARVEST, and the University of North Carolina on cool-storage solutions. The AC grows produce through CADI (Conservation Agriculture with Drip Irrigation), with an on-site washing and packing station. A large-scale cool room allows longer-term storage of produce, operated by specialized equipment built (Coolbot technology supported by a Thai university) by adapting an air conditioning unit to create energy efficient cooling. Produce is transported in a highly visible tuk tuk and sold to households in Siem Reap.

Organizational Capacity

There are 158 SHGs, with an internal assessment rating of 67 strong, 72 medium, and 19 weak⁶. 158 SHGs were strengthened, 34 weaker SHGs received cross-training from stronger ones. 82% of groups are able to record book keeping⁷. There was a wide background knowledge of groups at the start of the project, with some being together for nine or more years (IWEP I groups), and some being absorbed from other NGO projects, (former READA groups and CONCERN groups).

Groups have gone through a visioning process to examine where they were prior to start up, where they are at currently, and where they plan on being by 2020. The visioning looks at group cohesion, savings efforts, and group business progress and future plans. The process allows members to look towards long term and broad goals in the future, and identify where bottlenecks may potentially lie.

SHGs have started up one or more group businesses, primarily selling fertilizer and providing credit. Longer term goals for some include being recognized as a village bank, and buying/selling rice with storage facilities. Most groups feel they currently have a capital bottleneck for expansion, however all met with have a steady savings plan, and many have willingly increased the amount members contribute over the course of the project. Savings are steady and within what members are able to contribute. Members benefit by getting a lower interest rate when borrowing than from outside loan sources, and interest is returned to the group to add to their capital. While groups are interested in outside sources of money, they are risk adverse and not willing to take on loans they feel they can not repay. Groups indicate that there is a shift in valuing group savings, which at the time of group formation was not seen as either a priority or as having much value.

SHGs have been establishing business chains with ACs. SHG members can be individual AC members, and in some cases, SHGs entirely have joined their local AC, allowing the ACs to supply them with fertilizer which they in turn can use to supply other areas; the

⁶ COCIS Project Progress (updated June 15)

⁷ COCIS Impact Survey Report (Internal); Jan 2016

ACs become key suppliers to the smaller groups. In addition, SHGs can obtain loans from the ACs.

On the production side, double the number of expected groups were trained on market analysis, with an increase in the production intended for market being sold. Some groups are now able to produce two rice crops a year where previously they were producing one. Farmers note that lower input prices would be beneficial to increasing profit. However, further follow up by the project should be done to ensure farmers are following their production plans (for example, not over-using seed or fertilizer). It should be kept in mind soils are not always conducive to high value crops, and water is an underlying constraint. Composting techniques have advanced; groups previously did composting but can now make and store compost year round. In addition, seed management has also contributed to increased yields. As income increases, villagers are able to prepare more plots of land for vegetables (previously low lying rice land).

On the management side, confidence is growing. Many groups can lead as they are at the moment, however all groups have expansion plans, which requires more complex business planning and accounting, which can not currently be independently supported. All bookkeeping is manual; a computer upgrade will be needed to deal with more complex accounting scenarios. One group plans to expand its credit business to outside members, but at the moment only have the capacity for fixed payout and repayment schedules (limitation of accounting knowledge and manual bookkeeping); the skill to accommodate various repayment schedules and loan amounts is required to expand. There were no cases of default payment during the project, although loan payment was at times slow. One group noted more training is required for those borrowing money to understand slow repayment affects the group business cycle.

Some groups are able to provide multiple types of fertilizers, and give advice to customers on types of fertilizers required for their crop and soil type. Where direct information is not known, groups can connect with ADDA/READA and/or the PDA for specific advice. Group leaders noted they are able to coach others, and it is not uncommon for other people in the village to come to request advice.

Stakeholders need for groups to be autonomous they need more time to develop and more support, or people will scale back to previous methods they were using. People need more ability to implement technique and methods they have been trained in, including both the agricultural side and the management side.

Membership and motivation of SHGs is maintained through the ability to see benefits, strong leadership, and transparency of the leadership, which helps to establish trust among members. Longer term groups have identified that leadership has grown from simply fulfilling duties to taking the initiative, becoming more proactive, and fuelling more robust discussions and debates.

Group members are willing to provide their own labour when needed, for example if the group decides to build a warehouse, and some groups have formalized this (if someone can not contribute labour they contribute some money in lieu of this).

