



ADDA – Agricultural Development Denmark Asia

Empowerment of Civil Society in Oddar Meanchy Cambodia II (CISOM II)

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Implemented by ADDA, READA, CIDO, RCDO, & KBA

Project Final Evaluation

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Disclaimer

The results presented here represent the informed findings the consultants, and do not necessarily reflect the official position of ADDA or the project donors

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Acronyms

ADDA	Agricultural Development Denmark Asia
CIDO	Community Based Integrated Development Organization
CISU	Civil Society in Development
CIP	Commune Integration Plan
CISOM	Empowerment of Civil Society in Oddar Meanchy Cambodia
CP	Community Professionals
CVDP	Community Development Village Project
FFS	Farmer Field School
DIPW	District Integration Plan Workshop
HRBA	Human Rights Based Approach
ODM	Oddar Meanchy
PDA	Provincial Department of Agriculture
PDWA	Provincial Department of Women's Affairs
RCEDO	Rural Community and Environment Development Organization
SHG	Self Help Group
TOT	Train the Trainer

The Empowerment of Civil Society in Oddar Meachey, Cambodia II (CISOM II) is carried out by the Agricultural Development Denmark Asia (ADDA) in Oddar Meanchy. The project implemented by READA and three local partners (CIDO, RCEDO, and KBA), with READA assuming responsibility. Through a combination of strategic delivery of services (agricultural training skills and business development skills), building partner capacity (partner NGOs, line departments and local authorities), and advocacy training and support (strengthening groups to identify their priorities, bring forward issues and needs, and track progress), the project supports the overall development goal of “democratic civil society organisations have developed to efficiently advocate on behalf of poor people to defeat poverty & hunger and they are reaching out for the Millennium Development Goals in Oddar Meanchey”.

The evaluation included a document review, interviews with ADDA/READA staff, partner staff and directors, community professionals, the Department of Agriculture, commune and village chiefs / representatives, and members of self-help groups and cooperatives. It should be noted the evaluation took place 10 months prior to the end of the project, so there is still space for further achievements and target completion.

CISOM II has expanded from CISOM I by establishing nine agricultural cooperatives, expanding new and strengthened current self-help groups (to a total of 100), building up a higher level of process monitoring, including appointing and Junior Advocacy Officer working daily with partner organisations, integration of advocacy into formal organisation strategy, and expanding links between groups and various levels of government, along with private sector actors. The key focus on establishing Agricultural Cooperatives utilized organisational knowledge setting up cooperatives in Siem Reap. Due to this experience, the process to set up the new cooperatives was more efficient, and nine ACs are operational, with a good standard of leadership, within a two-year period. Local authorities note ADDA/READA established cooperatives are stronger than other cooperatives in the area due to intensive on-the-ground support, and Community Professionals have been invited to external cooperatives to train on book-keeping and financial management.

The project design followed CISOM I design, with a shift towards establishing cooperatives. Cooperatives were given the same advocacy skill and business skill training as self-help groups, through the train-the-trainer method utilizing local Community Professionals. The impact of the project has led to a higher level of food security among group members, rapid social development, higher levels of food security (through vegetable production for home consumption and sale), lower financial risks and ability to expand business (through access to savings), improved negotiation and conflict resolution at both a group and household level, higher levels of communication between community members and government authorities. Advocacy skills have meant that groups have analysed their problems, prioritized their needs, and approached local authorities to successfully gain a variety of resources, including electricity, schools, water ponds/wells, and mine clearing. By utilizing Community Professionals, the project actions are anticipated to have a level of sustainability as the CPs are from the community. As they take on future roles, they will still be available for assistance. Ideally, cooperatives will be able to use some of their profits to pay CPs for on-going coaching. CPs have been recognized during the course of CISOM II, at a national level for their professional skills.

Capacity of key stakeholders, one of the cornerstones of the project, combined with capacity of group members, has meant a more efficient communication process among stakeholders. The ability of groups to present prioritised problems that have already been discussed among members means commune councils can more rapidly integrate data into the community investment plan; ideas are already structured and solutions have been presented. Community members have a better understanding of the parameters of what the commune council can and cannot support. Active referral systems are in place; where issues cannot be resolved at the commune level, they are referred up to district or provincial levels, or to the appropriate line ministries. The commune councils acknowledge the conflict resolution and human rights training is beneficial to both the authorities and residents, and promote the strategy. The Department of Agriculture has seen their staff capacity improved as their staff attend project

training, and the PDA has been pro-active in setting and supporting meetings with external stakeholders, including exporters, hotel suppliers, and the Rural Development Bank.

While cooperatives have developed business plans and increased their personal interaction with private and government stakeholders, they need additional support to reach their long-term business goals, in particular with improving financial management, increasing the success of commercial farmers, and better integration with opportune market sales.

Successes

- Improved income and food security through rice bank, improved quality and quantity of vegetables, and ability to sell surplus product; farmers are motivated to overcome challenges. Total gross income of families has increased from 797 USD per year in 2012-2013, to 1792 USD per year in 2017/2018 (an increase of 17.5% per year) (52% increase in the two years of CISOM II)
- The project has significantly contributed to reduce poverty for the target beneficiaries. The number of ID poor 1 and 2 has reduced from 87% to 27% during the project lifespan
- Some beneficiary farmers received award for achievement from the Prime Minister
- Good level of chemical safety reached in vegetable production; lower reliance on chemical inputs through natural fertilizer and pesticide use, IPM techniques applied; when chemicals are used it is with correct amounts.
- Training curriculum used approved at national level
- Reduction in migration to other areas (attributed to ability to earn income, access to savings through savings groups, awareness and confidence of future potential of business)
- Ability to meet local market demand; local demand for product is high as it is considered tasty and safe
- Farmers used skills from training to initiate their own projects
- Cooperation with PDA beneficial to both the project and PDA; PDA improved capacity to mobilize for vaccination programs and to respond to outbreaks (disease, insects), as through partner NGOs they can identify easily those who require assistance; PDA have improved capacity of their own staff, who have participated in training on a range of topics given by the project
- Project trained farmers to anticipate problems in advance and to come up with solutions to trouble shoot prior to occurrence (eg for floods, insects)
- High level of AC advancement over short time, using organisational internal knowledge from Siem Reap AC set up, giving the ability to more rapidly convey information for a reliable, clear structure
- High level of cooperation with authorities, including commune, district, provincial and national level (including national links with training curriculum); high PDA involvement as they see cooperative structure is also beneficial to their regular commitments
- Groups form necessary social and economic platforms in the community, allowing practical action
- Stakeholders (including Commune Councils) see clear differences in communities with ACs and those that don't in development progress, community stability and community activeness, and see it as a tool to reduce debt (and as a consequence, be in less of a position to carry out illegal activities to cover debts); communes can more effectively work with ACs
- Ability to sell shares outside cooperative indicates trust in the structure; multiple shares have been bought by CC members and the district and deputy district governor
- Comparing CISOM I and CISOM 2, and the potential of CISOM 3, stakeholder feel the most difficult parts (building a strong foundation and structure) are completed with the next step of growth and expansion anticipated to be easier by comparison
- 10 cases of land conflict raised and settled affecting over 1900 people; over 26 000 people involved in prioritizing issues for CIP during CISOM II

- Advocacy skills spread beyond the group to a household level, where conflict resolution skills can be utilized
- Group members will discuss and agree on approach / solution / agreed terms prior to starting up outside requests / negotiations
- Where groups do not full capacity to solve problems, they still have the methodology and strategy to refer cases to sources with capacity to intervene (referral system in place)

Challenges

- Rural farmers plant for local market not high-end consumption; while they have access to sell to local markets, expansion of production includes understanding needs of regional markets
- Year-round water access is limiting higher-scale production for most farmers; family / commercial farmers want access to family pond
- Need for high quality seed; seed farmers get from project is good, but when they buy from the market it is often poor quality, and they do not have a consistent source they can rely on; this was flagged by farmers as a concern that would affect future performance if not addressed (seed input business potential option)
- CP feel their skills need to be improved to address commercial farming needs
- Farmers still have difficulty adjusting to increased floods / droughts, despite interventions from project on preparation and variety; crops are not sufficiently adapted and farmers would like further crop testing
- Book-keeping skills are understood for the current level of transactions, and when loans come in on schedule; more complex situations (expansion of business and loans, differing / unexpected payback schedules) require additional financial recording support
- Manual book-keeping is bulky and increasing difficult as business complexity grows
- Market analysis needs strengthening
- Working with the poorest farmers faces additional challenges as there is a higher focus on day to day needs and debt repayment; farmers are often not available to participate when invited; repayments are more difficult; CP spend higher amounts of time to work to resolve issues
- SHG capital and ability to give loans is enough for individual home gardens but not enough yet to support commercial farming
- Convincing stakeholders on an advocacy approach is slow and time consuming due to misconceptions, as there is often the initial perception it involves opposition
- Capacity will improve but challenges will increase, requiring additional support as business and advocacy issues become more complex

Lessons Learned

Advocacy is often misunderstood, and is a very difficult topic to engage stakeholders and partners in due to misconceptions and worry about consequences; time is needed for the benefits to be realized by all parties, however once benefits on all sides are seen, results can snowball, and authorities can be highly supportive of the approach.

ADDA/READA used AC experience from SR to much more rapidly capacitate groups (1-2 years now, high functioning compared to others after similar time periods).

To promote capital among ACs, start with family literacy and management. It is important to maintain awareness raising of new concepts and reinforce learning along, particularly with financial literacy; strong financial literacy not only supports business practice, but contributes to household financial awareness and skills (eg families can make together decisions on spending for business, family needs, share purchases, and other expenses, and reach consensus on spending).

One on one support is often required, particularly with poorer farmers; individual follow-up from CPs has resolved many issues, including cases where SHG loan repayments were not being made; this is an important part of the process but requires time and human resources.

Community-based organisations can function as social and economic platforms forming a safety net for emergency situations, a low-risk option for farmers to utilize to expand inputs, and in the longer term can reduce migration through local stability and less dependence on high-risk loans.