Market Analysis

The project supports to develop market plans, and some committees do market surveys to give feedback to members on prices. Groups interviewed said they all had better access to market prices than prior, and are able to grade/classify their products based on quality, which helps pricing. However, there is still a mismatch for crops produced. Commercial / regular growers are able to sell their products regularly as they have established wholesale buyers. Irregular growers are limited as they can not sell to wholesale buyers who buy from commercial buyers with regular supply, and often find there is no buyer for their product or the price is not as expected. Further, farmers have to compete against imported products being sold in their area, and often face lower prices when multiple farmers in one area grow the same product, creating over supply. While the farmers visit the market to do research, they noted it is not enough to know the price but to ensure there is a buyer. They require further support to reach minimum threshold amounts to provide ongoing market supply, select crops based on market needs and seasonality, and coordinating with other farmers to not create sudden oversupply when all plant the same crop. Transport to market and lack of selling space at market were also considered constraints.

Some key issues preventing farmers from moving into commercial farming are soil quality, water supply, mentality of farming for prime income, minimum land size (0.5 ha), specialized techniques for ongoing production, including planting schedule and specialized rotation and crop integration techniques, in addition to higher capital start-up costs (one group estimated soft costs of \$1500 per ha).

Training technique (style, content, and quality) was considered appropriate and well received. Follow up training on financial management, financial transparency, profit analysis, book keeping, computer use for accounting and reporting, reinvesting and dividend management was identified as beneficial. For agricultural topics, disease control was identified as important for further training. Further practical practice for all training areas was encouraged.

One successful business owner felt the key to her success (chicken raising) included steady supply (customers knew they could depend on her), understanding customer preferences (species, taste, size), and species adapted to the area.

Further training is needed for farmers to understand the pros and cons of a free market economy (for example, some farmers were requesting the PDA to fix prices, which is not feasible). Farmers would benefit from further support in selecting optimal choices for the market, and in their ability to adjust to fluctuating market prices, along with associated risk management.

Credit Access

The total capital investment after the annual general assembly of the 10 ACs in 2015 was up to \$113,312.28 (including loan of \$60,570.48), with a net profit of \$11,596.28 (64% of expected). Current capital is \$164,325.25, with MFI loans at \$100,325.25⁸. SHG savings have added significant to these figures.

Group members have significant benefits due to access to credit, including reduced financial stress due to outside loans, lower interest rate, and interest going back to group capital. The project has negotiated with a Japanese MFI for better credit terms, including lower rates and no member collateral. Groups do not feel confident

⁸ Q1 COCIS progress report Jan-March 2016

independently obtaining credit (ability to fully understand loan and payment terms, ability to get a transparent deal and not get caught by hidden clauses), and are reluctant to take on debt. Loans are injected into small business and used for agriculture inputs. While SHG loans are reasonably small, one borrower described it as being 'heavy in the hand'.

Some SHGs are integrated into ACs, and are able to receive fertilizer on credit from the ACs.

Community Development Projects

Groups have applied training skills to develop proposals for community needs, which are submitted to the commune council for integration to the CIP. 80 groups have trained on CDP projects, with 28 developing projects (25 ring wells, 1 community hall, 1 pond, 4 rice banks; total benefit to 523 families (2 227 people)⁹.

Commune councils are not always able to respond to proposals due to restricted funding (funding is revolved through villages). Commune councils will refer projects they are unable to address to either the district, or to other NGOs (as in the case of the tin roofs). While groups have good communication with CCs in terms of submission, there is not always clear follow-through to track projects, or a clear point person for communication. No groups indicated there were maintenance plans in place if infrastructure broke down, but indicated they would write another proposal if this happened.

Successes

- Shift to value group savings; member initiated increase in monthly savings amount
- Lower interest rates than external sources; interest reinvested to group capital; processing loans more rapid within group than with outside provider
- Cross training of SHGs (stronger groups train weaker groups)
- SHGs and ACs are establishing business chains; SHGs can buy fertilizer from ACs and obtain loans from them.
- Project has established ties with a Japanese microfinance institute, offering better rates than the competition
- High vegetable yield / more land size available for vegetable production
- SHGs (and ACs) have more direct and robust communication than previously
- Leadership has grown from simply fulfilling duties to taking the initiative, becoming more proactive, and fuelling more robust discussions and debates
- Training technique (style, content, and quality) was considered appropriate and well received
- One group has increased vegetable stocking with a washing station / cool room set up

Challenges

- Capital savings not currently enough to cover expansion plans

⁹ COCIS Project Progress (updated June 16, 2016)