Recommendations

Technical Training and Support

- Additional TOT training to CPs and to farmers to support to expanded commercial farming (eg implementation of drip systems where water is available, input/cost analysis training, understanding market segments / what to grow for regional markets)
- Identify with farmers the pros and cons of producing their own seed, and when needed, finding a source of high quality seed

Strengthening AC and SHGs (Institutional Capacity and Business Skills)

- Continue linking farmers to contract farming options, with increased attention to preparation and profit/loss analysis and negotiation with buyers, and ensuring AC know procedures; identification of potential areas of farming (crops) that can be combined for sale and have high demand to buyers for export; focus on higher level buyers (better mitigation of global price changes)
- Financial support as businesses expand; implement computerised accounting system (eg quick books); have designated project staff working to support accounting of ACs (ACs will require a professional level of accounting); this accounting staff can be dedicated full time professional accounting to train and oversee AC financial status (and provide additional support to SHGs as needed), or also take the role of business support officer
- Market reach to local markets for home growers is adequate, but if further project focus will expand the role of commercial farming, further market links are needed (including crops to grow, timing, transport, links to end buyers)
- Raise awareness to local residents on benefits of buying AC shares to increase capital raising
- In addition to SHG and AC savings scheme, promote household/family savings

Strengthening Advocacy

- More focus on leadership skills to strengthen overall AC institution; institution should ultimately be strong if and when leadership changes
- Continue to facilitate access to loans with agreeable terms; scope to identify shared needs of ACs and combine one loan application, then share money out through individual ACs
- Conduct strategic capacity assessments on the needs of SHGs / ACs as they continue to expand, based on the projection of growth and anticipated stakeholders they will work with – current sphere of stakeholders is relatively small but will increase as groups grow and become more sophisticated; assessments will ensure as groups grow and meet more high-profile stakeholders they will have the needed capacities
- Include a soft contract with AC/SHG members that all members who benefit ensure children are in school at all times, agree there to be no domestic violence against women, and good nutrition/cooking/clean drinking water will be followed at home (urgent social issues may be addressed as required)

- ACs need stronger voice for advocacy; ‘learning by doing’ is most effective; groups who have not worked through the advocacy process, received little feedback, or have lower communication with their commune council should get support to work further through the process; groups who are successful at the moment should concentrate on reporting and written communication for further requests; ACs and SHG work for higher frequency of proposals that are successful
- Most advocacy training has been towards social factors (eg rights based training, advocating for better services for duty bearers); more focus going forward placed on advocacy with business partners and investors
- More support to partners and ACs on how to write up specific advocacy cases (making write-up more understandable)
- ACs start to engage in higher level policy dialogues
- SHGs involved fellow villages in suggestions on future priorities for community development projects and spread success stories
- Study tour for AC leaders to visit an agricultural union already set up, in order to understand the process and benefits

Staff Management and Organisation

- Ensure partners continue to actively monitor projects, raise awareness, follow up on current land issues and other rights based violations,
- Push partners to engage in higher levels of advocacy, and share stories how they engage in representation
- Partners (KBA/RCDO/CIDO) and ACs can become a strategic cooperating partner with each other on top of the current role of (KBA/RCDO/CIDO) as conventional project based-supporting partners, with ADDA arranging a discussion on strategic partnership between ACs and Partners. Strategic partnership will allow further sense of ownership / partnership among partners and this will drive partners to reach a higher level of cooperation with higher government levels, thus representation is integrated into their work

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1. Introduction

ADDA has worked extensively with agricultural development, empowering women and strengthening civil society organisations in Cambodia since 1996. The approach has included transferring knowledge on best agricultural practices, marketing and improved business opportunities, and establishing / strengthening independent and democratic self-help groups and agriculture cooperatives.

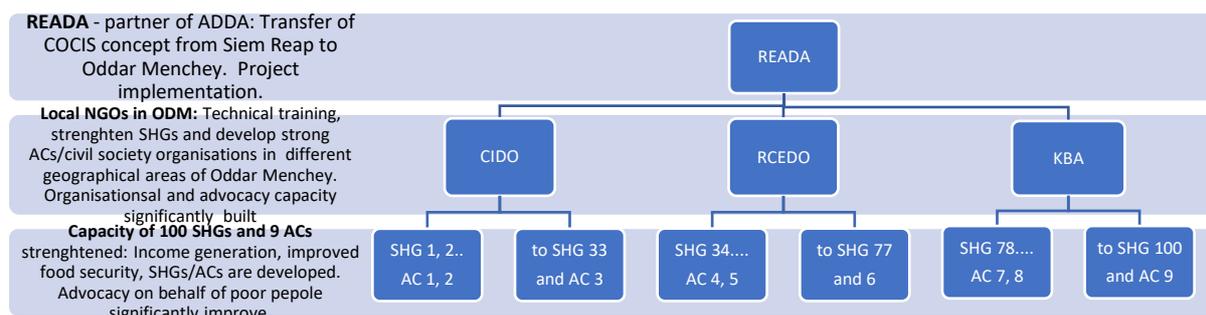
ADDA and READA have been cooperating since 2009, and have implemented a portfolio of projects including IWEP II, COCIS, SWM, and CISOM. The first CISOM project took place from 2013-2015. The CISOM-II project is being carried out over 36 months, from March 2016 to Feb 2019, with funding from the Civil Society in Development Fund (CISU).

2. Project description and objectives

The project is implemented in close cooperation between ADDA and READA in Siem Reap, and three local NGOs in Oddar Meanchy (ODM), to strengthen a dynamic, diverse and democratic civil society. The CISOM II project uses a transfer of experience approach to build the capacity of partner organizations to carry out and implement the project. Knowledge built up within ADDA during the Integrated Women's Empowerment Project (IWEP II) is used as a foundation to adapt the CISOM I project, and is knowledge gained fed into CISOM II.

Local NGO READA works in a position of coordination of local partners Community Based Integrated Development Organization (CIDO), Rural Community and Environment Development Organization (RCEDO), and Khmer Buddhist Association (KBA), who implement on-the-ground, and divide the workload geographically between them (Figure 1). A key strategy of CISOM II is forming Agricultural Cooperatives, while continuing to form and strengthen Self-help Groups, using groups as an economic and social springboard to strengthen the roots of civil society organizations.

Figure 1 CISOM II Organisation Chart



Overall & Immediate Objectives

The success criteria used is civil society organisations have improved living standards and poverty ranking of poor people and more inhabitants acknowledge popular influence on decision-making.

The immediate objectives are:

1. March 2019, at least 80 % of 4.000 poor families (poorest of the poor) in ODM have increased their own consumption and/or increased income at least 30 % from sale of vegetables, cash crops, rice and small livestock

2. March 2019, 100 SHGs and 9 Agricultural Cooperatives (ACs) have developed into democratic and well-organised civil society organisations improving livelihood of their members.
3. By 2019, 80 out of 100 SHGs, 6 out of 9 ACs and 4 local NGO partners are increasingly influencing local and national decision making on rural development

2.1. Methodology and data collection

A dataset of questions was formulated in a matrix framework, with focus on project outcomes, relevancy, effectiveness, impact, and sustainability. Project design was examined, as was partner organisations, target groups, and linking longer-term sustainability through the project approach. Success, challenges, and lessons learned were incorporated into the findings. Background information was discussed with ADDA and READA staff during the formulation processes, and questions from both CISOM I and the Internal Midterm Assessment were reviewed to ensure data continuity.

Data Type	Source
Project objectives and deliverables	project proposal
Activity data and quantitative report against logframe targets	Progress Report end of March 2018; Mid and Final Impact Assessment reports
Qualitative data on successes, challenges, lessons learned (per outcome)	interviews with partner staff (READA, CIDO, RCEDO, KBA), self-help groups, agricultural cooperatives, commune council representatives, village chiefs, PDA
Relevance, effectiveness, impact, sustainability	
Capacity, service delivery and advocacy	

2.1.1. Desk study, Direct Interview, and Focus Group Discussions

Data was reviewed from

- CISOM-II Application Major Project
- CISOM-II LFA
- Advocacy Roadmap
- Projektraadgivning Position Paper No. 3; The Development Triangle
- CISOM-II IMA and Questionnaires
- CISOM-I evaluation
- CISOM-II Baseline Report
- CISOM-II Quarterly Report March 2016-March 2018 (culm)
- Evaluation TOR
- Internal Mid-Term Assessment

Interviews were conducted with ADDA / READA staff, partner staff (CIDO, RCEDO, KBA) (including management and field staff) and Community Professionals (CPs) from each. The partner NGOs are divided geographically, with each carrying out activities relating to all three outcomes in their area. Agricultural Cooperative leaders and members and Self-help Group (SHG) members working with each of the partner organizations were carried out, in addition the head of cooperatives for the PDA, and commune council representatives working in the area of each partner. See Annex 1 for the full list of those interviewed. It should be noted the evaluation took place 10 months prior to the end of the project, so there is still space for further achievements and target completion.

3. Key findings

3.1. Project design and impact

The project takes a combined approach of strengthening advocacy, delivering services, and increasing organisation capacity. The design is considered a beneficiary approach, with multiple levels of transfer of capacity and skills. Through experience from CISOM I and previous ADDA/READA projects, transfer of knowledge to partner NGOs was efficient during CISOM II. Use of Community Professionals (CPs), who are from local communities, as key trainers and follow-up staff lead to the building of knowledge within the community at multiple levels. Project staff, beneficiaries, and stakeholders see the overall impacts of the project including more rapid social development, higher levels of food security (through vegetable production for home consumption and sale), lower financial risks and ability to expand business (through access to savings), improved negotiation and conflict resolution at both a group and household level, and a much-improved level of communication between community members and government authorities.

3.1.1. Structure and Feasibility of LFA [expected outputs / results achievable]

CISOM I focused on education and awareness raising, financial literacy, and forming savings groups. CISOM II formed farmers into cooperatives with a transparent and reliable structure, with members investing shares. The LFA in CISOM II was similar, however the clear formation of cooperatives was an explicit objective during this project. Adjustments suggested at the end of CISOM I including making Community Development Projects clear outputs were change in the CISOM II LFA. Outputs in CISOM II matched well with corresponding objectives. Looking to CISOM III, the triple approach of boosting agricultural production, strengthening of current SHG and ACs, particularly towards independently operating business and obtaining high levels of financial reporting, and furthering advocacy techniques can be maintained.

3.1.2. Relevance

The project addresses key areas of food security, lack of business support/opportunities, and lack of stability (through land issues) that compounded poverty and migration in the area. The project is relevant to local authorities, who now have more efficient access to their constituents, and the Department of Agriculture (DOA), who have a mandate to start up agricultural cooperatives. The SHG and cooperative structure is also beneficial to the DOA as it allows them to more easily identify target populations for their support (vaccination sessions, outreach on crops/seeds, links to buyers). The approach of training CPs who in turn train beneficiaries is a step to ensuring information is not only maintained locally, but ongoing resources are available.

Local authorities in Anlong Veng felt prior to the project, the population worked in isolation, stemming from a hand-to-mouth existence that spilled over longer in the area than in other areas of the country.

The project design (including the objectives and activities) was considered relevant to beneficiary needs. The activities were designed to clearly support the objectives. The target beneficiaries were IDPoor community members, meaning they have lower incomes and less land than non IDPoor community members. Achieving higher income is important among IDPoor, as they often live on a daily subsistence wage. The project design addressing advocacy needs ensures more vulnerable parts of the population have a say on priorities and influence decision makers on what is important to them.

3.1.3. Effectiveness

The process intervention is building the capacity of partner organisations, civil society organisations, and other stakeholders through building advocacy capacity, facilitating interaction between villagers, authorities and other duty bearers, and promoting positive change according to priorities of the poor. A core ADDA strategy is to transfer knowledge on best agricultural practices, marketing, and improved business opportunism, while strengthening the development self-help groups and cooperatives, creating awareness of their rights, and advocating their interests for duty bearers.

Partnerships have been built with local partner organisations (CIDO, RCEDO, and KBA), the Ministry and Department of Agriculture, and the Department of Women's Affairs. These partners have reached out to a range of stakeholders, including the Rural Development Bank, and agricultural buyers/exporters.

The project aims to ultimately improve the livelihoods of the rural poor and influence local and provincial decision makers. Local decisions makers confirm there has been a high level of involvement (one commune estimates 80% of households involved, compared to 30% previously) in community decisions and priority setting, and authorities are also part of the delegation system, reaching out to higher levels of government, line ministries, and/or stakeholders as appropriate. A commune councillor noted the project approach of 'direct practical action' was a key to achieving results.

The 'soft advocacy' approach has been effective as it helps create a win-win strategy for differing parties, rather than setting sides against each other (the Khmer word for advocacy means 'struggling effort with opponent'). The approach has been effective in settling multiple land disputes, including against the military.

The train-the-trainer approach means knowledge is transferred to local Community Professionals, who are not placed in the communities but are from the communities, meaning knowledge is retained past the end of the action.

CISOM II has established nine agricultural cooperatives, expanded new and strengthened current self-help groups (to a total of 100), built up a higher level of process monitoring, including appointing and Junior Advocacy Officer working daily with partner organisations, integration of advocacy into formal organisation strategy, and expanded links between groups and various levels of government, along with private sector actors.

3.1.4. Meeting Indicators

Data in this section is from Quarterly Report March 2018, aside from IDPoor figures and income / sales figures, which are from the IMA. Progress towards most key indicators is on-track or has been exceeded.

For output 1, the overall objective is families report a 30% increase in their own consumption, and income has increased at least 30% from sale of vegetable, cash crops, rice, and small livestock; in addition, there is an improvement in household status (wealth ranking). Since 2017, there has been a 17.5% increase per year in household income (with a 52% increase during the two years of CISOM II). Gross average family income from agricultural production in 2012/13 at \$797, in 2015/16 \$1180, and in 2017/18 \$1792 (a 52% increase during the two years of CISOM II).

The number of Farmer Field Schools has been reached, and the number of participants exceeded. The percent who were satisfied with training was also exceeded. The number of trainees passing on knowledge to other villagers is 82% of expectation. The only area lower than expected was the number of implemented field training days, at 16%.

For objective 2, the number of SHGs operating to standards has been obtained, and the target for those operating successful micro-business has been surpassed. Sales targets facilitated to buyers for agriculture produce are high (85%), while 70% of targets have been reached for surplus sales. The only area lagging is the number of SHGs trained to initiate business plans (58%), although targets to update business plans are satisfactory. The CISOM II – IMA report notes that SHGs have a preference to rely on ACs to provide business services, and the indicator can be adjusted accordingly. Potential updated indicators to consider could be (under output 2.3) “...x number of SHGs have established or improved micro-business plans, or established business links or trading with and AC”. Most targets in cooperative establishment have been achieved, including certification of cooperatives and guideline development, cooperative involvement in network building, and market evaluation. Cooperative profit is at \$18 779. Access to better selling prices / credit facilities / inputs was low, at 59%.

For objective 3, targets were very high or were met for problem analysis, including 3100 people actively participating in community problem analysis; reporting is at 81% of expectations. Achieved targets for tangible results for priority and land cases is at 63% for SHGs, and 33% for ACs (2 o 8 AC received results), however, several cases are still in the pipeline. 80% of SHGs raised 501 community needs, all of which were raised and integrated in the CIPs and supported by District Integration Planning Workshops (DIPW). The number of villagers benefitting by Community Development Plans is lower than anticipated, and reach to non-beneficiaries of CDP projects was 41% of the target; 8% of the target number of SHGs raise CDP proposals to their CC. 100% of targets were reached in training local partners and government authorities, with very high levels of satisfaction. 80% of targets were reached for land rights and child and women’s rights training, and 51% of SHGs have raised land cases (10 cases raised and settled affecting 1 932 people (1 041 women), and for the CIP, 26 131 people (15 035 f) have discussed and provided input. The Ministry of Land Management, Urban Planning and Construction is measuring land for systematic land registration, which has benefitted 500 families.

3.1.5. Assumptions and Risks

There were seven key assumptions and risks taken into account during project design, including mitigation recommendations, grouped as either economic, political, environmental, or social. Political risks have not been realized; local authorities have been supportive of the project and have allocated (within their capabilities) staff and/or resources. Social risks have also not been realized; groups have shown strong and dedicated leadership. Internal knowledge of ADDA/READA conducting previous projects has likely contributed to supporting a strong leadership from the outset. In terms of environmental risks, the project has provided training on preparation techniques and seed types / varieties to use to withstand climate changes, although this has not been entirely effective. Perhaps one of the most important risks (economic) identified at the outset was the ability of production to correspond to market demands, with a mitigation action of implementing a market assessment prior to production. Sales at the moment are primarily local, but farmers are interested in reaching a wider market, and as commercial farming becomes more established, this will be increasingly important.

3.1.6. Economic and Social Impact

Economic impacts include increased household income through vegetable growing, and access to savings for business expansion, which can also contribute to reducing financial risk though a lower dependency on external high-interest loans. There is a clear increase project income, with gross average family income from agricultural production in 2012/13 at \$797, in 2015/16 \$1180, and in 2017/18 \$1792¹, an increase of 17.5% per year since 2013 (a 52% increase during the two years of CISOM II).

¹ CISOM II - IMA

Social impacts include better food security and nutrition, with a decrease in the number of families suffering more than 3 months of food insufficiency dropping from 82% to 12%². The poverty ranking for target beneficiaries has seen the number of IDPoor 1 and 2 drop from 87% to 27% during the course of CISOM I and CISOM II³, and during CISOM II, the drop was from 42% to 27%.

Long term business plans with an eye to future economy of scale have been produced, and attention is paid to profit potential and risk assessments for loans. Impacts also include an improved ability to negotiate and deal with conflicts, which spills over from groups to a household level; women note they have more control in the household as they have greater access to resources (food, savings), and have more say in household decisions (the IMA notes 72% of women make agricultural sale decisions). On a community scale, access to priority resources include mine clearing, water ponds and/or wells, and schools.

In terms of the project impacts materializing (improved living standards and poverty ranking and more inhabitant acknowledge popular influent on decision making), impacts have already been realized (despite the project not reaching a conclusion), with significantly lower IDPoor levels, a 52% increase in income levels, and target beneficiaries, line ministries, partner organisations, and local authorities all acknowledging influence of civil society (both that it is happening and the benefits are positive).

3.1.7. Sustainability & Future Role of Community Professionals

Household level farming is anticipated to continue sustainably, aside from the issue that farmers struggle to get consistently good batches of seed (quality from local markets can vary widely, and the farmers are not confident when they purchase seed from the markets it is reliable). Higher monitoring of ACs on quality seeds, or bulk purchase of quality seeds (with professional guidance) by a SHG or AC to distribute to members, can be solutions. No other issues were flagged by household growers. Commercial growers, on the other hand, face a more complex set of bottlenecks. While current production is feasible, expansion without additional support is unlikely.

Cooperatives feel the biggest need towards their self-sufficiency is focusing on a high level of financial management; while the basic understanding is in place, finances cannot be recorded and tracked without assistance, and the task will get more complex as businesses grow. Groups have projected their needs for business growth, and some are actively seeking bridge funding (loans), but larger capital for both SHGs and cooperatives is needed to support more commercial levels of businesses.

The CPs are local community members, so are expected to be able to maintain a level of project knowledge and outreach beyond the scope of the project action. CPs bring a higher level of knowledge into communities, and have improved their training and facilitation skills, applying effective communication to bridge the differences between theory and practical experience. They are aware of local journalism and media reports, and pass on information. One has already become a deputy village chief. They are likely to be in demand to other NGOs that start work in the area, and can continue to apply their skills. There is also a plan for cooperatives to be able to set aside some of their profit for ongoing support, with potential for them to hire a CP for this. The CPs themselves want to reach a higher level of professionalism, although their capacity and professionalism is currently recognised at a national level.

3.1.8. Impact on Legal Rights and Land Rights

The project has documented several cases of securing land for villagers as a result of the advocacy process (recently 86 villages in one commune received hard title through advocacy actions). Some are

² CISOM II - IMA

³ CISOM II - IMA

still in the process of resolution. Cases involving land that military has taken is often a slower process, but none of the current processes have stalled out. In at least one commune, the commune council is actively advocating against the military on behalf of the villagers. Land has also been successfully secured for cooperative offices. Open forums have contributed to a two-way understanding – not only does it clarify for authorities what the priorities of residents are, but it clarifies for participants what realistic expectations of their request are, in regards to potential outcomes, timing, and feedback. In total, 10 land cases have been raised affecting 1 932 people (1 041 women), and for the CIP, 26 131 people (15 035 f) have discussed and provided input. While CISOM I paved the way for land rights, with the governor agreeing the land belonged to the people, it was during CISOM II that hard land titles were given (land cases a success of CISOM II). The IMA report reported similar findings, with ACs having a significant capacity to represent the poor during policy dialogues, with CSOs securing impacts at local and regional levels through the number of priorities integrated into commune investment plans.