- High loan rates from outside entities; still a need for lower interest rates
- Difficulty in gauging market needs and prices; competition with imported produce
- Slow loan pay back can slow down the group business cycle
- Some fertilizer businesses can not compete with private sector prices; some are being undercut by inferior quality products
- Bottlenecks preventing farmers from moving into commercial farming are soil quality, water supply, mentality of farming for prime income, minimum land size, specialized techniques for ongoing production, including planting schedule and specialized rotation and crop integration techniques, in addition to higher capital start-up costs and lack of stable income
- Soil not always suitable for high-value crops
- Limited or no ability for SHG to take in differing monthly contribution amounts for those who want to contribute more (accounting limitation)
- Loan repayments are only available on a set schedule, which is a limitation when offering loans to outside members (accounting limitation)
- The more the business grows the more complex accounting becomes, and groups are reaching the limit of their capabilities with the manual accounting system
- Difficult for organic products to compete with non-organic products when customers do not know if produce is really safe or not

4.6. Result 2

Result 2 is by 2016, 10 Agricultural Cooperatives (ACs) have built organizational and commercial capacity and they have at least 1.000 members.

Result 2 is implemented through:

- a) SHGs strengthening knowledge about Agricultural Cooperatives, their organization and operation of aggregated group activities, including internal rules and regulations
- b) New and existing ACs are operating according to the Royal Decree for Cooperatives in Cambodia
- c) Committee members from ACs trained in strategic methods for active member involvement
- d) ACs are operating viable cooperative business, providing cheaper inputs, and/or adding value to produce delivered by farmer, increasing farmer income

ACs have developed similar visioning plans as the SHGs, outlining where individuals were before they came together as a group, progress of group development, and business plans up to 2020. Common group businesses include fertilizer sales, credit loans, and rice paddy. In several cases, entire SHGs are members of an AC, allowing business chain links, cheaper inputs for the SHG, more customers and more shareholders for the AC, and the ability of the SHG to take loans from the AC. SHG members felt ACs, as a larger and more recognized entity, were able to advocate more on their behalf, and the ability to communicate with local authorities was stronger.

Operation, Implementation & Training

Agricultural Cooperative managers indicated they are confident in the ability to manage the cooperatives in their current states, and motivated to work towards expansion. Expectations of members and leaders upon forming ACs included bringing village issues to the CIP including agricultural infrastructure needs, advocating for group needs, addressing land encroachment, in addition to increased income opportunities.

Groups have had training in writing small proposals, and are confident approaching local authorities with requests. Groups have been formally registered with the PDA, and operate according to their developed rules and regulations. Committee set-up is per national operating guidelines. Members were involved in creating guidelines, so are invested in following operation procedure (one group estimates about 80% adherence; some groups replace members who do not follow procedure). Communication among the committee is strong, with problems address to the AC committee, and members are comfortable raising issues during meetings.. Members are motivated during business plan development to give input and make decision, with back up support from ADDA/READA. ACs recognized widely by district authorities, and have an expanding reach of legal / social status recognition. More than 60% of AC members are also SHG members¹⁰.

Group members and leaders both feel there is a positive change in AC capacity over the last three years. The voice of the AC is strong at a community level, but does not yet reach the provincial level. Groups have been starting to examine forming as a union, which would increase their ability to reach beyond the local level in terms of advocacy, and increase trading power and customer access. To reach this groups need to work towards a sizable combined production level, stronger AC structures, higher capital, and ability to work as a stronger business entity.

Groups feel to grow stronger members must be able to reach a consensus, which can be limited currently as farmers tend to protect their current practices, and do not easily switch to other crops. Farmers do not currently produce at full capacity, do not operate at full efficiency, and face limitations of water availability, advanced techniques, and higher capital.

Local Authorities (LAs, referring to commune council members and village chiefs) are often members of ACs and SHGs themselves, or have family members who are. Basic involvement includes signing when members / groups take credit and intervening if there are any conflicts. Those who are more active regularly participate in meetings, encourage members to join CIP meetings, contribute ideas and suggestions on capacity issues, and look for outside service providers to assist where they can not themselves help.

The Provincial Department of Agriculture (PDA) conducts technical trainings (eg fertilizer, insecticide use), and will support groups upon request for specific problems such as disease, although level of response can vary from district to district. The PDA held direct consultation meetings on the status of the cooperatives with a visiting senate/parliament committee, requesting that the government support financial capital to cooperatives. The ACs collectively requested that the senator bring up at a national level the impact that current import policies have on them (eg foreign products flooding the market and brining in diseases). The visiting senator agreed as a result of the meeting to bring these issues up in national level discussions. The PDA has supported ACs to inform local market buyers that the products have been checked and have not

¹⁰ COCIS Impact Survey Report (Internal); Jan 2016

used improper chemicals or amounts. They have also invited ACs to train on law and promoted exchange visits to other ACs.