3.1.9. Partner Organisations

Partner capacity has been important in providing support to AC and SHG members and with building skill and confidence in CPs. Partner NGOs were initially reluctant to take on a clear advocacy support role due to misconceptions in how advocacy would be carried out, and worries it would affect their current relationship with stakeholders. The process is now accepted by partners, who have had training on human rights, legal land issues, and conflict resolution; ADDA/READA management feel satisfied with partner progress and capacity achievements. Partners during CISOM II are actively looking for solutions on their own rather than immediately seeking advice. The second project has seen a clearer structure for roles and responsibilities, and a high level of financial transparency and accountability. One partner NGO was invited by GIZ to give bookkeeping training to their own cooperative, showing confidence in their ability.

In terms of *advocacy capacity*, partners participated with the advocacy roadmap design, and are satisfied with the outcome of it. They indicate higher staff capacity during CISOM II, and understanding of the advocacy approach, noting it brings harmonisation to working with local authorities as the approach is no longer seen as a ‘win or lose’ situation. For *organisational strategy*, partners have seen positive gains through their capacity improvements, including better relations with strategic donors, strong funding base for some partners, and practical gains through using QuickBooks. For strategic delivery, both ADDA/READA and partners are more efficient at organising training, tailoring documents to target groups, and using previous knowledge to support trainings. The curriculum for training is approved and accepted at the national level. CPs are stronger in training delivery, with expanded facilitation and communication skills to ‘give the right message’. Partners felt the shift in farmers away from traditional growing towards commercial growing was a direct reflection of staff capacity improvements. The IMA report notes similar findings, with NGO partners actively involved in monitoring, raising awareness, and following up on land issues and other right based violations in communities. Partner capacity building (both for themselves and their ability to build capacity of ACs) and their ability to represent civil society to higher and higher levels is important towards sustainability of the project.

It is recommended partners continue to increase their representation and advocacy reach to higher government levels, and to share stories to the wider community on how they have done this and the successes and constraints they have faced.

Partners (KBA/RCDO/CIDO) and ACs can become a strategic cooperating partner with each other on top of the current role of (KBA/RCDO/CIDO) as conventional project based-supporting partners, with ADDA arranging a discussion on strategic partnership between ACs and Partners. Strategic partnership will allow further sense of ownership / partnership among partners and this will drive partners to reach a higher level of cooperation with higher government levels, thus representation is integrated into their work.

4. Objective 1

Objective is by “March 2019, at least 80% of 4.000 poor families (poorest of the poor) in ODM have increased their own consumption and/or increased income at least 30 % from sale of vegetables, cash crops, rice and small livestock”, which is achieved through Farmer Field Schools and focus trainings, allowing improved knowledge and production.

Project staff, target beneficiaries, and local authorities noted an **overall change to living standards, including** through the change in approach of farmers to agricultural activities, including better financial standing and better household level food security. Through the Farmer Field School (FFS), training days, and pilot model gardens, farmers see an increase in area planted, higher production for personal consumption, and for some a surplus for market sales. The production and selling cycle in local communities provides an economic boost.

Agricultural production compliments other activities. Not only have benefits spread to non-target farmers in some areas (as indicated by commune council – non-target farmers have seen the success of target farmers and visited to learn techniques), but target farmers have taken skills and input resources and applied them to other production areas that were not specifically part of the project (eg fish ponds). There is an economic boost of expanding to additional business opportunities, and indicates farmers are confident to invest. Feedback indicates activities that provide economic benefit help reduce immigration outside of the communities.

Some farmers have become full-time commercial farmers through application of training activities and follow-up support. Commercial farmers have access to year-round water, and are more likely to invest income and/or expand their production than traditional farmers. The limiting factor in obtaining this is access to year-round water. Traditional (non-commercial) vegetable growers only grow in the wet season, but have seen an improvement of crops (quality and quantity) through training.

The project trains Community Professionals (CPs) in agriculture techniques (along with other training topics, including human rights and conflict resolution). CPs in turn train farmers (with participation from the Department of Agriculture (DPA)), with the expectation of improved productivity. Utilizing CPs is a strategy to improve local capacity and knowledge, as CPs are from the communities, and are likely to stay long term in the communities after the project finishes.

The **train-the-trainer process (TOT)** was applied in both projects, but particularly in CISOM I. In addition to agricultural techniques including watering/drip systems, composting, fertilizer/pesticide application, and adapting to climate change (raising crops above flood levels, optimal seeds and crops), and livestock training, CPs responsible for training followed up with farmers on a regular basis, providing support during the growing cycle. The TOT and follow-up method is considered successful by both participants and local authorities as farmers are learning by doing, therefore training is more practical than theoretical. The curriculum is approved at the national level by MAFF, and a senior trainer from the ministry was present for TOT training. Some project farmers received recognition from the Prime Minister for their achievements.

Contributions to food security improved quality and quantity of vegetable production. The project has created a 17.5% a year increase in family gross average income from 2013-2018 (from \$797 a year to \$1792 per year⁴). The diversity of vegetables has increased; the project introducing 13 varieties, with 7 proving to be popular (water convolvulus, eggplants, yard long beans, cucumbers, Chinese mustards) (source – IMA). Sixty-five percent of families planted vegetables, and 54% cash crops (primarily cassava). In addition, some SHGs set up a rice bank. An example for one SHG was the bank was

⁴ CISOM II - IMA

established with family contributions along with ADDA contributions of rice paddy. Twenty families use the bank to take seed, repaying in seed with additional amounts as interest.

In 2017 and 2018 participants have felt momentum in using SHG savings to use as inputs to farming activities, creating more stability in their activities, stemming from a combination of technical input and training. However, as their ability increases, they feel they require further training and improvements.

One commune councillor indicated there was a clear difference from those who have received training and those who have not, in terms of farmers knowing their expectations and how to proceed (ability to save time and labour costs, proper preparation of land, knowing the proper seed and crop to use based on physical conditions). Farmers trained had expectations of good yield, and were confident to use learned techniques and work on expansion (not taking into account water constraints).

On the **marketing** side, some farmers have had success as producing a surplus for sale, which is sold locally. One SHG reported selling about 10-15% of surplus outside the community, and the rest locally. Selling outside the community is limited by quantity produced, knowledge of external market needs, and transportation limitations (inability to use economy of scale to transport). The biggest limitation to expanding production was input costs and access to water. Increases are being made, but at a small scale. Farmers are not keen to increase production significantly without a clear plan as there have been issues in the past with surplus when all produce the same crop, but indicate they can increase capacity to some extent if there is a clear market plan and links (keeping in mind water limitations). Those farmers who are increasing production to commercial status require further links to end customers (middlemen that they have access to offer poor prices). The current production capacity in terms of meeting local demand is in good balance, and there is a strong preference for people to buy local produce as it is considered both safe and better tasting (customers willing to pay a bit more for this). Some communities have been able to reduce the amount of vegetables they import as they can source locally.

The Provincial Department of Agriculture (PDA) has both contributed to the object and built up their own capacity through attending trainings given by ADDA/READA, partner staff, and CPs. Under this objective, PDA has been primarily involved in addressing outbreaks, including diseases in chicken and for vegetables, insect outbreaks. The PDA supported a vaccination program for livestock that partners felt was more effective for target participants than non-participants, as it is easier for the PDA to identify livestock keepers and mobilize to work with them through an NGO partner; services were deemed sufficient for target beneficiaries, and farmers involved have improved understanding of causes and preventions of various diseases and outbreak issues. The head of the PDA has seen improved capacity of his staff through participation in project trainings, and finds that the organization structure formed through the project allows much easier dissemination of information for the department. For regular training and extension follow-up (regular follow-up and support), the CPs take this role, as the PDA has limited time for more on-the-ground visits, although provide advice from time to time on reliable seeds and which crops to plant at what time. The PDA does not participate in monthly meetings with partner staff, but steering committee meetings including the PDA happen on schedule.

In terms of sustainability, farmers feel confident to implement learned techniques, but to continue with the current level of production success, require access to good quality seed source, which is difficult to obtain. There are current limits to market expansion outside local villages; key bottlenecks to expansion are transport (economy of scale with larger quantities to transport and access to trucks), knowledge of best products for market at best prices, year-round access to water.

Overall, key changes seen for this objective in CISOM II compared to CISOM I is higher diversity and quantity of produce, a high perception of safety standards from the public, and an increase in the ability to sell produce to the local market through a surplus of production.

4.1. Successes

- Improved income and food security through rice bank, improved quality and quantity of vegetables, and ability to sell surplus product; farmers are motivated to overcome challenges; Total gross income of families has increased from 797 USD per year in 2012-2013, to 1792 USD per year in 2017/2018 (an increase of 17.5% per year) (52% increase in the two years of CISOM II)
- The project has significantly contributed to reduce poverty for the target beneficiaries. The number of ID poor 1 and 2 has reduced from 87% to 27% during the project lifespan
- Some beneficiary farmers received award for achievement from the Prime Minister
- Good level of chemical safety reached in vegetable production; lower reliance on chemical inputs through natural fertilizer and pesticide use, IPM techniques applied; when chemicals are used it is with correct amounts.
- Training curriculum used approved at national level
- Reduction in migration to other areas (attributed to ability to earn income, access to savings through savings groups, awareness and confidence of future potential of business)
- Ability to meet local market demand; local demand for product is high as it is considered tasty and safe
- Increase in production area of land previously not used
- Farmers used skills from training to initiate their own projects
- Cooperation with PDA beneficial to both the project and PDA; PDA improved capacity to mobilize for vaccination programs and to respond to outbreaks (disease, insects), as through partner NGOs they can identify easily those who require assistance; PDA have improved capacity of their own staff, who have participated in training on a range of topics given by the project
- Project trained farmers to anticipate problems in advance and to come up with solutions to trouble shoot prior to occurrence (eg for floods, insects)

4.2. Challenges

- Rural farmers plant for local market not high-end consumption; while they have access to sell to local markets, expansion of production includes understanding needs of regional markets
- Year-round water access is limiting higher-scale production for most farmers; family / commercial farmers want access to family pond
- When crops are not planned local surplus can occur with wastage
- Need for high quality seed; seed farmers get from project is good, but when they buy from the market it is often poor quality, and they do not have a consistent source they can rely on; this was flagged by farmers as a concern that would affect future performance if not addressed (seed input business potential option)
- CP feel their skills need to be improved to address commercial farming needs
- Farmers still have difficulty adjusting to increased climate change, despite interventions from project on preparation and variety; crops are not sufficiently adapted and farmers would like further crop testing

4.3. Recommendations

- Additional TOT training to CPs and to farmers to support to expanded commercial farming (eg implementation of drip systems where water is available, input/cost analysis training, understanding market segments / what to grow for regional markets)
- Identify with farmers the pros and cons of producing their own seed, and when needed, finding a source of high quality seed

5. Objective 2

Objective 2 is that by ‘March 2019, 100 SHGs and 9 Agricultural Cooperatives (ACs) have developed into democratic and well-organised civil society organisations improving livelihood of their members’. This is carried out through building organisational capacity for development and leadership, analyse markets and adapt production to market demand to sell to local markets and wholesale traders, receive training to improve micro-business, improved awareness of borrowing opportunities, strengthened knowledge, organization, operation and certification of Agricultural Cooperatives, including training for committee members, and viable business operations are in place.