ACs would like the PDA to play a further role in linking with companies for lower input prices and for sales. ACs have also suggested the PDA check in on a regular basis four times a year, and involve AC in more of their training courses.

The biggest changes seen by stakeholders from training was increased technical ability, an understanding on law and human rights (leading to a feeling of empowerment and the ability to reach out to more people), and proposal writing skills.

Running Businesses, Reducing Inputs, Adding Value

ACs having been expanding their business plans, and have forward-thinking planning until 2020. Most businesses have seen 50% to 80% of their expected business profit reached over the last three years, with some years surpassing targets. The average profit was 522 611 riel¹¹. Fertilizer businesses are not always able to compete with private sector pricing, but aim to keep their profit margins low to be as competitive as possible.

SHGs can purchase cheaper fertilizer from the ACs. The internal assessment indicated 48% found AC fertilizer cheaper, and 49% the same price, compared to other traders; ACs are not selling fertilizer at higher prices, and are maintain a competitive strategy. Fertilizer business is considered to have the highest demand. SHGs are also able to sell paddy to ACs at better rates than to middlemen, and benefit from additional training. Groups also feel that through the AC they have more influence with local authorities.

Key areas of intervention the project has focused on is linking to options for lower priced inputs, and helping with better credit terms. Groups struggle with market price fluctuations (which they perceive as not stable or reliable), feel supply side prices are high, and note issues with peak production times lower prices and crop coordination. Groups are beginning to utilize their negotiating power for buying inputs, but don't yet feel they have competitive buying power. Key strengths of AC business plans is they are their own customers, and have high understanding of what member purchase needs are.

ACs can support each other (when forming at a union level) though sharing knowledge on business guaranteeing credit purchases of other ACs, and sharing collective services such as bookkeeping. Groups recognize both membership and capital need to grow in the coming years, but are not taking on high risks to do so (eg not taking on more loan than capital available, even when offered, preferring to take on lower percentage of loan, pay back, and take a new one).

One AC has had training from the University of Carolina, and has worked with ADDA/READA and other organizations (including USAID/HARVEST) to set up an onsite washing, packing, and cool storage station. Marketing is done with an easily identifiable cart which allows independent transportation of goods. While goods can not usually easily be sold at main markets in town, sales are made in outskirt areas door to door. Produce is organic, and customers are willing to pay slightly higher prices once the quality difference is recognized.

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For individual businesses, 72% of AC members found who took loans from the AC found their business profitable¹². Just over a third of AC members took loans, while over a third of those who didn't take out AC loans didn't do so as they already had SHG loans, indicating members have multiple sources of available credit. The highest allocation of loan money went to animal raising, followed by rice production, then business.

The overall biggest changes seen for members are increase in technical growing capacity, which are also extended to neighbors (members and non members), and access to cheaper fertilizer and loans. An increased profit is available for family spending, and members are more motivated to speak up and advocate for their priorities.

Successes

- Some CCs need to intervene in issues less and less, taken by them as a sign that things are running more smoothly
- Integration of SHGs into ACs beneficial to both, as SHGs have access to lower priced inputs and credit, and ACs have both more customers and shareholders
- Ability of one AC to underwrite credit loans (eg for fertilizer) of another AC
- Members able to market membership benefits to others to increase shareholders; strategy of all members being marketing staff
- Customer base understands products bought are good quality
- Self-recognition of key factors needed for growth (member/capital growth, in-depth planning)
- Ability of members to access inputs (eg fertilizer) at lower prices than previously
- Ability to pay back loans in paddy allows flexibility for farmers
- Long term aim of more value crops and more regular crops
- Cases of private suppliers improving their terms of credit to be competitive with the AC, ultimately providing further benefit for farmers

Challenges

- AC voice for the most part is limited to local levels of advocacy
- Non-regular production farmers find it difficult to find wholesale buyers
- Capacity to provide own seed supply limited (not able to preserve seeds, quality is lower)
- Unable to independently assess external credit services (transparency, fair terms, no hidden clauses)
- Competition with imported goods on the market (which have a comparatively lower cost per unit production)
- Disease outbreaks not adequately addressed
- Infrastructure limitations (water in particular)
- Difficult to get profit on high-value vegetables (inputs too high and/or inefficient use of inputs)
- Difficulty getting members used to rules and schedules
- Lack of understanding of impact to business and profit cycle of group business when repayments are slow

¹² Internal Impact Survey of AC Members

4.7. Result 3

Result 3 is by 2016, 125 out of 175 SHGs, 6 out of 10 ACs and READA are increasingly influencing local and national decision-making on rural development.

The result is implemented through

- a) Supporting villagers in their analysis of problems and opportunities within 80 villages.
- b) SHGs have strengthened their knowledge on advocacy which is utilized in their direct dialog with the local authorities addressing the needs of poor, rural people
- c) Suggestions and priorities of rural poor regarding the Village, Commune and District Investment Planning have efficiently been communicated to local authorities
- d) Positive outcome from SHG, ACs and NGO involvement in the planning process at village and commune level has been communicated to a wider range of civil society organizations
- e) Improved capacity on advocacy, communication, institutional management and specific technical issues of READA according to training needs assessment
- f) Staff from the Provincial Department of Woman Affairs and Provincial Department of Agriculture acknowledges the project concept and they apply major elements of the SHG and/or agricultural cooperative approach outside the project target areas
- g) Poor farmers in Siem Reap have improved their knowledge on land rights, child and women rights, including all stages of the judicial process

Knowledge and Application of Advocacy

The advocacy structure of the project starts with building structures (SHGs and ACs, with a long term eye to alliances or unions), building capacity on advocacy, raising issues to be heard, and follow up on results and reflection. Both SHGs and ACs have received training in law, advocacy, human rights, and proposal writing. Some of the biggest changes seen by stakeholders as a result of this is higher participation in Community Investment Planning (CIP) process, and specific cases of advocacy being presented to the relevant entities. Specific cases include intervening when large trucks are creating dust problems in villages, supporting villagers when another villager grabbed land, intervening when rice land was illegally sold to a private company (the 10 ha of land was returned to 11 farmers when farmers went to the CC to advocate for the land), and negotiating farming land blockages caused by a Chinese company installing a canal.

In addition engagement of groups with their commune councils has seen success in finding land for cooperatives to use (eg warehouse, office) construction of ponds, canals, bridges, and other infrastructure, tin roofs for poor families, and school fences. Not all requests are implemented, often due to constraints on the side of the CC (eg limited funds), but CCs will often send requests up to the district level, or on to other NGOs that can provide funding. This is a beneficial process to NGOs looking to work in an area as farmer priorities are already formally established through the proper protocol, and can be more rapidly identified.

Advocacy also includes agriculture needs, with ACs working together to get better terms on farming inputs and credit. Groups are able to use their size and status to negotiate bulk purchases (eg fertilizer), and the groundwork is being laid to negotiate better credit terms from MFIs (the project has obtained better terms from a Japanese MFI,

although ACs are not yet in a position to negotiate this on their own). ACs met with a visiting senate delegate to request limits for imported goods (both to protect their local market and to avoid disease).

Strong SHGs are confident to go to commune councils independently (weaker ones can go through the process but require backstopping), and ACs can engage with district levels of the PDA (as in the case of requesting further training). Proposal writing training allows groups to work step by step through what their needs, priorities, and solutions are, and presenting these in a logical and specific way. Training also includes roles and responsibilities of different government entities, to understand what can and not be provided from each to ensure the wrong place is not being approached, or to understand limitations of requests. Separate trainings were held for village chiefs and commune council representatives.

Most commune councils actively engage for group members to join CIP meetings. Most were satisfied with the turnout, although one indicated the number of members joining was low, and he strongly encouraged more to participate. Commune representatives indicated the training received by group members, particularly on proposal writing, assisted them to do their jobs as community priorities were clearly presented, along with potential solutions. CCs have seen a shift from people making demands without priorities to an approach that analyses social and technical issues prior to presenting them. The setup is also beneficial as group members know well the situation of their neighbors, and can bring value to CIP sessions. CC members indicate the training they themselves received also contributed to streamlining their duties (eg training in book keeping and reporting). Some CCs indicate that they are shifting their focus from purely administrative functions to social affairs as their capacity increases. The contribution of strong CBOs is looked at positively by CCs. Active groups can reduce governance burden (for example, where groups educate members on how to take loans properly (no mispending MFI money) and use peer pressure for repayment, it can reduce government need to intervene). CC groups note that groups can further understand the role and limits of the CC through awareness raising, regular meetings, and education.

Forward thinking, stakeholders see the future of advocacy increasing, with some key priorities being increasing capital, decreasing input prices (fertilizer, animal feed), addressing stocking issues, and having the government consider farming insurance policies, import restrictions, and infrastructure needs.

The involvement of CCs varies from commune to commune, with the most basic involvement including signing off on loans and settling disputes (not all meet groups regularly), to deeper involvement including regular meetings, assisting groups with ideas to tackle marketing constraints and encouraging further AC group development. Communication between groups and CCs can at times be sporadic and on an 'as needed' basis. Groups feel CC involvement is important towards promoting group discipline. It was noted from a stakeholder that ADDAs relationship with the district government and subsequent support from the district governor generated increased feelings of trust in the project.