The project has **built organisational capacity for development and leadership** through the SHGs and the ACs. One partner projected their AC member leadership abilities at 80% capacity, business management at 50% capacity, and financial management 50-60% capacity, indicating the AC could independently initiate business plans, but to fully complete them and implement them they required external support. The internal IMA found 80 SHGs are operating according to good M&E standards. Groups met with during the final evaluation initiated meetings with a presentation (usually carried out by multiple group members) showing the progress of the groups over the years, current status of business plans, and calculations and needs for upcoming business plans, including sources of finance. Groups also presented their challenges and recommendations on what they needed, demonstrating the problem and analysis skills they have developed.

Women take on management positions in SHGs and ACs, and savings groups have a high percentage of female members. It is also primarily women who take agriculture training courses and take charge of growing crops. Women have integrated knowledge from leadership training into their daily lives, and find that the more they have access to capital (through savings and sales), the more decision-making power and control they have in the household and more consensus discussions take place. One cooperative noted women have a high interest in improving their family economy, and are often more integrated as men are away in other areas for work. Women themselves feel the impact of training has given them more courage and empowerment, bargaining skills, and leadership potential. They are more confident in knowing what to say, and becoming stronger at home. Within the project participants, over the course of the project one CP has become a deputy commune chief, and one SHG member has become a vice village chief.

Cooperative members were active in **developing market analysis and business plans**, including researching themselves prices at the market for fertilizer inputs, and projecting customer (member) pre-order levels. The PDA also provides orientation to members to advise on input usage. The AC will get a lower price for fertilizers, which is passed on the members, who will also pay lower rates than if they went to the store themselves. ACs have not always realised the profits of their business plan, but are quick to learn from mistakes and adapt the next year’s plan. The AC selling cassava went through an internal discussion process prior to contacting various buyers. One AC has trialled contract farming. While the contract was only partially successful (profit was not achievable due to initial analysis gaps), the process did instil confidence in the farmers that there is a market available and working with other stakeholders has future potential profit.

Groups are applying **training received to improve micro-business**. Transactions are recorded by the group secretary, and verified by the supervising committee and partner NGO. Transactions are carried forward manually each month, and while the process is transparent and understood, the manual book-keeping is bulky. As business transactions increase and the nature and diversity of group businesses expand, particularly for those who are going into lending as a business, a higher level of book-keeping will be required, and a shift away from manual book-keeping should be considered. SHGs and ACs that are starting to deal with more complex loan situations (higher volume of lending, various interest rates

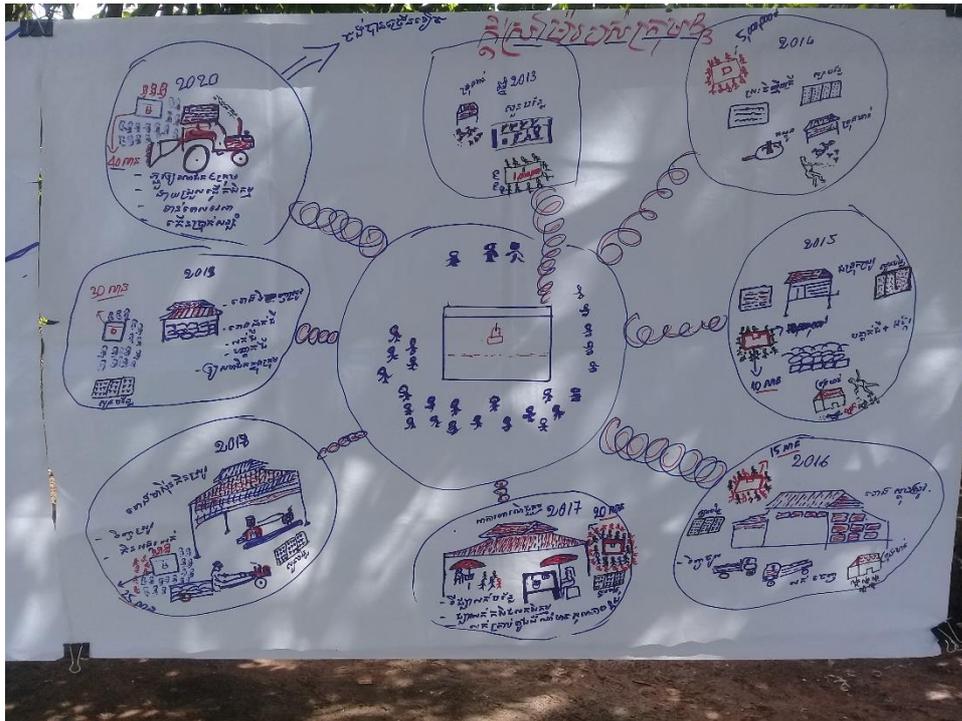
for members/non-members, and differing payback schedules than anticipated) need more support with financial records, and groups in general anticipate that as their businesses grow, their current book-keeping skills will not be adequate. Members feel transparency is high and trust among group members is good, and understand errors are not deliberate. Members contribute time for group business, labour, and in-kind help.

The IMA report notes SHG members prefer to rely on similar services provided by the Agricultural Cooperatives. There is already cross-over in business seen between SHGs and ACs, in regards to loans given out, and purchasing of inputs.

ACs and several SHGs have developed and implemented business plans, with planned expansion and growth. SHGs have mapped out a visual ‘river’ and ‘dream’, which charts the progress of the group since formation. SHGs have progressed to individuals grouping together, starting with gardening techniques, and over time increasing capital through savings, starting a group business, and starting up village rice banks. Typical group business for SHGs are buying fertilizer inputs (which for one group is under negotiation with an AC to purchase from them), and providing loans to the community at large (with longer term plans to be a village bank). Year by year plans have been created from 2015-2020, including savings capital growth projections and business growth plans.



AC's put together a yearly business plan outlining type of business, total input cost needed, source of input cost (capital savings from shares, ADDA contribution, loans, or other sources), and projected profit, and compare at the end of the year with actual performance. Some ACs have access to collateral-free loans through a Japanese MFI (Idemitsu Saisom) with support from ADDA/READA, with the loan amount covering business input costs. ACs often run (or have planned for this year) multiple businesses (2 to 4), including fertilizer inputs, loans, and selling gas. Expansion plans include selling rice and/or cassava on a large scale, including with their own transportation equipment. ACs are starting to build their customer base so buyers are familiar with them, and note they work as a group to determine pricing and costs to market. Training skills have been effective for them to analyse their plans, and they have seen benefit from negotiation and advocacy skills in terms of getting group consensus prior to negotiations.



Cooperatives have seen **improved awareness of borrowing opportunities**. The project has negotiated terms with a Japanese MFI that some ACs have used for business loans. At the moment loans are intended for one business cycle (one year). All groups are cautious about the loan situation, and are looking for low-risk and low-interest options. Financial awareness on risks has been part of training. Meeting took place during the course of the evaluation between the ACs and the Rural Development Bank (RDB). The RDB worked in conjunction with MAFF, a private rice company, and a hotel chain supplier, and has invited ACs to give them business proposals for loans. Overall 6 ACs now have taken loans from the Japanese MFI (Idemitsu Saisom). ACs and SHGs are also motivated to increase their own capital through increased membership, as using own capital is felt to have lower risk, benefit to the group as they keep interest, and is preferred by members who can get loans the same day with minimal paperwork (particularly beneficial in emergency situations). Some groups feel they do not yet have the capacity to take on a loan, and are focusing on building their own capital.

Training and support to **strengthen leadership, organisation structure, and legalisation** has led to a rapid level of stable structure in a short amount of time. Legalisation of the ACs has given credibility to groups, giving members a feeling of being more accepted / valued by local authorities, and treated as a partner. Recognition has improved confidence of leaders and members, who are more engaged in direct communication with stakeholders during meetings.

ACs routinely communicate issues with their commune councils, who have provided support from an early stage. Some ACs have had land allocated to them and have built an office, while other ACs are in the stage of negotiating a piece of land. There is active involvement in the Commune Investment Planning (CIP) process (see Objective 3).

Members have given presentations on their status and needs to national level committee members, been recognised for achievement by the Prime Minister, and have represented themselves independently in meetings with MAFF and the Rural Development Bank (which included representatives for hotel supply, and a rice company). CPs have given presentations to national level representatives.

Groups serve as strong economic and social platforms for the communities, allowing practical action in terms of starting and expanding **viable business operations**. The combination of lower input prices (through bulk fertilizer purchase), credit access (through savings and in some cases MFI), expanded

links to stakeholders (including PDA, RDA, commercial buyers, hotel suppliers), and the ability to negotiate (as a group internally, with external stakeholders, and to also apply negotiation skill at a family level) has allowed members to start to see a bigger picture of business and communication in the future. An example of individual support is seen in one farmer who tried expanding his business on his own and almost went bankrupt. By joining the AC he was able to kick-start his business again and slowly rebuild; in this case the AC was considered a platform to not fall further into poverty.

5.1. Successes

- High level of AC advancement over short time, using organisational internal knowledge from Siem Reap AC set up, giving the ability to more rapidly convey information for a reliable, clear structure
- Sphere of stakeholders is growing; initially SHGs had engagement only with members, village chiefs, and commune council; sphere has grown with ACs now engaging in business cooperation with input suppliers, credit providers, and among SHG for lending and business expansion
- Approximately \$62 000 dollars capital between 31 SHGs
- High level of cooperation with authorities, including commune, district, provincial and national level (including national links with training curriculum); high PDA involvement as they see cooperative structure is also beneficial to their regular commitments
- Groups form necessary social and economic platforms in the community, allowing practical action
- Stakeholders (including Commune Councils) see clear differences in communities with ACs and those that don't in development progress, community stability and community activeness, and see it as a tool to reduce debt (and as a consequence, be in less of a position to carry out illegal activities to cover debts); communes can more effectively work with ACs
- Ability to sell shares outside cooperative indicates trust in the structure; multiple shares have been bought by CC members and the district and deputy district governor
- Increase of local capital strong motivator for groups
- Level of communication among stakeholders has reached a level where it is easy for all to communicate
- Comparing CISOM I and CISOM II, and the potential of CISOM III, stakeholder feel the most difficult parts (building a strong foundation and structure) are completed with the next step of growth and expansion anticipated to be easier by comparison

5.2. Challenges

- Book-keeping skills are understood for the current level of transactions, and when loans come in on schedule; more complex situations (expansion of business and loans, differing / unexpected payback schedules) require additional financial recording support
- Manual book-keeping is bulky and increasing difficult as business complexity grows
- Market analysis needs strengthening
- Working with the poorest farmers faces additional challenges as there is a higher focus on day to day needs and debt repayment; farmers are often not available to participate when invited; repayments are more difficult; CP spend higher amounts of time to work to resolve issues
- SHG capital and ability to give loans is enough for individual home gardens but not enough yet to support commercial farming

5.3. Recommendations

- Continue linking farmers to contract farming options, with increased attention to preparation and profit/loss analysis and negotiation with buyers, and ensuring AC know procedures; identification of potential areas of farming (crops) that can be combined for sale and have high demand to buyers for export; focus on higher level buyers (better mitigation of global price changes)
- Financial support as businesses expand; implement computerised accounting system (eg quick books); have designated project staff working to support accounting of ACs (ACs will require a professional level of accounting); this accounting staff can be dedicated full time professional accounting to train and oversee AC financial status (and provide additional support to SHGs as needed), or also take the role of business support officer
- Market reach to local markets for home growers is adequate, but if further project focus will expand the role of commercial farming, further market links are needed (including crops to grow, timing, transport, links to end buyers)
- Raise awareness to local residents on benefits of buying AC shares to increase capital raising
- In addition to SHG and AC savings scheme, promote household/family savings
- More focus on leadership skills to strengthen overall AC institution; institution should ultimately be strong if and when leadership changes
- Continue to facilitate access to loans with agreeable terms; scope to identify shared needs of ACs and combine one loan application, then share money out through individual ACs
- Conduct strategic capacity assessments on the needs of SHGs / ACs as they continue to expand, based on the projection of growth and anticipated stakeholders they will work with – current sphere of stakeholders is relatively small but will increase as groups grow and become more sophisticated; assessments will ensure as groups grow and meet more high-profile stakeholders they will have the needed capacities
- Include a soft contract with AC/SHG members that all members who benefit ensure children are in school at all times, agree there to be no domestic violence against women, and good nutrition/cooking/clean drinking water will be followed at home (urgent social issues may be addressed as required)

6. Objective 3

Objective 3 is ‘by 2019, 80 out of 100 SHGs, 6 out of 9 ACs and 4 local NGO partners are increasingly influencing local and national decision making on rural development’, achieved through problem analysis, strengthening knowledge on advocacy with local authorities, integrating priorities into the CIP, developing Community Development Plans, wider communication to civil society of positive outcomes, improving capacity of NGO partners and PDA/PDWA, and improving beneficiary knowledge of rights (land rights, women’s rights).

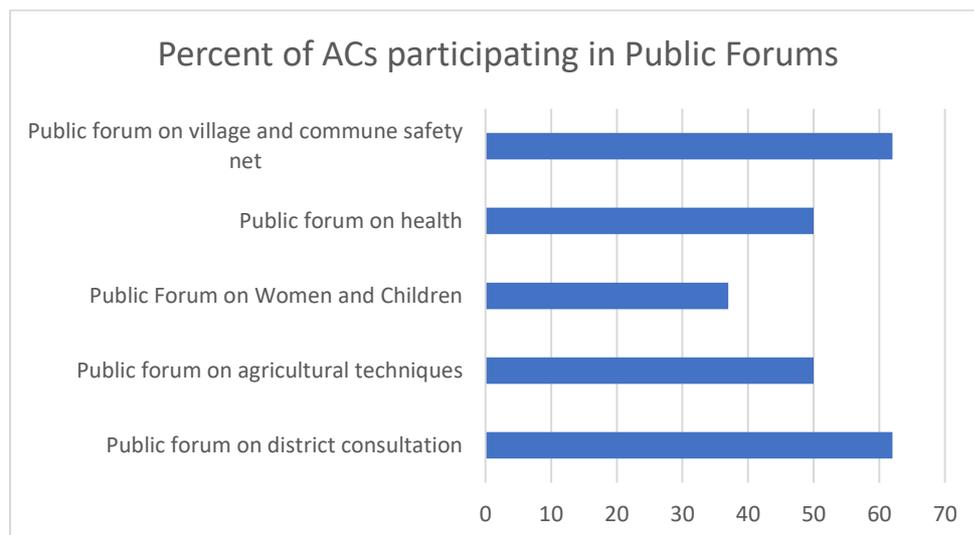
Going through a **problem analysis process** with groups not only meant they were able to identify issues and work to seek a solution, but understanding the process has meant they can continually go through it when new issues arise. The process led to the creating **Community Development Plans**, including ponds and water wells for communities. Water is a key focus for many farmers. One community is currently planning out a large-scale pond area to overcome water constraints.

Strengthening knowledge on advocacy with local authorities, along with proposal development, has meant groups are able to discuss and make decisions internally on priorities, discuss steps and solutions to problems, and come up with a plan to take to local authorities. The lines of communication to local authorities is expanding. During CISOM I, SHGs would communicate directly at a village and commune level. During CISOM II, ACs communication clearly not only to a commune level, but have been involved in multiple cases of interaction and discussions up to a national level, including meeting with the RDB, private companies, hotel suppliers, and receiving training from national level trainers. In addition, farmers have received awards from a national level, and project CPs have been recognised

for their professionalism at a national level. This allows ADDA/READA to slowly transfer various levels of negotiation over to partners and/or directly to organisations. It is universally felt that authorities are much more open to discussion, and are open to the idea in general of cooperatives. Groups feel they have moral support of local authorities, and increased levels of trust leads to practical action on both sides. The group structure also makes it easier for councils to reach out to residents, and they can communicate through the AC and SHG leaders. The local authorities acknowledge the groups as a means of community stability, including helping reduce migration, and as such encourage villagers to buy shares. One commune councillor noted ‘the flow of information from cooperatives is more precise, with a structure plan, and it doesn’t waste time; they are more formal and know what they want’. **Improved understanding of rights** has supported this. Some beneficiaries have not seen much in the way of positive gains yet as a result of advocacy (still early in the process), and as a result prefer to focus on farming techniques.

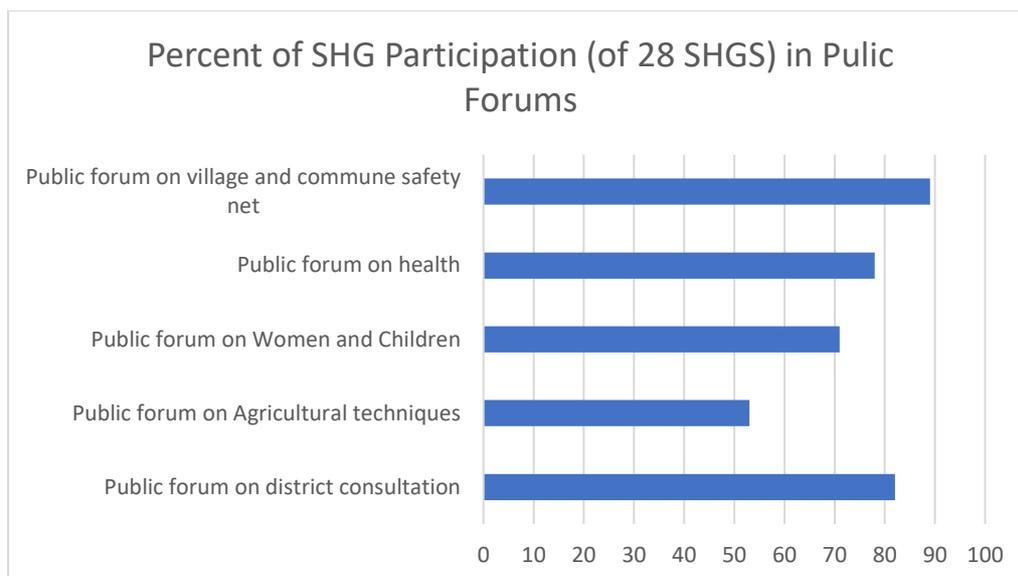
This applies to the private sector as well. When working as a group, cooperatives get more attention from stakeholders. An example was given by a cooperative that going through the process of getting quotes was difficult and previously not done (it is not common, and suppliers do no reply to requests); however, as a group they were able to get suppliers to listen and comply with their requests. It is becoming clearer to members that a collective group gets a better outcome.

Figure 2 AC Participation in Public Forums (source: IMA)



The advocacy approach has helped **reduce land conflicts**. By avoiding confrontation and working to find a common solution, the project has helped resolve multiple cases of obtaining land titles, including solving conflicts with the military (86 farmers recently received land titles after two years of negotiations with the military). The concept of advocacy is difficult for those who are not familiar with the approach to accept (there is often the assumption of political motivation), but once people realize the end goals, the approach is widely supported.

Figure 3 SHG Participation in Public Forums



Both SHGs and ACs have been mobilized to **integrate priorities into local CIPs**. While the level of integration with local planning varies, most groups met with planning priorities internally, engaged in community planning sessions / forums, and are aware of progress of implementation. Members feel their message is clearer than before, and they now have the courage to attend and speak at forums, and the number of proposals to the CC has increased. One group indicated that at least 80% of people in the village had participated (compared to about 30% before the project). CIP participation has successfully gained land for cooperative headquarters (still under negotiation in some cases, completed in other cases). Seventeen SHGs raised the following issue: (road canal 81%, pond well 69%, health 25%, domestic violence 12%, schools 19%, agricultural activities 6%) (source – IMA).