Successes

- Multiple cases of groups obtaining community and group benefits, including agricultural infrastructure, better negotiating terms for groups, and resolution in conflicts including land grabbing

- Farmers starting to advocate for agriculture benefits, including improved pricing on bulk purchases; forward thinking to national level needs including protecting smallholder farmers and restricting imports
- CCs shifting from pure administration to taking on more social issues
- The contribution of strong CBOs is looked at positively by CCs

Challenges

- Limited understanding of free market prices and price fixing leads to unrealistic expectations from some stakeholders (eg requests to PDA to fix certain prices)
- Responses to requests can take longer than anticipated

4.8. Lessons Learned

The approach of utilizing a Community Professional from within the community to train and give project support allows information to be retained in the community over the long term (when the project phases out and staff leave, not all information and support leaves with them). The approach of improving civil society / local authority dialogue has led to active participation of community members in the Commune Investment Planning process, which has included their group and agriculture needs (eg agriculture infrastructure, agriculture training needs). As groups have visible multi-year plan ('dream') to grow, motivation is increased (members are motivated to increase membership and capital), and can more easily plan to close the gaps in capacity and technical knowledge to achieve their goals.

4.9. Further capacity to influence duty bearers, build aggregated AC structures for commercial sustainability, and improved advocacy capacity

Stakeholders were engaged to review where they felt their future direction lay in terms of input, production, marketing, organization and cooperative leadership, and advocacy, then worked back to identify areas in need of support to accomplish this. Data is outlined in the chart below.

Table 2 Future Directions and Strategies/Support Required

	Current Foundation / Situation	Foundations to Build On (Strategies and Support Needed)	Future Goals
Inputs and Production	<ul style="list-style-type: none"> • Price fluctuation affects farmer profits (particularly non-regular growers); some stop farming • Uncoordinated growing, market may flood • Ability to use loans from ACs to inject into SHG business (lower rates, interest returned to AC); SHGs are AC members • AC ability to negotiate in many cases (but not all) with known suppliers for lower prices (eg fertilizer depot) • Limited confidence in capability of finding new loans from MFIs on good terms, understanding terms offered, ability to ensure no hidden fees, and ability to properly manage loan • Competition with imported goods and poor planning of own 	<ul style="list-style-type: none"> • Technical training to commercial level yields • Integration of water needs into CIP to take advantage of larger scale irrigation opportunities • Promotion within community of benefits of AC membership (lower inputs, credit access, interest reinvestment) to increase membership and build trust between members • Build relationship with loan providers, increase trust in quality loan providers, introduction to more quality MFI lenders, support in ensuring fair terms, conditions, and repayment structures, ensuring transparency and no hidden fees, and loan management advice • Improved understanding of free market pricing concepts and 	<ul style="list-style-type: none"> • Improved access to credit • Improved access to lower priced inputs • Quality (high quality, education and promotion, extension....) • Ability to compete with imported goods • Access to credit/capital; raise in terms of shares among member – increased membership and share sales • Access low interest loans

production in terms of market needs and ability to absorb

limits to price fixing

- Improved understanding and application of business cycle analysis skills, profit/loss model, and identifying any areas of low efficiency in production plans / carrying out those plans; reduce cost per unit for production
- Focus on more efficient rice production (lower inputs, higher yielding production, lower running costs)
- Internal information sharing (and sharing across ACs) to diversify crops grown to reduce local level competition and market flooding
- Increase economies of scale in input negotiations, building up trusting relationships with suppliers
- Build capacity to produce own supply (addressing current limitations in yield / quality when using own supply, eg

	using own seed stock)		
Marketing	<ul style="list-style-type: none"> • Several commercial farmers in ACs currently but constraints in terms of flooding and dry season (weather) constraints and plot size, time availability, water availability • Crops not coordinated with market needs / ability to absorb product • Contracts not always honored • Improved farmer knowledge of market prices • Low ability to adjust to fluctuation in prices • Low ability to adjust to imported products • Some groups starting to organize internally to divide who grows which crops between them • Customer interest in 'safe' products 	<ul style="list-style-type: none"> • Support planning process for more systematic growing, including ground water, technical knowledge, financial and management skills, transport issues • Technical input on appropriate technologies to allow increased production where areas affected by flooding and drought / dry season restrictions • Internal discussion among and between ACs to diversify local level products and prevent oversupply • Integration of IT information for market prices, including overview of entire system; inclusion of wholesale buyers in the training • Branding and GAP (Good Agricultural Products) certification 	<ul style="list-style-type: none"> • Steady supply of product / commercial level • Ability to react to changing prices and strong bargaining power • Increased financial management skills, profit analysis skills, value chain analysis, market constraint identification • Ability to match supply and products to market demand • Brand and quality recognition of ACs by wider community