Where the CC cannot directly help, they pass requests up to the district / provincial level, or to other departments (as in the case of request for good quality seed sourcing – the CC referred request along to the PDA). Some groups who were located far from a commune office felt there was little interaction, while others found that rather than having to all go to a commune or district office, the representatives would come and speak with them directly. In addition, the dimensions of the CIP have changed over time; typically, it would only involve infrastructure requests – it now often covers land reform, ownership, and registration issues as well, along with active referrals to other stakeholders.

In terms of **wider communication of advocacy to civil society**, stakeholders, including beneficiaries, partners and multiple levels of government (many who were initially reluctant to take up an advocacy approach strategy, and were worried groups would be used for political gain) have realized the approach has a core focus on communication. Once established, it means a clearer and more efficient process for making requests, carrying out training, and solving problems, and is not only beneficial for group members but help local authorities and government departments fulfil their own objectives with more ease. Advocacy gains are shared through the project scope through current partners.

Improving capacity of NGO partners and PDA/PDWA department has seen gains through both projects. Initially partners were reluctant to push advocacy as there was fear it could negatively affect them. This has been overcome, and the strategy is more widely used. ADDA and READA have both now included advocacy as part of the formal strategy of each organisation. Partner NGOs use concepts for other projects, as do the PDA. PDA staff have benefitted from joining training, and have easier access to groups for communication and vaccination programs. NGO support helps them in their mandate to set up cooperatives.

6.1. Successes

- 10 cases of land conflict raised and settled affecting over 1900 people; over 26 000 people involved in prioritizing issues for CIP during CISOM II
- Advocacy skills spread beyond the group to a household level, where conflict resolution skills can be utilized
- Group members will discuss and agree on approach / solution / agreed terms prior to starting up outside requests / negotiations
- Obtaining AC office means higher stability for groups, as there is no longer a need to rotate from house to house; members have contributed construction material, labour, and food for labour
- Rather than individuals travelling to see local authorities, authorities will come to visit groups directly
- Strong partner commitment in their roles
- Where groups do not full capacity to solve problems, they still have the methodology and strategy to refer cases to sources with capacity to intervene (referral system in place)

6.2. Challenges

- Convincing stakeholders on an advocacy approach is slow and time consuming due to misconceptions, as there is often the initial perception it involves opposition
- Capacity will improve but challenges will increase, requiring additional support as business and advocacy issues become more complex

6.3. Recommendations

- ACs need stronger voice for advocacy; ‘learning by doing’ is most effective; groups who have not worked through the advocacy process, received little feedback, or have lower communication with their commune council should get support to work further through the process; groups who are successful at the moment should concentrate on reporting and written communication for further requests; ACs and SHG work for higher frequency of proposals that are successful
- Most advocacy training has been towards social factors (eg rights based training, advocating for better services for duty bearers); more focus going forward placed on advocacy with business partners and investors
- ACs start to engage in higher level policy dialogues
- SHGs involved fellow villages in suggestions on future priorities for community development projects and spread success stories
- More support to partners and ACs on how to write up specific advocacy cases (making write-up more understandable)
- Study tour for AC leaders to visit an agricultural union already set up, in order to understand the process and benefits
- Ensure partners continue to actively monitor projects, raise awareness, follow up on current land issues and other rights based violations
- Push partners to engage in higher levels of advocacy, and share stories how they engage in representation
- Partners (KBA/RCDO/CIDO) and ACs can become a strategic cooperating partner with each other on top of the current role of (KBA/RCDO/CIDO) as conventional project based-supporting partners, with ADDA arranging a discussion on strategic partnership between ACs and Partners. Strategic partnership will allow further sense of ownership / partnership among partners and this will drive partners to reach a higher level of cooperation with higher government levels, thus representation is integrated into their work

7. Lessons Learned

Advocacy is often misunderstood, and is a very difficult topic to engage stakeholders and partners in due to misconceptions and worry about consequences; time is needed for the benefits to be realized by all parties, however once benefits on all sides are seen, results can snowball, and authorities can be highly supportive of the approach.

ADDA/READA used AC experience from SR to much more rapidly capacitate groups (1-2 years now, high functioning compared to others after similar time periods).

To promote capital among ACs, start with family literacy and management. It is important to maintain awareness raising of new concepts and reinforce learning along, particularly with financial literacy; strong financial literacy not only supports business practice, but contributes to household financial awareness and skills (eg families can make together decisions on spending for business, family needs, share purchases, and other expenses, and reach consensus on spending).

One on one support is often required, particularly with poorer farmers; individual follow-up from CPs has resolved many issues, including cases where SHG loan repayments were not being made; this is an important part of the process but requires time and human resources.

Community-based organisations can function as social and economic platforms forming a safety net for emergency situations, a low-risk option for farmers to utilize to expand inputs, and in the longer term can reduce migration through local stability and less dependence on high-risk loans.

Annex 1 – List of Interviewees

21-May	Yun Sinang	ADDA/READA Project Manager
21-May	Ouk Kimleng	READA Senior Legal Advisor
23-May	Ouen Rattana	CIDO director
23-May	Mouen Sokunthea	CIDO vice director
23-May	Long Chentha	CIDO CP
23-May	Houen Sany	CIDO CP
23-May	Kao Hem	CIDO CP
23-May	Houen Veasna	CIDO CP
23-May	Treun Try	CIDO CP
23-May	Sok Poly	Junior Advocacy Advisor
23-May	Rolung Moan	RECEDO finance / admin
23-May	Vong Sopheap	RECEDO CP
23-May	Pai Meang	RECEDO CP
23-May	Pon Saran	RECEDO DC
23-May	Sam Serevatha	RECEDO ED
23-May	Mao Saran	RECEDO CP
23-May	Neak Samkan	RECEDO CP
23-May	Chan Keum	RECEDO CP
23-May	Neak Phaly	RECEDO CP
24-May	SHG group Ta Krabei Rumleung - Ko keu Commune (CIDO)	14 ppl, 5 women
24-May	Van Pek	Commune Council Chief Ko Keu Commune
24-May	Kok Peu Sameki Ta Krabei Reumleung AC (CIDO)	12 members, 6 female
24-May	Sok Theun	Head of AC for PDA
25-May	Roth Saman	CC Kon Kriel chief
25-May	Ly Neam	CC Kon Kriel councilor
25-May	SHG Boh Tmey RECEDO; Kon Kriel	21 ppl, 12 female plus village chief
25-May	Sam Somrapeth	cooperative leader (Kok Cheuk Samakei AC)
25-May	Boun Sinath	supervisory committee (Kok Cheuk Samakei AC)
25-May	Chandy NA	finance (Kok Cheuk Samakei AC)
25-May	Koy Srou	assistant (Kok Cheuk Samakei AC)
25-May	Ton Chansean	assistant (Kok Cheuk Samakei AC)
29-May	SGH KBA commune Long Veng Oh Thmei Sameki	17 ppl, 8 female
29-May	Daed Da	leader (Prey Sa Kar Meanchy AC)
29-May	Ke Thanlong	supervisory committee (Prey Sa Kar Meanchy AC)
29-May	Chey Nup	deputy leader (Prey Sa Kar Meanchy AC)
29-May	Chun Mao	accountant (Prey Sa Kar Meanchy AC)

29-May	Kan Vantoun	supervisory members (Prey Sa Kar Meanchy AC)
29-May	Sing Hom	secretary (Prey Sa Kar Meanchy AC)
29-May	Long Voung	CC deputy councillor (Anlong Veng)
29-May	Tuy Sakeoun	KBA director
29-May	Nang Vanny	KBA staff
29-May	Lanh Sochenda	KBA staff
29-May	Yan Siem	CP
29-May	Ly Phoeun	CP
29-May	At Ny	CP

Annex 2 – LFA (from Quarterly Report 2018 Jan-March Final)

Nr.	Output	Indicators (7)	Total target for CISOM	Accumulated achieved	% achieved of target
1.1	March 2019, NGO partner staff in ODM has conducted additionally 9 FFS and 100 focus trainings, which have resulted in increased knowledge and production at 3.200 households comprising the poorest of the poor and especially woman.	End 2016, 9FFSs are successfully implemented	9 FFS	9 FFS	100%
		At least 75% of the FFS participants are female	225 Participants/ 169 Females	261 participants (222 Female)	131%
		<i>At least 30 % of the FFS trainees have passed on their newly gained knowledge to other villagers.</i>	68 trainees (Target) 261 trainees (total trainees)	216villagers	82%
		Output/input ratio increase for farmers in their production of vegetables, cash crops, rice and small livestock	Output/input ratio increase – [present/baseline] Based on the baseline result, it is calculated that on-farm income= income from rice + vegetable + cash crop+ chicken =549.00 USD+31.11 USD543.00 USD+57USD=1,181.11USD.	Comparison will be done once the IMA is done	
		Small livestock survival rate increase for farmers	Survival rate at the beginning(baseline) Based on the baseline result, the mortality rate was higher rate for chicks up to 70% and lower rate is 31%	Comparison will be done once the IMA is done	
		90 % of the trained participants express satisfaction and relevance of the FFS and express that they have gained new knowledge	90 % (203 participants express satisfaction)	261 participants	128%
100 focus trainings(agriculture issue)/field days organised	100 courses/field day(2600 participants)	16 course/field days 334(269 female)	16%		

Nr.	Output	Indicators (3)	Total target for CISOM	Accumulated achieved	% achieved of target
2.1	March 2019, 100 SHGs have built	Curriculum for organisational	Most relevant	continue to do so	Xxx

	further their organisational capacity by transfer of know-how from best performing SHGs and Community Professionals (CPs) having gained further experience on poor community development and SHG leadership	management training for the SHGs have been developed before the training	topics will be more developed		
		By 2019, 80 SHGs are operating according to the M & E standard for good SHG organizational and social behavior	80 SHGs	80 SHGs (based on the SHG review status)	100 %