	<ul style="list-style-type: none"> Organic products limited shelf life compared to non-organic ones 	<ul style="list-style-type: none"> Improve economies of scale in input negotiations, building up trusting relationships with buyers Support to identify best crops to plant at best time of year based on market needs Regular contact with buyers, links to more buyers; group needs to plan prior to this to ensure they can deliver on production National quotas on imports Training on post harvest techniques to (eg for organic vegetables with shorter shelf life than non organic) 	
Organizing / Managing / Cooperative Leadership / Coordination	<ul style="list-style-type: none"> Strong motivation, clear structure, clear understanding of structure by members 	<p>For networking cooperation:</p> <ul style="list-style-type: none"> Knowledge sharing through business training/coaching AC space for own meetings (own office) 	<ul style="list-style-type: none"> Cross-training and knowledge sharing with stronger and weaker cooperatives Management of group business including growth

	<ul style="list-style-type: none"> • Manual / strategy to network with higher government levels (clearly defined approach) • Clearer understanding of loan market (how to access, where to access, training on service provider market) • Promote stronger 'ownership' of members 	<p>management – led by AC union rather than by ADDA/READA</p> <ul style="list-style-type: none"> • Networking and cooperation in terms of book keeping, training, services, and management • (eg small skilled staff with skills standardized across groups with ability to provide services such as quickbook, etc, service to ACs) • Diversification of business including skills of groups to identify potential business while minimizing risk
<p>Rights / Social Expression / Voice / Advocacy</p>	<ul style="list-style-type: none"> • Ability to work with local council (eg finding land for office) • Coordination with PDA (requesting training courses) • Some cooperatives have commune council and village 	<ul style="list-style-type: none"> • Further inclusion of women's leadership and rights training • Establish and communicate advocacy channel • Training for ACs on how to analyze who to talk to, what are issues and needs to bring <ul style="list-style-type: none"> • Clear vision of members of what can be accomplished with provincial level coordination / union formation • Alliance takes up prioritized needs of ACs and advocates for economic and other

<p>chiefs as members</p> <ul style="list-style-type: none"> • Success in negotiating with input suppliers for lower input costs (eg fertilizer depot) • ACs starting to identify further advocacy needs of the group (eg further fertilizer input price reductions, ensuring access to local demand, addressing animal feed prices, recognize need to policies benefiting smallholder farmers, access to capital, site to operate from (eg warehouse), disease from imports (eg pigs), and crop insurance 	<p>forward and how, reasoning behind choices</p> <ul style="list-style-type: none"> • Combine ideas of ACs to one or two priorities for government to address; clear vision of what AC union wants to accomplish (aware of direction), stronger / independent institution, understanding of what PDA can do • Addressing smallholder issues including international imports 	<p>benefits (eg prices, interest rates, law infrastructure, integration of land issues into CP, gender leadership)</p> <ul style="list-style-type: none"> • ACs are reliable dialogue partners wit the government • Ability of farmers to enter market freely and compete in the free market sector
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5. Conclusions and Recommendations

The COCIS project has fulfilled its expectations in terms of supporting SHGs (increasing capital savings, improving technical knowledge, capabilities to run a group business, and improved advocacy skills), forming and strengthening Agricultural Cooperatives, and promoting the civil society groups to engage with local governments to advocate for group and community rights and needs. The strategy and approach of the project was considered appropriate, but feedback indicated the strategy should be disseminated to more people.

Recommendations

Strategic Delivery

- Groups require sizable combined production level, stronger AC structures, higher capital, and ability to work as a stronger business entity
- Further access to low interest credit and better credit terms
- Increased links to end buyers

Capacity Building

- Continue to build advocacy skills (human rights, land rights, empowerment) to empower communities to be brave enough to step forward, fully understand their basic rights, and further push community development
- Further support for creating and following through with profit loss plans (high yield/high quality products at cost efficient), identification of most suitable crops for market conditions, increasing capital; monitoring to ensure efficient production
- Follow up training on financial management, financial transparency, profit analysis, book keeping, computer use for accounting and reporting, reinvesting and dividend management was identified as beneficial. For agricultural topics, disease control was identified as important for further training.
- Improved book keeping skills and understanding of group members; computerize accounting systems phased in (either on and individual AC level or a business solution that does accounting for all ACs)