Nr.	Output	Indicators (3)	Total target for CISOM	Accumulated achieved	% achieved of target
2.2	By 2019, 80 SHGs and their members are able to analyse the market and adapt their production according to market demand and efficiently sell their produce to local markets and wholesale traders	50 % of the SHGs have prepared updated market analysis	50 SHGs	58SHGs	%
		At least 50 % of the production intended for the market is sold according to projections	50% of the production	30% (surplus vegetable products sold to the market)	70%
		CPs have facilitated contracts between SHG members and buyers for an amount equivalent to 20 % of their agricultural production	20% (support by CPs to deal with contract)	17% (of all SHG members sold their vegetable and chicken)	85%

Nr.	Output	Indicator(2)	Total target for CISOM	Accumulated achieved	% achieved of target
2.3	March 2019, 100 SHGs and their members have received training that enable them to introduce or improve micro business activities	Business plans are initialized and in progress latest 6 months after the training	100 SHGs	58 SHGs have trained	58%
		By March 2019, 80 out of 100 SHGs have updated business plans adapted to market needs	80 SHGs	58 SHGs updated biz plan	73%
		By March 2019, 50 out of 100 SHGs have established or improved micro business activities	50 SHGs	58 SHGs have established micro business	116%

Nr.	Output	Indicator(2)	Total target for CISOM	Accumulated achieved	% achieved of target
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2.4	By 2019, 100 SHGs are aware of borrowing opportunities and obligations incl. production loans from either AC managed funding and/or other local credit agencies	By 2019, 20 % of the 100 SHGs have been granted a loan for increased production	20 SHG	Still using their own capital.
		By 2019, 15 % of the 100 SHGs is increasing their production due to investments made from loans	15	Still using their own capital.	-----

Nr.	Output	Indicator(2)	Total target for CISOM	Accumulated achieved	% achieved of target
2.5	End 2016, 100 SHGs have strengthened their knowledge about Agricultural Cooperatives; their organisation and the operation of aggregated group activities; including internal rules and regulations	100 SHGs are aware of the opportunities and limitations within the Cooperative Law and Royal Decree	100 SHGs	100 SHGs	100%
		100 SHGs are aware of the standard procedures on how to address the authorities	100	100 SHGs	100%

Nr.	Output	Indicator(1)	Total target for CISOM	Accumulated achieved	% achieved of target
2.6	By 2019, 9 new ACs are operating according to the Royal Decree for Cooperatives in Cambodia	By 2019, project staff have assisted 9 new ACs to become certified under the Royal Decree	9 New ACs	9 ACs	100%

Nr.	Output	Indicator(2)	Total target for CISOM	Accumulated achieved	% achieved of target
2.7	March 2019, Committee members from 9 Agricultural Cooperatives have been trained in strategic methods for active member involvement	By 2019, CISOM partners have developed a guideline for strategic methods for active AC member involvement	100% processes	100% done	100%
		ACs have involved members in designing a communication strategy for future relations	Networks built	Networks built	Networks built

		between ACs and its members			
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Nr.	Output	Indicator(5)	Total target for CISOM	Accumulated achieved	% achieved of target
2.8	March 2019, 8 ACs 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 %	By 2019, 8 ACs are operating according to the M & E standard for good AC organisational and commercial behaviour	8 ACs	9 AC	100%
		March 2019, 8 out of 9 ACs are able to evaluate the market and they have adjusted their Business plan(s) according to member needs and market opportunities.	8 ACs	9 AC	100%
		A profit is earned on cooperative business activities; farmers are buying at lower process or selling their produce at better prices.		18,779\$	
		March 2019, 1000 HH have better selling prices, credit facilities and/or cheaper farm input prices related to vegetables, cash crops, rice and small livestock	1000	587	59%

Nr.	Output	Indicator(3)	Total target for CISOM	Accumulated achieved	% achieved of target
3.1	March 2019, local NGO partners have assisted 100 SHGs and 1.000 other villagers in their analysis of problems and opportunities within 79 villages.	<ul style="list-style-type: none"> March 2019; district facilitators(DF) have conducted Participatory Village Development Planning (PVDP) for 70 villages 	(PVDP) for 70 villages	65 PVDP Report	85%
		March 2019, at least 2.000 SHG members and	(PVDP) for 70 villages	3100 people	100%

		1.000 other villagers actively participated during analysis of problems and opportunities in their local communities (PVDP).	(Total 3000 people)		
		March 2019, 80 PVDP reports have been made outlining priorities and recommendations of rural poor.	80 PVDP Reports	65 report	81%

Nr.	Output	Indicator(4)	Total target for CISOM	Accumulated achieved	% achieved of target
3.2	March 2019, 9 ACs and 100 SHGs have strengthened their knowledge on advocacy which is utilised in their direct dialog with the local authorities addressing the needs of poor, rural people	March 2019, 6 ACs and 80 SHGs have reached tangible results in their local community by the use of appropriate advocacy techniques and strategies	6 ACs and 80 SHGs	- 2 AC (2 land cases) - 51 SHG (10 land case and 48 priority needs)	- 33% - 63%
March 2019, at least 2.000 SHG members and 1.000 other villagers actively participated during analysis of problems and opportunities in their local communities (PVDP).		2.000 SHGs members and 1.000 other villagers	3001 members and villagers	100%	
March 2019, 80 PVDP reports have been made outlining priorities and recommendations of rural poor.		80 PVDP reports	63 PVDP reports	75%	

Nr.	Output	Indicator(5)	Total target for CISOM	Accumulated achieved	% achieved of target
3.3	March 2019, suggestions and priorities of rural poor regarding the Village, Commune and District Investment Planning have been communicated to local	March 2019, 100 SHGs have involved fellow villagers and developed suggestions on future priorities for	100 SHGs	80 SHG	80%

authorities by the ACs, local NGO partners and 80 out of 100 SHGs in ODM - using a result based approach to reach better priorities at local level	community development projects based on CDPs and PVDPs			
	By March 2019, these suggestions have been integrated into Community Integrated Plans and supported by relevant institutions and NGOs through District Integration Planning Workshop (DIPW).	All priorities needs	501 priorities needs	100%
	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.	All priorities needs	On going	On going
	Local authorities are aware of the suggestions and priorities developed by the SHGs.	All suggestion	Local authorities are aware of the suggestions and priorities developed by the SHGs.	
	Feedback between the target group and local authorities is established.	All feedback	48 respond	

Nr.	Output	Indicator(5)	Total target for CISOM	Accumulated achieved	% achieved of target
3.4	March 2019, 60 villages have improved their local community with a Community Development Project (CDP) responding to the need of villagers	Action plans have been developed by the SHGs incl. preparation, implementation and maintenance of a Community Development Project		7 proposals have been raised by SHG in 7 villages. (3 pump wells and 4 rice banks)	
		60 CDPs have been implemented in 60 villages by SHGs and fellow villagers involving at least a total of 80 households in the communities	60 CDPs 60 village 80 households	1 bank had been supported to 1 village which reached to 33 households	2%CDP 2% CDP 41% household
		40 % of the villagers in 60 villages benefit directly from a CDP		15% of the villagers in 1 villages benefit directly from a CDP	37% villager

		60 % of non-directly beneficiaries express satisfaction about the CDP	60 % of non-directly beneficiaries	15% of non-directly beneficiaries in 1 village expressed satisfaction about the CDP.	25%
		80 of the 100 SHGs that received management training have approached the commune council (CC) with plans for a new small-scale community development project	80 of 100 SHG	7 SHG have raised their proposals to CC	8% SHG

Nr	Output	Indicator(2)	Total target for CISOM	Accumulated achieved	% achieved of target
3.5	March 2019, 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	<ul style="list-style-type: none"> Relevant stakeholders have received information of the results of SHG and NGO involvement in the planning process 		10 land cases and 48 priorities needs	
		End 2019, the local NGO partners has passed on their advocacy knowledge to external NGOs operating in ODM		Still in process	

No.	Output	Indicator(4)	Total target for CISOM	Accumulated achieved	% achieved of target
3.6	By 2019, local NGO partners and CPs have improved capacity on strategic delivery, advocacy, communication, institutional management, exit strategy and specific technical issues according to training needs assessment	<ul style="list-style-type: none"> Mid 2016, TOT has been implemented for 20 CPs and 4 staff from PDA and PDWA 	20 CPs 4 staff from PDA and PDWA	22 CPs and 13 PDA and PDWA	110%
		<ul style="list-style-type: none"> Mid 2016, NGO partners in ODM are retrained on the FFS, SHG and AC concept. 	---	NGO partners in ODM are retrained on the FFS, SHGs and ACs concept.	----
		<ul style="list-style-type: none"> End 2019, local NGO partners have improved standards and 	----	Staff from READA keep coaching and training NGO	----

		performance on efficient advocacy, monitoring and evaluation, communication, proposal and case study writing and institutional management.		Partners. Case studies are produced step by step.	
		85 % of the trained NGO staff express satisfaction and relevance of the training and express that they have gained new knowledge	85%NGO staff express satisfaction	100%	100%

Nr.	Output	Indicator(3)	Total target for CISOM	Accumulated achieved	% achieved of target
3.7	March 2019, Staff from the Districts/Provincial Department of Woman Affairs and Districts/Provincial Department of Agriculture as well as staff at district level acknowledges the project concept and they apply major elements of the SHG and/or agricultural cooperative approach outside the project target areas.	Staff from Department of Agriculture (PDA) and Department of Women Affairs (DWA) from provincial and district level participated during refresher trainings		14 joined the ToT training.	
		Staff at district level participated during on-the-job trainings		6 and other two staff (not CISOM staff)of NGO Partners participated in ToT. Additionally, all CISOM project staffs keep learning on job training.	
		Major elements of the CISOM concept are used by PDA or PDWA during training of poor people in ODM.		PDA and PDWA are applying it to other target area.	

Nr.	Output	Indicator(2)	Total target for CISOM	Accumulated achieved	% achieved of target
3.8	March 2019, 7.500 poor farmers in ODM have improved their knowledge on land rights, child and	<ul style="list-style-type: none"> 100 SHGs, 60 village and commune chiefs have been 	100 SHGs, 60 villages.	80 SHG 48 villages	80% 80%

	<p>women rights, including all stages of the judicial process</p>	<p>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.</p>			
		<ul style="list-style-type: none"> 100 SHGs have discussed legal rights/land rights within their local communities involving at least 100 individuals. 	<p>100 SHG</p>	<ul style="list-style-type: none"> - 51 SHGs - 10Land case: 1,932 people (1,041 female) - CIP 26,131 people (15,035 female) discussed about it. 	<p>51%</p>