Advocacy

- A farmer union/alliance would increase AC ability to reach beyond the local level in terms of advocacy, and increase trading power and customer access; ACs can support each other through sharing knowledge on business guaranteeing credit purchases of other ACs, and sharing collective services such as bookkeeping.
- Strengthen ability to advocate at provincial and higher levels (channels of communication, understanding of what issues are and are not feasible, and who to approach)
- Continue to build advocacy skills to empower civil society to advocate in multiple areas, including land rights, human rights, land group and individual

livelihood needs; technical support to key people can mobilize them to take the lead in advocacy

Key Issues to Address Remaining Period

- Further book-keeping skills; addressing different payback schedules
- Further links to lower inputs (fertilizer / credit)
- Increased links to end buyers
- Further understanding of pros and cons of free market system
- Internal discussion among and between ACs to diversify local level products and prevent oversupply

Key Issues for Preparation of New Proposal

- Further support to profit/loss plans and identification of optimal crops; efficient production monitoring
- Branding and GAP (Good Agricultural Products) certification
- Support planning process for more systematic growing, including ground water, technical knowledge, financial and management skills, transport issues
- Building farmer union/alliance approach to optimize growing business functions (eg sharing of book keeping skills) and scale of economy for purchasing and selling goods
- Technological capability of groups (computer skills, computerized book keeping)
- Manual / strategy to network with higher government levels (clearly defined approach)
- Further inclusion of women's leadership and rights training

Annex 1 List of stakeholders consulted

Date	Name	Position
5-Jul	Sok Sakim	DF, READA
5-Jul	Tep Savy	DF, READA
5-Jul	Pen Chaivan	DF, READA
5-Jul	Pou Nimol	DF, READA
5-Jul	Boun Siboth	DF, READA
5-Jul	Taing Kimsrain	DF, READA
5-Jul	Phlok Bopha	DF, READA
5-Jul	Leap Chhiv	DF, READA
5-Jul	Choun Van	DF, READA
5-Jul	Chea Phalla	READA
5-Jul	Khay Monika	READA
5-Jul	Leng Soklay	READA
6-Jul	Members from Puok (14; 12 F)	SHG
6-Jul	Dom Ratha	CP Puok
6-Jul	Members from Angkor Thom (10; 10 F)	SHG
6-Jul	Khan Sokay	CC rep Angkor Thom
7-Jul	Cheap San	CC kokthlock Chief of Commune Council
7-Jul	Than Say	CC Kokthlock; Deputy Councilor
7-Jul	Soun Cheap	CC Kokthlock; Second Deputy
7-Jul	Theang Heung	CC Kokthlock; Councilor
7-Jul	Pheap Sout	CC Kokthlock; Councilor
7-Jul	Chhouk Choun	CC Kokthlock; Councilor
7-Jul	Touth Ran	CC Kokthlock; Councilor
7-Jul	Kong Chheung	CC Kampong Kdei; Commune Chief
7-Jul	Deap Khun	CC Kampong Kdei; Deputy Village Chief
7-Jul	Members from SHG Kok Tlock Kroum (12, all F)	SHG Chikreng
7-Jul	Members from SHG Tapeang Trey (kompong kdei) (14, all F)	SHG Chikreng
7-Jul	Members from SHG Saladikau (kompong kdei)	SHG Chikreng
7-Jul	CP chikreng (Saladikau)	CP Chikreng
7-Jul	Lum Loum	chicken farmer, Chikreng
8-Jul	SGH Thnal (4, 3F)	SHG Banteay Srei - Thnal
11-Jul	Kuy Vey	CC Banteay Srei - Run Ta Ek
11-Jul	CP	CP Banteay Srei
11-Jul	Rolous A/C	A/C Rolous; members and management
11-Jul	AC members	Sotr Nikum A/C
11-Jul	AC management	Sotr Nikum A/C
11-Jul	CC and VC	Sotr Nikum A/C
11-Jul	Ry Khatna	CP Sotr Nikom

11-Jul	SHG members	SHG Sotr Nikom - Kriel Pong
11-Jul	SHG members	SHG Sotr Nikom - Trav bak Tbong
11-Jul	Sam Ang	CP Trav Bak Tbong
12-Jul	Kjeld, Sophin	ADDA management
12-Jul	Sinoun Sophal	CP Rolous
12-Jul	Chea Chean Khoun Koun	VC and CC Rolous
13-Jul	La Oun	Director, Department of Women's Affairs
14-Jul	management and members; CC participated	A/C Chikreng and CC
25-Jul	Moeung Sonitya,	Director, Provincial Agriculture Department